



**RIVERSIDE  
COUNTY  
TRANSPORTATION  
COMMISSION**



**FY 2022-2024**

# **Triennial Performance Audit of City of Corona Transit Service**

*January 2026*

# **Final**

Submitted to:  
**Riverside County Transportation Commission**

Submitted by:



# TABLE OF CONTENTS

Section I.....	1
Introduction .....	1
Overview of the Transit System .....	1
Section II.....	5
Operator Compliance Requirements.....	5
Section III.....	12
Prior Triennial Performance Recommendations .....	12
Section IV .....	15
TDA Performance Indicators.....	15
Section V .....	25
Review of Operator Functions .....	25
Operations .....	25
Maintenance.....	29
Planning.....	30
Marketing.....	32
General Administration and Management.....	33
Section VI .....	36
Statement of Facts .....	36
Recommendations .....	39

## Section I

### Introduction

California’s Transportation Development Act (TDA) requires that a triennial performance audit be conducted of public transit entities that receive TDA revenues per Public Utilities Code (PUC) 99246. The performance audit serves to ensure accountability in the use of public transportation revenue.

The Riverside County Transportation Commission (RCTC) engaged Michael Baker International to conduct the TDA triennial performance audit of the public transit operators under its jurisdiction in Riverside County. This performance audit is conducted for the City of Corona Transit Service (City, Corona) covering the most recent triennial period, fiscal years (FY) 2021–2022 through 2023–2024.

The purpose of the performance audit is to evaluate the City’s effectiveness and efficiency in its use of TDA funds to provide public transportation in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates the City’s compliance with the conditions specified in the California Public Utilities Code. This task involves ascertaining whether the transit agency is meeting the code’s reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made which is intended to improve the performance of transit operations.

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

### Overview of the Transit System

The City of Corona had provided general public Dial-A-Ride service since April 1977. In February 2001, the City also began operating a fixed-route service under the brand “Corona Cruiser” in response to its rapid growth in population and to provide better connectivity to other transit services. The City of Corona has had a memorandum of understanding (MOU) with the Riverside Transit Agency (RTA) since January 1994 to provide complementary Americans with Disabilities Act (ADA) paratransit service to RTA buses that travel through the city. The City also has formal fare transfer agreements with RTA and the Southern California Regional Rail Authority, which operates the Metrolink rail service. In FY 2018, the City transitioned the Dial-A-Ride from general public to specialized service. Dial-A-Ride is a shared transportation service that provides curbside-to-

curb service to eligible riders. The service is available to individuals certified under the ADA, seniors (60+), and persons with disabilities.

Based on the 2020 US Census, Corona’s population is 157,136, an increase of 3.1 percent since the 2010 US Census. The senior citizen population, comprising residents aged 65 and over, is 9.9 percent. The 2025 population for Corona is estimated to be 159,157 as reported by the California Department of Finance, Population Estimates for Cities, Counties, and the State, January 1, 2025. The city covers approximately 38.83 square miles.

**System Characteristics**

Corona operates both fixed-route service for the general public and demand-responsive transit services for ADA-certified residents. The fixed-route service consists of two routes and is branded under the name Corona Cruiser. The system operates Monday through Friday from 6:30 a.m. to 7:09 p.m. and Saturday from 8:52 a.m. to 5:09 p.m. The transit system does not operate on Sunday as well as on the following holidays: New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. The Corona Cruiser fixed-route services during the audit period are summarized in Table I-1.

**Table I-1  
Corona Transit Fixed-Route Services**

<b>Route</b>	<b>Frequency/Operation</b>	<b>Key Time Points</b>
<b>Blue Line</b>	Approximately every 60 minutes (Monday through Friday from 6:30 a.m. to 7:09 p.m.; Saturday from 8:52 a.m. to 3:50 p.m.)	<ul style="list-style-type: none"> <li>▪ Walmart @ McKinley</li> <li>▪ Magnolia @ McKinley</li> <li>▪ Magnolia @ Rimpau</li> <li>▪ Magnolia @ Fullerton</li> <li>▪ Mountain Gate Park</li> <li>▪ Corona Library</li> <li>▪ Corona Transit Center</li> <li>▪ Circle City Center</li> <li>▪ River Run Apartments</li> </ul>
<b>Red Line</b>	Approximately every 60 minutes (Monday through Friday from 6:30 a.m. to 7:05 p.m.; Saturday from 9:00 a.m. to 5:09 p.m.)	<ul style="list-style-type: none"> <li>▪ Target @ Cajalco</li> <li>▪ Walmart @ California</li> <li>▪ Centennial High School</li> <li>▪ Rimpau @ Magnolia</li> <li>▪ E. Grand @ E. Sixth Street</li> <li>▪ Corona Transit Center</li> <li>▪ Corona Library</li> <li>▪ Tenth @ Lincoln</li> <li>▪ W. Sixth Street @ Smith Ave</li> </ul>

Source: City of Corona Transit Services

Dial-A-Ride

The Corona Dial-A-Ride is a specialized demand-response service designed to provide curb-to-curb transportation for eligible, ADA-certified area residents only. The Dial-A-Ride service area encompasses the City of Corona, satellite locations in Norco, and the unincorporated Riverside County communities of Home Gardens, Coronita, and El Cerrito. Dial-A-Ride offers complementary and priority service to passengers certified under the ADA. ADA certification is provided through RTA. Reservations are accepted 1–14 days in advance. ADA expanded service operates the same days and hours as the Corona Cruiser. Dial-A-Ride does not operate on Sunday as well as on the following holidays: New Year’s Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day.

Fares

City of Corona Transit Service fares are structured based on passenger, mode, and media type. The most recent fare increase was implemented in January 2024. To incentivize public transit usage and reduce emissions, Corona uses Low Carbon Transit Operations Program (LCTOP) funds to subsidize free and reduced fares through June 2026 as well as State Assembly Bill 2766 funds to subsidize the cost of fares multiday passes on the Corona Cruiser. Tickets and passes are available online or in person at the City Corporation Yard, City Hall, and the Corona Library. The fare structures during the audit period are summarized in Table I-2.

**Table I-2  
Corona Transit Fare Schedule**

Fare Category	Fixed Route					Dial-A-Ride	
	Per Trip Effective 1/1/24	Riders Pay Through 6/30/26	Day Pass	15-Day Pass	31-Day Pass	Per Trip Effective 1/1/24	Riders Pay Through 6/30/26
Adult/General	\$1.75	\$1.00	\$4.00	\$17.50	\$35.00	N/A	N/A
Student (K-12 Grade)	\$1.75	Free	\$4.00	\$12.25	\$24.50	N/A	N/A
Senior (60+)/Disabled	\$0.75	Free	\$2.00	\$8.05	\$16.10	\$3.50	Free
ADA-Certified	\$0.75	Free	\$2.00	\$8.05	\$16.10	\$3.50	Free
Medicare Card Holders	\$0.75	Free	\$2.00	\$8.05	\$16.10	\$3.50	Free
Companion to Eligible Rider (Not PCA)	N/A	N/A	N/A	N/A	N/A	\$3.50	\$3.50
Children (46" tall or under)	\$0.50	\$0.50	N/A	N/A	N/A	\$0.50	\$0.50
Buddy Fare	N/A	N/A	N/A	N/A	N/A	\$1.75	\$1.75

Source: City of Corona Transit Services

The Buddy Fare on Dial-A-Ride allows for two or more seniors or persons with disabilities to ride for half fare (\$1.75) when traveling between the same locations. Personal care attendants to an ADA-certified rider may ride at no cost. Valid Metrolink pass-holders ride at no charge on Cruiser Blue and Red Lines to and from the Corona Transit Center/North Main Metrolink Station.

Fleet

The City maintained 20 revenue vehicles in its active transit fleet during the audit period; seven vehicles were utilized exclusively for the fixed-route service and the remaining 13 vehicles utilized for both service modes. All vehicles in the fleet are wheelchair accessible with tie-downs in compliance with the ADA. All vehicles are fueled by compressed natural gas (CNG). Table I-3 summarizes the Corona Transit fleet.

**Table I-3  
Corona Transit Fleet**

<b>Year</b>	<b>Make/Model</b>	<b>Quantity</b>	<b>Fuel Type</b>	<b>Seating Capacity</b>
2012	El Dorado Aerotech 240	2	CNG	16 (2 W/C)
2016	El Dorado/EZ Rider II BRT	7	CNG	23 (2 W/C)
2017	Glaval/Universal/E-450	11	CNG	14 (2 W/C)
<b>Total</b>		<b>20</b>		

Source: City of Corona Vehicle Fleet Inventory as of May 28, 2025

## Section II

### Operator Compliance Requirements

This section of the audit report contains the analysis of the City’s ability to comply with state requirements for continued receipt of TDA funds. The evaluation uses Caltrans’s *Performance Audit Guidebook* to assess transit operators. The guidebook contains a checklist of 11 measures taken from relevant sections of the Public Utilities Code and the California Code of Regulations. Each requirement is discussed in the table below, including a description of the system’s efforts to comply with the requirements. In addition, findings from the compliance review are described following the table.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator has submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due within seven (7) months after the end of the fiscal year (on or before January 31). The report shall contain underlying data from audited financial statements prepared in accordance with generally accepted accounting principles, if this data is available.	Public Utilities Code, Section 99243	<p>Completion/submittal dates:</p> <p><i>General Public:</i></p> <p>FY 2022: January 30, 2023                      FY 2023: January 29, 2024                      FY 2024: January 30, 2025</p> <p><i>Specialized Service:</i></p> <p>FY 2022: January 30, 2023                      FY 2023: January 29, 2024                      FY 2024: January 30, 2025</p> <p>The City submitted separate Transit Operators Financial Transactions Reports for both fixed-route and Dial-A-Ride services.</p> <p><b>Conclusion: Complied.</b></p>
The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27) or has received the appropriate 90-day	Public Utilities Code, Section 99245	<p>Completion/submittal dates:</p> <p>FY 2022: March 29, 2023                      FY 2023: March 29, 2024                      FY 2024: March 14, 2025</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
extension by the RTPA allowed by law.		<p>A 90-day extension was granted by RCTC pursuant to the TDA statute.</p> <p><b>Conclusion: Complied.</b></p>
The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator’s compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator’s terminal.	Public Utilities Code, Section 99251 B	<p>The City participates in the California Highway Patrol (CHP) Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim.</p> <p>Inspections were conducted at the City of Corona Corporation Yard at 735 West Public Safety Way in Corona.</p> <p>Inspection dates applicable to the audit period were July 14, 2021; July 27, 2022; July 19, 2023; and July 23, 2024.</p> <p>All inspections conducted were rated satisfactory.</p> <p><b>Conclusion: Complied.</b></p>
The operator’s claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	<p>As a condition of approval, the City of Corona’s annual claims for Local Transportation Funds (LTF) and State Transit Assistance (STA) funds are submitted in compliance with the rules and regulations adopted by RCTC.</p> <p><b>Conclusion: Complied.</b></p>
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to	Public Utilities Code, Section 99270.1	<p>This requirement is not applicable, as Corona Transit only serves an urbanized area.</p>

<b>Table II-1 Operator Compliance Requirements Matrix</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.		<b>Conclusion: Not Applicable.</b>
The operator’s operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	Public Utilities Code, Section 99266	<p>Percentage increase in the City of Corona’s transit operating budget:</p> <p>FY 2022: -4.1%                      FY 2023: +5.4%                      FY 2024: +14.0%</p> <p>The increase in the FY 2024 transit operating budget is attributed to modification of rates and compensation in the professional services contract for the transit service.</p> <p><i>Source: Table 4.0 - Summary of Funding Requests - City of Corona FYs 2021-2024.</i></p> <p><b>Conclusion: Complied.</b></p>
The operator’s definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.	Public Utilities Code, Section 99247	<p>The City of Corona’s definition of performance is consistent with Public Utilities Code Section 99247. A review of internal performance data reports and trip sheets generated during the audit period indicates that correct performance data are being collected.</p> <p><b>Conclusion: Complied.</b></p>
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless	Public Utilities Code, Sections 99268.2, 99268.3,	Operating ratios for Corona Transit using audited data were as follows:

<b>Table II-1</b>		
<b>Operator Compliance Requirements Matrix</b>		
<b>Operator Compliance Requirements</b>	<b>Reference</b>	<b>Compliance Efforts</b>
it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.	99268.12, 99270.1	<p>FY 2022: 20.00% FY 2023: 20.00% FY 2024: 20.00%</p> <p>* Audited farebox ratio accounts for local support revenue and exclusion of new or expanded service. Effective FY 2018, Corona adopted a blended system-wide farebox recovery ratio of 15 percent, in consultation with RCTC. The fixed route is subject to a 20 percent farebox recovery and Dial-A-Ride is subject to a 10 percent farebox recovery.</p> <p>*Assembly Bill (AB) 90 prohibits the imposition of a penalty on an operator that does not maintain the required ratio of fare revenues to operating cost during FYs 2019–20, 2020–21, and 2021–22.</p> <p>*AB 149 extends the penalty exemption through FY 2022–23 and authorizes transit operators to include federal grant funds as local funds for the purpose of computing fare revenue ratios. This bill, until July 1, 2026, would exempt an operator from specified requirements related to fare box ratios and eligibility standards for a fiscal year in which the operator expended from local funding, as defined, an amount for transit operations not less than the amount the operator expended from local funding for transit operations</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>during FY 2018–19. In addition, AB 149 adjusts the definition of "operating cost" used in the farebox recovery calculation to specifically exclude the additional costs required to provide comparable complementary paratransit service as mandated by the federal Americans with Disabilities Act (ADA)</p> <p><i>Source: City of Corona Transit Services Fund Financial Statements (Audited)</i></p> <p><b>Conclusion: Complied.</b></p>
<p>If the operator serves a rural area, or provides exclusive services to elderly and disabled persons, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).</p>	<p>Public Utilities Code, Sections 99268.2, 99268.4, 99268.5</p>	<p>This requirement is not applicable, as Corona Transit only serves an urbanized area and has historically operated general public Dial-A-Ride.</p> <p>Since Dial-A-Ride was designated as a specialized service for ADA-certified, senior, and disabled passengers effective January 2018, Dial-A-Ride would be subject to a 10 percent farebox recovery ratio as part of an overall system-wide farebox recovery ratio of 15 percent. Pursuant to AB 149, the definition of "operating cost" used in the farebox recovery calculation is adjusted to specifically exclude the additional costs required to provide comparable complementary paratransit service as mandated by the ADA.</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<b>Conclusion: Not Applicable.</b>
The current cost of the operator’s retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.	Public Utilities Code, Section 99271	To be eligible for TDA funds, the annual TDA claims form requires a sign-off from the transit claimant to comply with standard assurances, one of which is that the City of Corona’s retirement system is funded.  The City contracts with a private operator, while the City staff’s retirement is funded through the California Public Employees’ Retirement System (CalPERS).  <b>Conclusion: Complied.</b>
If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	California Code of Regulations, Section 6754(a)(3)	As a recipient of STA funds, the City of Corona is making full use of federal funds available under the Urban Mass Transportation Act of 1964 as amended. Federal Transit Administration (FTA) funds are allocated to transit agencies in the Riverside urbanized area, including the City of Corona.  FY 2022: \$1,633,422 (Operations) FY 2023: \$1,141,992 (Operations) FY 2024: \$1,524,815 (Operations)  <i>Source: National Transit Database</i>  <b>Conclusion: Complied.</b>

## Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance requirements pertaining to the City of Corona Transit Service, the operator fully complied with all nine applicable requirements. Two additional compliance requirements are not applicable to Corona (i.e., intermediate farebox recovery ratio and rural area farebox recovery ratio).
2. Corona adheres to a blended system-wide farebox recovery ratio of 15 percent, in consultation with RCTC, based on the available data from the *City of Corona Transit Services Fund Financial Statements* (audited). Under the revised farebox recovery standard, the fixed route is subject to a 20 percent farebox recovery and Dial-A-Ride would be subject to a 10 percent farebox recovery. The City utilized an allowable combination of additional local support revenues in order to meet the 20 percent minimum farebox recovery during the audit period. Under AB 149, the definition of "operating cost" used in the farebox recovery calculation is adjusted to specifically exclude the additional costs required to provide comparable complementary paratransit service as mandated by the ADA.<sup>1</sup>
3. Through its contract operator, the City participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. The CHP inspection reports submitted for review were found to be satisfactory.
4. The City of Corona Transit Fund operating budget exhibited modest fluctuations during the audit period. The budget decreased by 4.1 percent in FY 2022 followed by increases of 5.4 percent in FY 2023, and 14 percent in FY 2024. The 14 percent increase in the FY 2024 operating budget is attributed to modification of rates and compensation in the transit service operations and maintenance contract.

---

<sup>1</sup> Assembly Bill 90, passed into law and signed by the governor in June 2020 in response to the COVID-19 pandemic impacts, prohibits the imposition of penalties on a transit operator that does not maintain the required ratio of fare revenues to operating cost during the FY 2019–20 or FY 2020–21. AB 149 extends the penalty exemption through FY 2022–23 and authorizes transit operators to include federal grant funds as local funds for the purpose of computing fare revenue ratios. This bill, until July 1, 2026, would exempt an operator from specified requirements related to fare box ratios and eligibility standards for a fiscal year in which the operator expended from local funding, as defined, an amount for transit operations not less than the amount the operator expended from local funding for transit operations during FY 2018–19.

## Section III

### Prior Triennial Performance Recommendations

The City of Corona’s efforts to implement the recommendations made in the prior triennial performance audit are examined in this section of the report. For this purpose, each prior recommendation for the agency is described, followed by a discussion of the City of Corona’s efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been adopted by the agency are then presented.

#### Prior Recommendation 1

Continue process of implementing ADA subscription services on Dial-A-Ride.

*Background:* The prior performance audit acknowledged that City was in the process of implementing an ADA subscription service. Dial-A-Ride’s transition from general public to a specialized service for ADA-certified and senior passengers made the subscription service option more feasible. Subscription trips to the Inland Empire Adult Day Health Care Center and other adult day care centers were ongoing. In addition, the City had already been monitoring ADA trips to ensure that there were no capacity constraints. Nevertheless, the City signaled its willingness to work with the contract operator and review the feasibility of establishing a formal ADA Subscription Services Policy. A call-back function to remind riders of their upcoming trips was cited as a means to improve operating efficiency and effectiveness. The City indicated that it would incorporate a call-back function in the next ITS project.

#### Actions taken by the City of Corona

While the City did not have a formal subscription policy in place during the audit period, subscription services have been available to the riders. The City of Corona’s Dial-A-Ride Subscription Trip Policy, effective June 2, 2025, outlines procedures for scheduling recurring transportation for seniors and individuals with disabilities. Subscription trips must follow a consistent schedule—same days, times, and pickup/drop-off locations—and are automatically booked without requiring daily calls. Requests must be submitted at least two weeks in advance and maintained for a minimum of six consecutive weeks. Riders may place subscriptions on hold for up to 30 days, with longer holds subject to cancellation. The policy enforces no-show rules, requiring contractor staff to monitor and follow up with riders after repeated absences. Oversight is shared between contractor operations staff and City transit personnel, ensuring compliance and service continuity. The recently developed policy is based on past practices during the review period. This policy will be fully incorporated to ensure oversight by City staff.

#### Conclusion

This recommendation has been implemented (after the audit period).

Prior Recommendation 2

Include additional locally generated revenue in the farebox recovery.

*Background:* As mentioned in Section 1.3 of its Short-Range Transit Plan (SRTP), the City looked at the option of eliminating general public Dial-A-Ride services in an effort to reduce operating cost and reduce the farebox recovery ratio to 10 percent. By removing general public Dial-A-Ride, the overall system farebox recovery ratio was reduced to a blended rate of 15 percent. The revenues in the farebox ratio are composed primarily of passenger fares, City supplemental support revenues, and South Coast Air Quality Management District subsidies. State legislation (SB 508) reinforced the RCTC practice of allowing other locally generated revenues in the farebox ratio. These other revenues include advertising generated by the transit system, bus wraps on the vehicles, and other local contributions from the City to the transit program. Additional state legislation (Assembly Bill 149) allows other support revenue such as free and reduced transit fares to be counted toward farebox recovery at full retail value, and federal funds to be counted as "local funds." Corona allows advertising space on its bus shelters and has expressed interest in allowing advertising on board its vehicles. At the time, the City did not have an advertising policy but expressed interest in developing one. However, staffing and budgetary constraints made it difficult to pursue. Nevertheless, given the farebox recovery trends, it was suggested that the City pursue this measure to incorporate other locally generated revenue in its farebox recovery.

Actions taken by the City of Corona

The City of Corona has been meeting its farebox recovery ratio without the use of the general fund. Utilizing AB 149 provisions, the City has been supplementing any gaps in fare revenues with LCTOP and federal funds, which can be used as local funds to meet the farebox recovery ratio. Staff will continue to look for additional revenue sources to meet the farebox recovery ratio of 10 percent for the specialized Dial-A-Ride service and 20 percent for the fixed route. This includes releasing a solicitation for a new revenue-sharing contract for bus shelter advertising to include other methods of advertising (i.e., bus wrap, inside the bus on monitors, etc.). The new Management Analyst will be responsible for this project.

Conclusion

This recommendation has been implemented.

Prior Recommendation 3

Develop COVID-19 recovery plan and target core ridership including student riders.

*Background:* Significant student ridership declines were shown in City ridership reports during the prior audit period. The COVID-19 pandemic was the largest culprit in the overall decline when schools closed. However, while the route schedule accommodates school bell times, much had changed in the city such as new developments and increased congestion which contributed to

slower bus speeds and difficulty in meeting the schedule during peak hours. Although the Comprehensive Operational Analysis (COA) addressed this change in ridership, and as schools continued to return to more normal operations, it was suggested that the City remain aware of this trend and focus on operational and marketing efforts to bring students back into the transit system. A COVID-19 recovery plan should be developed that focuses on core rider markets including students. The recovery plan could include steps to improve bus service to continue meeting school bell times and be part of SRTP planning. Surveys of students would help provide primary data. An evaluation of route schedules and school bell times should be conducted to address the decline and improve on-time performance over the longer term. Targeted marketing and fare pricing should also be considered in the COA process.

#### Actions taken by the City of Corona

While a formal COVID-19 recovery plan has not been developed, steps have been taken to monitor service and improve and increase marketing efforts. Through the COA survey efforts, it was determined that 17 percent of the riders used the Corona Cruiser to access educational facilities. However, this was not truly reflective of actual student riders based on the past three years of ridership data. While over 500 surveys were collected, the number of student surveys yielded the fewest results.

Knowing the student ridership had been on the decline since COVID-19, once the schools were back in full session, the City continued to offer free fares using LCTOP funds. This yielded over a 100 percent increase in student ridership. Once the initial funding ran out, a three-year fare subsidy program was implemented, which went into effect on October 1, 2023. This three-year program, valid through June 30, 2026, allows students to access Corona Cruiser for free and yielded a 19 percent increase in FY 2024 as compared to FY 2023. The City has been currently tracking a seven percent increase in ridership. The City will continue to look for ways to retain student riders by providing fare subsidy programs.

In addition, new service improvements adopted by the City Council include realigning the current two fixed routes into three smaller routes and implementing a pilot microtransit service. The routes and associated schedules are being established to ensure that they align with the schools and their bell schedules. Microtransit service will help to fill gaps in first/last mile access to transit. Fare pricing was also considered; the fares were increased to align with those of the Riverside Transit Agency. However, the fare subsidy program was started to ensure that there would be minimal impact on the ridership. Furthermore, City transit staff continue to collaborate with the Corona-Norco School District on various programs through monthly meetings and outreach.

#### Conclusion

This recommendation has been implemented.

## Section IV

### TDA Performance Indicators

This section reviews Corona Transit Service’s performance in providing transit service to the community in an efficient and effective manner. The TDA requires that at least five specific performance indicators be reported, which are contained in the following tables. Farebox recovery ratio is not one of the five specific indicators but is a requirement for continued TDA funding. Therefore, farebox calculation is also included. Two additional performance indicators that gauge service effectiveness and revenue, operating cost per mile and average fare per passenger, are included as well. Findings from the analysis are contained in the section following the tables.

Tables IV-1 through IV-3 provide the performance indicators for Corona Transit Service system-wide, fixed route, and Dial-A-Ride. Graphs are also provided to depict the trends in the indicators. It is noted that the system-wide and fare revenues are based on audited figures less depreciation and exclusions. Modal operating costs and fare revenues are calculated from the audited figures.

**Table IV-1  
Corona Transit TDA Performance Indicators  
System-wide**

Performance Data and Indicators	FY 2021	Audit Period			% Change FY 2021-2024
		FY 2022	FY 2023	FY 2024	
Operating Cost <sup>(1)</sup> (less depreciation)	\$1,901,148	\$2,157,427	\$2,685,728	\$3,024,931	<b>59.1%</b>
Operating Costs Related to Exclusions	\$0	\$991,118	\$1,269,891	\$1,548,758	<b>n/a</b>
Adjusted Operating Cost <sup>(1)</sup>	\$1,901,148	\$1,166,309	\$1,415,837	\$1,476,173	<b>-22.4%</b>
Total Passengers	90,031	118,565	158,413	186,266	<b>106.9%</b>
Vehicle Service Hours	20,815	22,425	26,020	28,329	<b>36.1%</b>
Vehicle Service Miles	250,039	278,920	329,473	359,002	<b>43.6%</b>
Employee FTE's	27	23	26	30	<b>11.1%</b>
Passenger Fares	\$51,187	\$130,707	\$32,070	\$37,099	<b>-27.5%</b>
Local Support Revenues	\$30,318	\$250,255	\$264,560	\$409,877	<b>1251.9%</b>
Total Revenue	\$81,505	\$380,962	\$296,630	\$446,976	<b>448.4%</b>
Fare Revenue Related to Exclusions	\$0	\$147,721	\$13,479	\$151,740	<b>n/a</b>
Total Fare Revenue	\$81,505	\$233,241	\$283,151	\$295,236	<b>262.2%</b>
Operating Cost per Passenger <sup>(2)</sup>	\$21.12	\$18.20	\$16.95	\$16.24	<b>-23.1%</b>
Operating Cost per Vehicle Service Hour <sup>(2)</sup>	\$91.34	\$96.21	\$103.22	\$106.78	<b>16.9%</b>
Operating Cost per Vehicle Service Mile <sup>(2)</sup>	\$7.60	\$7.73	\$8.15	\$8.43	<b>10.8%</b>
Passengers per Vehicle Service Hour	4.3	5.3	6.1	6.6	<b>52.0%</b>
Passengers per Vehicle Service Mile	0.36	0.43	0.48	0.52	<b>44.1%</b>
Vehicle Service Hours per Employee	770.9	975.0	1,000.8	944.3	<b>22.5%</b>
Average Fare per Passenger	\$0.57	\$1.10	\$0.20	\$0.20	<b>-65.0%</b>
Farebox Recovery Ratio <sup>(2)</sup>	2.69%	6.06%	1.19%	1.23%	<b>-54.4%</b>
Fare Recovery Ratio with Local Support <sup>(3)</sup>	4.29%	20.00%	20.00%	20.00%	<b>366.5%</b>
Percentage Change in Consumer Price Index (CPI-All Items & Consumers, LA-Riverside-Orange Co.)	3.31%	2.45%	2.85%	8.24%	

Source: Annual Fiscal & Compliance Audits; Table 2.1 SRTP Performance Report - TransTrack; Transit Operator Financial Transactions Reports

<sup>(1)</sup> Systemwide operating costs are as shown in Basic Financial Statements (Audited). Modal operational costs in subsequent tables are calculated from audited data.

<sup>(2)</sup> Calculation uses operating costs less depreciation.

<sup>(3)</sup> Calculation uses adjusted operational costs.

**Table IV-2  
Corona Transit TDA Performance Indicators  
Fixed Route**

Performance Data and Indicators	FY 2021	Audit Period			% Change FY 2021-2024
		FY 2022	FY 2023	FY 2024	
Operating Cost	\$1,264,854	\$1,242,229	\$1,415,837	\$1,476,173	16.7%
Total Passengers	76,645	95,892	120,272	139,080	81.5%
Vehicle Service Hours	14,471	14,398	14,426	14,310	-1.1%
Vehicle Service Miles	167,171	169,157	181,113	182,896	9.4%
Employee FTE's	15	13	13	14	-6.7%
Passenger Fares	\$12,508	\$32,151	\$18,591	\$16,022	28.1%
Local Support Revenues	\$15,754	\$250,255	\$264,560	\$409,877	2501.7%
Total Fare Revenue	\$28,262	\$282,406	\$283,151	\$425,899	1407.0%
Operating Cost per Passenger	\$16.50	\$12.95	\$11.77	\$10.61	-35.7%
Operating Cost per Vehicle Service Hour	\$87.41	\$86.28	\$98.14	\$103.16	18.0%
Operating Cost per Vehicle Service Mile	\$7.57	\$7.34	\$7.82	\$8.07	6.7%
Passengers per Vehicle Service Hour	5.3	6.7	8.3	9.7	83.5%
Passengers per Vehicle Service Mile	0.46	0.57	0.66	0.76	65.9%
Vehicle Service Hours per Employee	964.7	1,107.5	1,109.7	1,022.1	6.0%
Average Fare per Passenger	\$0.16	\$0.34	\$0.15	\$0.12	-29.4%
Farebox Recovery Ratio	0.99%	2.59%	1.31%	1.09%	9.8%
Farebox Recovery Ratio with Local Support	2.23%	22.73%	20.00%	28.85%	1191.2%
Percentage Change in Consumer Price Index (CPI-All Items & Consumers, LA-Riverside-Orange Co.)	3.31%	2.45%	2.85%	8.24%	

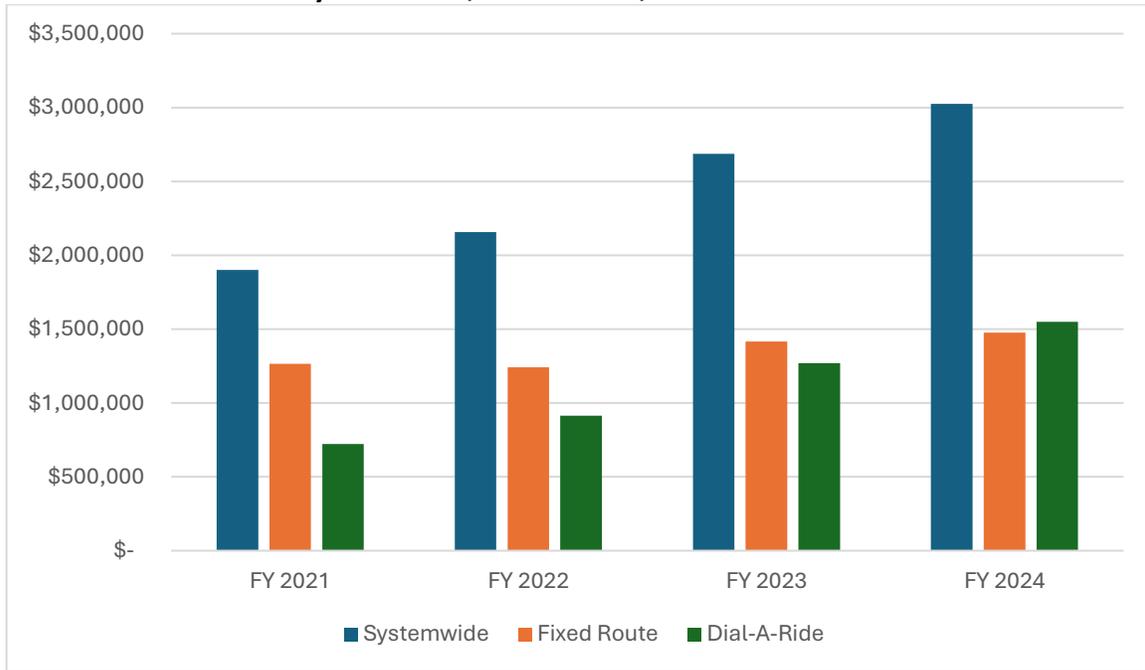
Source: Annual Fiscal & Compliance Audits; Table 2.1 SRTP Performance Report; Transit Operator Financial Transactions Reports

**Table IV-3  
Corona Transit TDA Performance Indicators  
Dial-A-Ride**

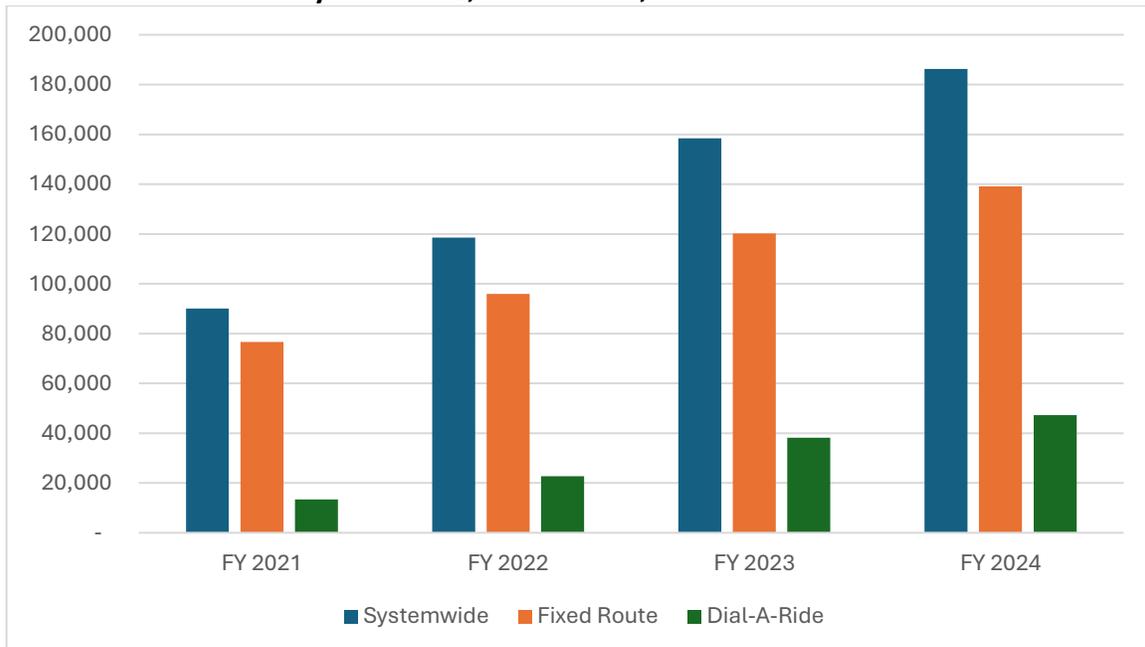
Performance Data and Indicators	FY 2021	Audit Period			% Change FY 2021-2024
		FY 2022	FY 2023	FY 2024	
Operating Cost	\$722,524	\$915,198	\$1,269,891	\$1,548,758	<b>114.4%</b>
Total Passengers	13,386	22,673	38,141	47,186	<b>252.5%</b>
Vehicle Service Hours	6,344	8,027	11,594	14,019	<b>121.0%</b>
Vehicle Service Miles	82,868	109,763	148,360	176,106	<b>112.5%</b>
Employee FTE's	12	10	13	16	<b>33.3%</b>
Passenger Fares	\$45,721	\$98,556	\$13,479	\$21,077	<b>-53.9%</b>
Local Support Revenues	\$7,520			\$130,663	<b>1637.5%</b>
Total Fare Revenue	\$53,241	\$98,556	\$13,479	\$151,740	<b>185.0%</b>
Operating Cost per Passenger	\$53.98	\$40.37	\$33.29	\$32.82	<b>-39.2%</b>
Operating Cost per Vehicle Service Hour	\$113.89	\$114.01	\$109.53	\$110.48	<b>-3.0%</b>
Operating Cost per Vehicle Service Mile	\$8.72	\$8.34	\$8.56	\$8.79	<b>0.9%</b>
Passengers per Vehicle Service Hour	2.1	2.8	3.3	3.4	<b>59.5%</b>
Passengers per Vehicle Service Mile	0.16	0.21	0.26	0.27	<b>65.9%</b>
Vehicle Service Hours per Employee	528.7	802.7	891.8	876.2	<b>65.7%</b>
Average Fare per Passenger	\$3.42	\$4.35	\$0.35	\$0.45	<b>-86.9%</b>
Farebox Recovery Ratio	6.33%	10.77%	1.06%	1.36%	<b>-78.5%</b>
Farebox Recovery Ratio with Local Support	7.37%	10.77%	1.06%	9.80%	<b>33.0%</b>
Percentage Change in Consumer Price Index (CPI-All Items & Consumers, LA-Riverside-Orange Co.)	3.31%	2.45%	2.85%	8.24%	

Source: Annual Fiscal & Compliance Audits; Table 2.1 SRTP Performance Report; Transit Operator Financial Transactions Reports

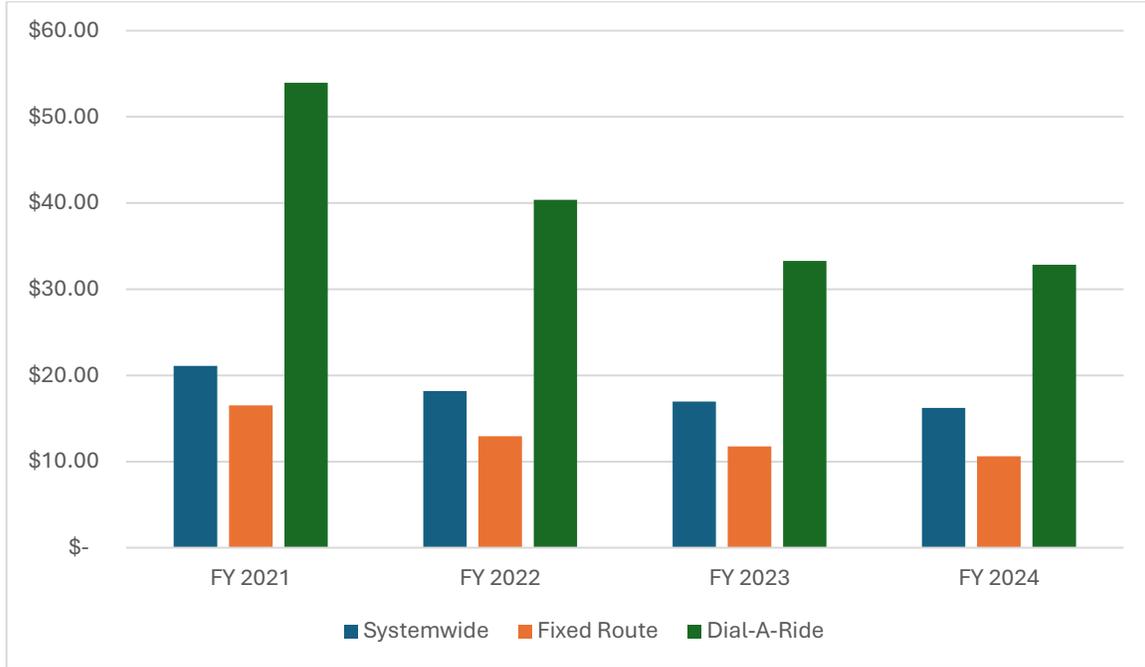
**Graph IV-1**  
**Operating Costs**  
**System-wide, Fixed Route, and Dial-A-Ride**



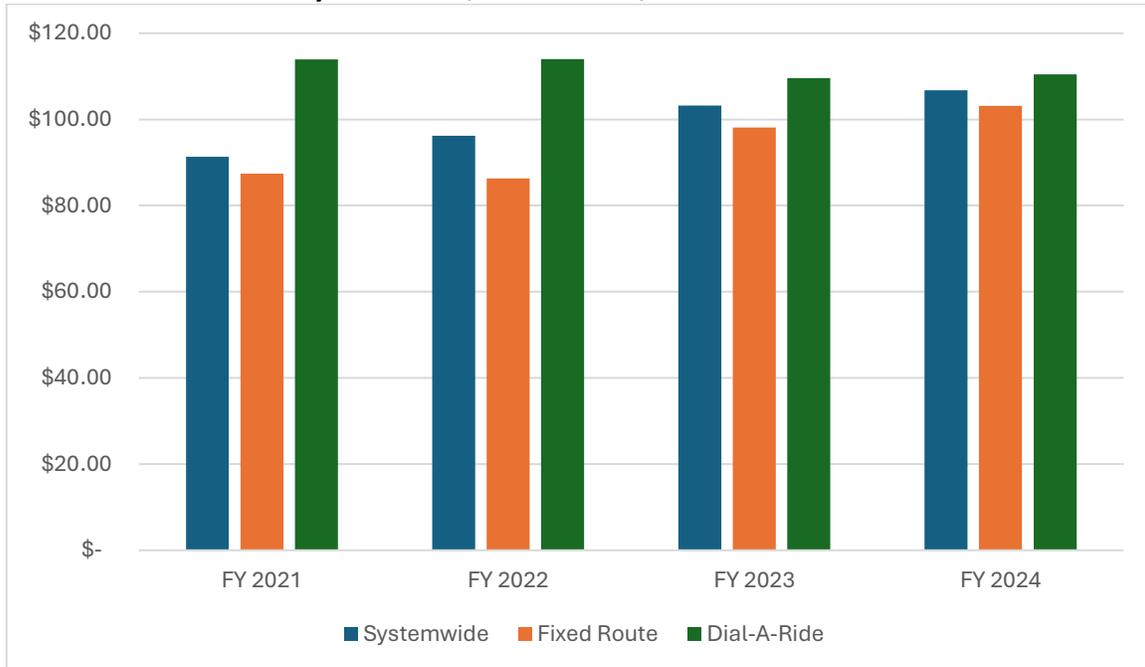
**Graph IV-2**  
**Ridership**  
**System-wide, Fixed Route, and Dial-A-Ride**



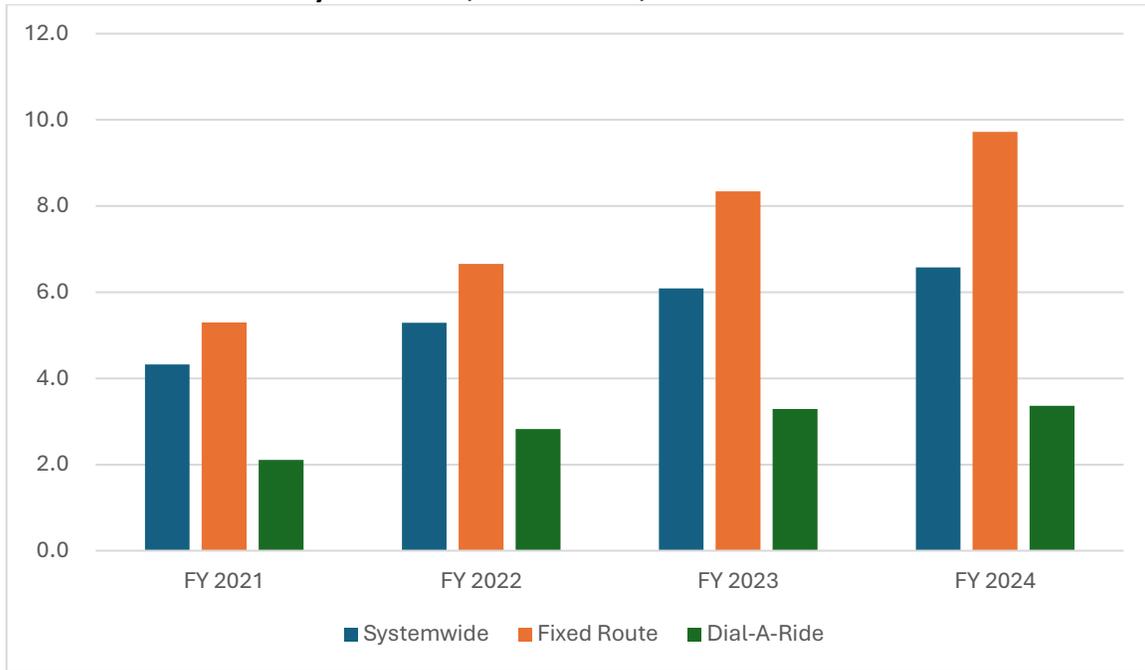
**Graph IV-3**  
**Operating Cost per Passenger**  
**System-wide, Fixed Route, and Dial-A-Ride**



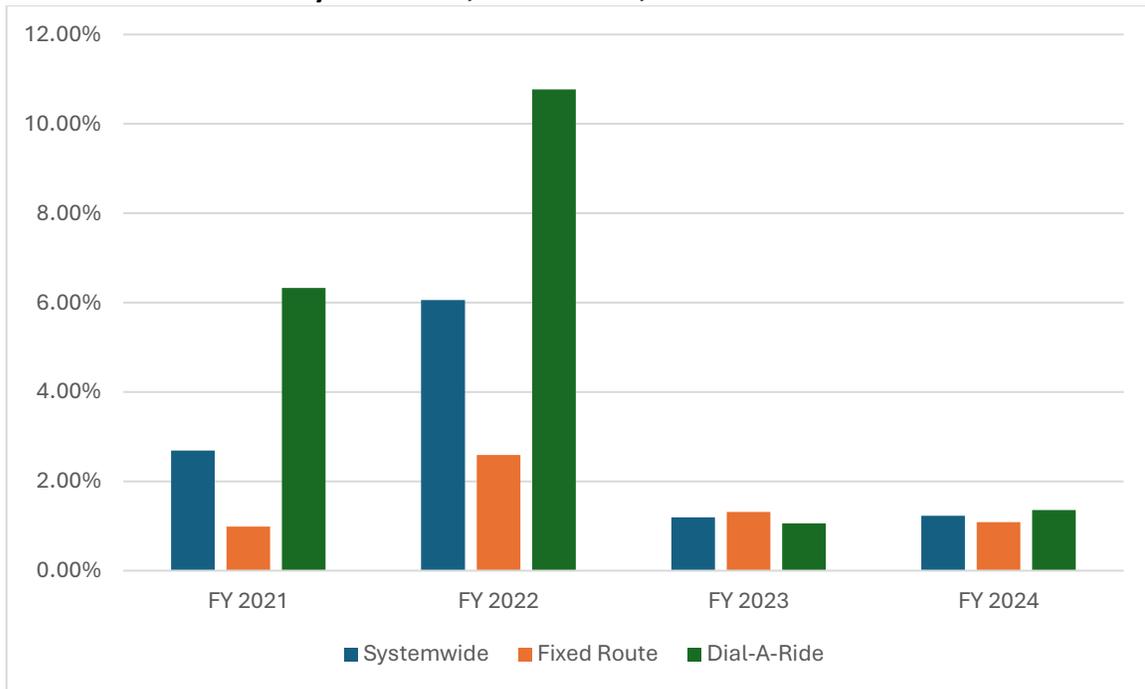
**Graph IV-4**  
**Operating Cost per Vehicle Service Hour**  
**System-wide, Fixed Route, and Dial-A-Ride**



**Graph IV-5**  
**Passengers per Vehicle Service Hour**  
**System-wide, Fixed Route, and Dial-A-Ride**

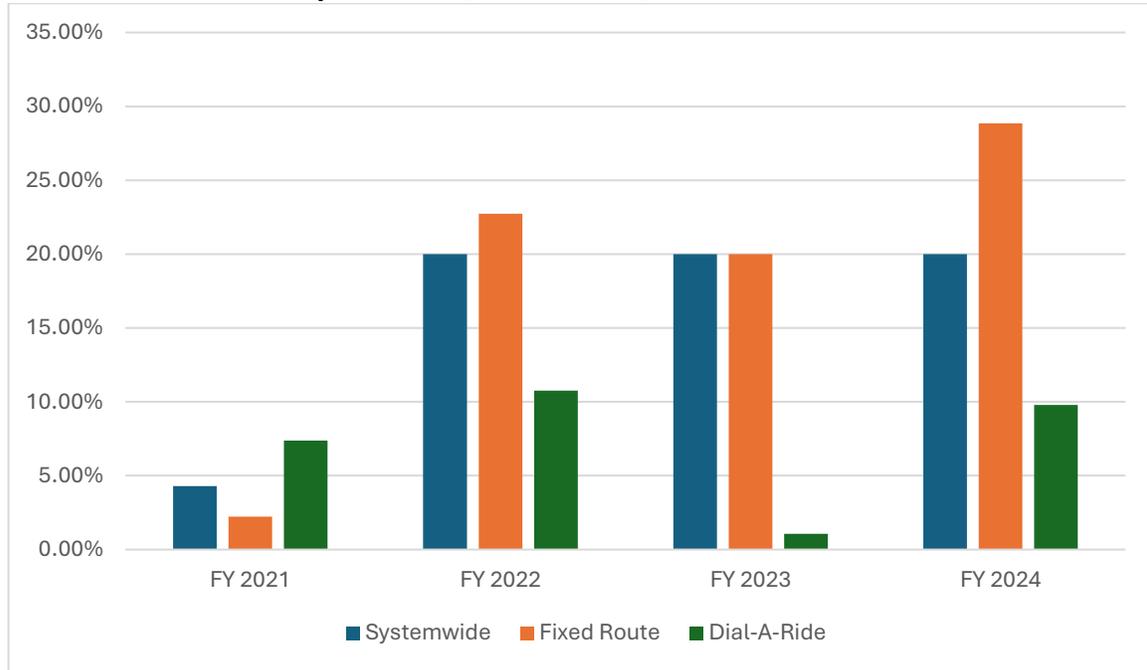


**Graph IV-6**  
**Fare Recovery Ratio (Passenger Fares Only)**  
**System-wide, Fixed Route, and Dial-A-Ride**



*Note: System-wide farebox ratios include local support revenues. Corona Transit is subject to system-wide farebox ratio standard.*

**Graph IV-7**  
**Adjusted Fare Recovery Ratio (Adjusted operating costs & other fare revenue contributions/exclusions)**  
**System-wide, Fixed Route, and Dial-A-Ride**



## Findings from Verification of TDA Performance Indicators

1. **Operating cost per vehicle service hour**, an indicator of cost efficiency, increased 16.9 percent system-wide based on audited data from the FY 2021 base year through FY 2024. Based on audited data, this indicator increased 18 percent and decreased 3 percent on the fixed-route and Dial-A-Ride services, respectively. The increase on the fixed-route side was driven by a slight 1.1 percent decrease in service hours compared to an incremental 16.7 percent increase in operating costs.
2. **Operating cost per passenger**, an indicator of cost effectiveness, decreased 23.1 percent system-wide based on audited data from the FY 2021 base year through FY 2024. On a modal basis, cost per passenger decreased 35.7 percent and 39.2 percent for fixed-route and Dial-A-Ride services, respectively, during the audit period. The decrease was due to a return of ridership following the COVID-19 pandemic. This lower ratio indicates increased effectiveness in the delivery of services. Ridership system-wide increased by 106.9 percent, from 90,031 passengers in FY 2021 to 186,266 passengers in FY 2024, while operating costs increased 59.1 percent for the same period.
3. **Passengers per vehicle service hour**, which measures the effectiveness of the service delivered, increased 52.0 percent from the FY 2021 base year through FY 2024. Fixed-route service experienced an increase of 83.5 percent from FY 2021. Passengers per hour for Dial-A-Ride increased 59.5 percent. System-wide, the number of passengers per service hour rose from 4.3 in FY 2021 to 6.6 in FY 2024. For the fixed-route service, this indicator increased from 5.3 passengers per hour in FY 2021 to 9.7 passengers in FY 2024, surpassing the pre-pandemic metric of 8.9 in FY 2018. For Dial-A-Ride, the number of passengers per hour increased from 2.1 to 3.4 during the audit period.
4. **Passengers per vehicle service mile**, another indicator of service effectiveness, increased 44.1 percent system-wide, from 0.36 in FY 2021 to 0.52 in FY 2024. For fixed-route operations, the number of passengers per service mile increased 65.9 percent, from 0.46 to 0.76 between FY 2021 and FY 2024, surpassing the pre-pandemic metric of 0.75 in FY 2018. On Dial-a-Ride, passengers per service mile increased the same amount over the same period. Passenger trips increased at a higher percentage rate than vehicle service miles for both service modes.
5. **Vehicle service hours per employee** increased 22.5 percent system-wide between FY 2021 and FY 2024. Vehicle service hours per employee for fixed-route service increased 6 percent during the reporting period, from 964.7 hours in FY 2021 to 1,022.1 hours in FY 2024, as vehicle service hours remained steady, and the number of full-time equivalents (FTEs) decreased slightly (from 15 to 14) during the period. For Dial-A-Ride, vehicle hours per employee increased 65.7 percent over the same period. Dial-a-Ride vehicle service hours climbed 121.0 percent even as employees increased from 12 to 16 FTEs. This measure is based on the number of employee FTEs, calculated using employee pay hours from the Transit Operators Financial Transactions Report and dividing by 2,000 hours per employee.

6. **Farebox recovery** exhibited an overall percentage increase of 366.5 percent system-wide from 4.29 percent in the FY 2021 base year to 20 percent in FY 2024 based on audited passenger fare and local support data. Corona uses a blended system-wide farebox recovery ratio of 15 percent. The fixed route is subject to a 20 percent farebox recovery and Dial-A-Ride is subject to a 10 percent farebox recovery. The City’s audited farebox recovery is inclusive of interest, South Coast Air Quality Management District revenue, LCTOP funds, and other local support. System-wide farebox recovery remained above 15 percent in FY 2019 and FY 2020 before dropping below 15 percent in FY 2021 due to the impacts of the COVID-19 pandemic. Without local support revenues, system-wide farebox recovery decreased by 54.4 percent from 2.69 percent in FY 2021 to 1.23 percent in FY 2024. Farebox for fixed-route operations increased by 9.8 percent exclusive of local support revenues, due to the large increase in farebox revenue for the service. Dial-A-Ride farebox recovery declined 78.5 percent without local support as fare collection for Dial-A-Ride was suspended in FY 2024 and subsidized with LCTOP funds.

### **Conclusion from the Verification of TDA Performance Indicators**

The City of Corona’s system-wide performance indicators reflect moderate increases in operating costs while exhibiting rebounding ridership following the service impacts of the COVID-19 pandemic. Ridership increased 106.9 percent system-wide during the audit period. Fixed-route ridership, comprising about 75 percent of total passengers, increased by 82 percent, while Dial-A-Ride ridership increased 252 percent. System-wide, ridership increased steadily from year to year (28 percent annualized).

Operating costs system-wide increased 59 percent over the review period from the FY 2021 base year through FY 2024 based on audited data. By mode (using unaudited data), fixed-route services experienced a 16.7 percent increase in operating costs during the audit period while Dial-A-Ride costs increased by 114.4 percent. Vehicle service hours increased system-wide during the audit period; fixed-route hours decreased only one percent and Dial-A-Ride hours increased 121 percent. Fixed-route vehicle service miles increased 9 percent while Dial-A-Ride vehicle service miles increased 113 percent.

## Section V

### Review of Operator Functions

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

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

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

#### Operations

The City of Corona Transit Service is composed of two fixed routes and a specialized Dial-A-Ride service available to individuals certified under the ADA, seniors (60+), and persons with disabilities. The Dial-A-Ride operates the same hours as the fixed-route service. The transit system serves to augment RTA's routes in Corona, which are more commuter oriented. Corona Transit operates Monday through Saturday, with no service on Sundays or major holidays. The system continues to prioritize service for seniors and students, who collectively represent approximately 70 percent of the ridership base.

Corona Transit Services experienced notable operational challenges during the audit period, primarily due to ongoing construction projects that disrupted service reliability. The McKinley Grade Separation project, citywide repaving efforts, and infrastructure work along Magnolia Street, 6th Street, and downtown areas significantly impacted on-time performance—especially for the Corona Cruiser Blue Line. Detours and schedule inconsistencies have been persistent, prompting the City to consider schedule updates aligned with the Comprehensive Operational Analysis (COA) implementation. Despite these disruptions, ridership rebounded in FY 2024, surpassing pre-pandemic levels.

MV Transportation has served as the City's contract operator since 2018. To support service continuity and address staffing challenges, the City amended its operations and maintenance contract with MV Transportation to increase driver compensation. Originally structured as a three-year agreement with two option years, the contract was extended to include a third option year, resulting in a nine-year term. The amendment also reflects new service implementations.

Fare collection practices have evolved during the audit period. The City currently offers free fares for seniors and students, with a \$1.00 fare for the general public. This fare structure is supported by a subsidy program funded through the Low Carbon Transit Operations Program (LCTOP), which is set to expire in June 2026. A new subsidy program for students is under development.

While there is interest in transitioning to cashless fare media, such as mobile ticketing, the City has not yet adopted a universal fare collection system. Discussions with RCTC are ongoing to explore regional fare technology that would facilitate transfers between systems. The City has considered the California Integrated Travel Project (Cal-ITP), but discrepancies in senior age qualifications—Corona defines seniors as 60+, while Cal-ITP uses 65+—have posed implementation challenges.

Corona Transit Services leverages multiple software platforms to support its operational efficiency and service delivery. For Dial-A-Ride dispatching and scheduling, the City uses RouteMatch, a CAD/AVL system that enables real-time vehicle tracking, automated scheduling, and improved customer service. This system helps manage demand-responsive transit and ensures accurate reporting of service metrics. Additionally, MV Transportation utilizes Optibus, a cloud-based software-as-a-service platform for bus run cutting and driver scheduling. Optibus allows MV to optimize vehicle assignments and crew shifts internally, improving operational flexibility and reducing reliance on external consultants. Together, these systems support data-driven decision-making and enhance the reliability of both fixed-route and demand-responsive services.

Each vehicle is equipped with eight security cameras. In addition, Corona utilizes DriveCam, a video-based driver safety program that harnesses the power of video, predictive analytics, and a cloud-based platform to help improve driver safety, exonerate drivers from false claims, and significantly reduce collisions and related costs. Another safety feature that was implemented is Mobileye, which is a collision avoidance system that prevents tailgating.

Before the start of each run, drivers clock in and receive the daily manifest. The drivers perform a pre-trip inspection and note the beginning mileage. Mileage is manually reported and entered into an Access spreadsheet. The contractor's administrative assistant or project manager inputs the data and submits it to the City for review.

Operational performance data is collected and verified through established protocols. In FY 2024, fixed-route ridership reached approximately 139,080 trips, up from 76,645 in FY 2021. Dial-A-Ride service hours increased slightly due to expanded subscription services, particularly at the community center. No-show rates for Dial-A-Ride averaged between 4.5 percent and 5 percent, and the no-show policy is included in the ADA eligibility application.

Drivers are required to check in with dispatch throughout their shifts. Fixed-route operators report arrivals and departures at designated points, while Dial-a-Ride drivers check in regarding no-shows and cancellations. RouteMatch software provides automated notifications, but manual check-ins remain standard practice. Construction delays and emergencies are communicated directly by the agency.

On-time performance remains a critical metric for Corona Transit Services. However, it has been difficult to maintain due to ongoing construction projects, including the McKinley Grade Separation and work on Ontario Avenue. Despite these challenges, MV has received incentives for strong Dial-a-Ride performance, and liquidated damages have only been exercised for Dial-a-Ride-related issues—not for fixed-route delays.

The on-time performance standard is 95 percent and monitored by the RouteMatch AVL system and calls into dispatch. Road supervisors conduct periodic time checks. For the fixed route during the audit period, drivers made calls into dispatch at designated time points, generally about four per route. In the event a fixed-route bus is running behind schedule, a Dial-A-Ride vehicle may be dispatched to allow the fixed-route bus to get back on schedule. On-time performance for Dial-A-Ride is tracked through the trip sheets. There is a 30-minute pickup window that is monitored by dispatch. Corona’s on-time performance for the audit period is summarized in Table V-1:

**Table V-1  
Corona Transit Service On-Time Performance**

	<b>FY 2021–22</b>	<b>FY 2022–23</b>	<b>FY 2023–24</b>
<b>Blue Line</b>	68.0%	84.3%	82.2%
<b>Red Line</b>	78.9%	89.8%	89.6%
<b>Dial-A-Ride (ADA)</b>	95.0%	95.0%	95.0%

Source: City of Corona Productivity Reports

Additional operational improvements include the replacement of solar lights at 21 bus shelters with LED lighting and push-button activation for dusk-to-dawn illumination. Although the City has not made significant infrastructure investments for hydrogen-powered buses, it is exploring the use of an existing hydrogen fueling facility on 6th Street to avoid costly new construction.

Corona Transit vehicles are equipped with non-electronic Diamond fareboxes. Drivers verify on the spot that proper fares are placed into the farebox. After each run has been completed, the farebox vaults are secured in the dispatch office. Revenues are counted the following day by two contract staff, composed of the general manager and assistant general manager or the assistant general manager and a dispatcher. The count is conducted in a camera-equipped room. After the count is completed and reconciled, the revenues are transported to the bank for deposit.

The City conducts periodic spot checks of the fare revenues. In addition, MV Transportation has conducted an audit of its fare counting and reconciliation procedures. The audit found that there was more of a variance on the fixed route, with projected revenues being higher than the actual. This variance may be attributed to the day passes used by most student riders and the possibility that some of the drivers were entering the wrong passenger category on the trip sheets.

Personnel

MV Transportation personnel are composed of nine full-time drivers, one part-time driver, one full-time driver on light duty, two road supervisors, two full-time dispatchers, as well as two

mechanics and two utility workers based at the Ontario facility. Additional exempt employees include the General Manager, Assistant General Manager and Maintenance Manager. Non-exempt employees are non-union and there is no extraboard.

Driver experience levels have fluctuated due to high turnover, particularly among operators. While the City previously hired drivers who were already credentialed, since 2022, MV has had to train new hires from the ground up. This shift has increased training time but has also led to slightly longer retention, likely due to the investment required. Drivers are trained to operate both fixed-route and Dial-A-Ride services, enhancing operational flexibility. Non-exempt employees are non-union and there is no extraboard. The average years of experience span between 15 and 20 years. There has been limited employee turnover, and five drivers were hired over the audit period.

Route bidding is conducted based on seniority and is separated by service mode—fixed-route and Dial-a-Ride. In 2022, bidding occurred annually, but by 2023, the process shifted to a biannual schedule in February and October. Due to turnover, no bidding occurred in 2024, though the City plans to resume the process. Adjustments to route assignments are made between bidding cycles to accommodate staffing changes and service needs. While turnover has been high, it has not been directly linked to morale issues, and the bidding process itself is seen as a stabilizing factor.

MV has implemented several incentive programs to retain staff, including wage increases during the COVID-19 pandemic to remain competitive with neighboring agencies like RTA. Although MV previously covered DMV testing costs for drivers, this responsibility has reverted to the individual. Other benefits include paid holidays and employee recognition efforts.

MV offers a robust training program consisting of over 40 hours of classroom instruction for DMV testing, 30 hours of behind-the-wheel training, and more than 16 hours of cadeting. Recruitment takes place through MV Transportation's corporate website as well as through online advertisements on Craigslist and Indeed. Prior to the pandemic, MV hired drivers with Class B commercial licenses; however, since 2022, candidates with Class C licenses have been considered, provided they hold an air brake endorsement. Drivers are required to have a Class B license, and an air brake endorsement is encouraged. Fixed-route drivers are Verification Transit Training-certified. General Public Paratransit Vehicle certification is no longer required. Driver candidates with a Class B license undergo 15 hours of classroom training and 20 hours of behind-the-wheel transit, plus two to three days of cadet training involving the trainee riding along with an experienced driver.

New drivers are sent to MV Transportation's Paramount facility for training and DMV testing prior to cadet training. Monthly safety meetings are held on Saturdays and on two weekdays. Topics are provided by MV Transportation's corporate office and include defensive driving, passenger awareness, operational updates, accidents, work-related injuries, COVID-19/personal protective equipment, and customer service.

The road supervisor conducts a 45- and 90-day evaluation of the drivers, which includes retraining if necessary. Observations are conducted on board the vehicle or from a remote vantage point. Preventative accidents trigger retraining. Most accidents have been minor. Footage from MV

Transportation’s proprietary on-board camera system, DriveCam, is reviewed daily. The Mobileye collision avoidance system has been installed on the windshields of the vehicles to prevent tailgating. The system will activate when the vehicle is less than two car lengths ahead.

### **Maintenance**

MV Transportation conducts vehicle maintenance in-house and employs two full-time mechanics, one A level and one B level mechanic, as well as a maintenance manager. The contract with the City included a provision for the contractor to pay prevailing wages under the state prevailing wage laws for public works, which include mechanics. The mechanics are Automotive Service Excellence (ASE) certified, and the maintenance manager has ASE certification for CNG. Mechanics received incentive pay for certifications.

Vehicles are maintained at an off-site facility located in the city of Ontario. The maintenance facility is located at 1930 South Rochester Avenue in Ontario, approximately 13 miles from Corona. The facility has up to three service bays, a parts room, maintenance manager’s office, and a large upstairs storage room. The facility can accommodate up to three vehicles. Body work and the fire suppression system and engine control module inspections are outsourced. A methane detection system was installed in 2020.

Vehicle maintenance follows City standards of 45 days or 3,000 miles, which conform to the CHP regulations. To allow a scheduling cushion, the transit contractor schedules each preventative maintenance inspection (PMI) every 40 days or 2,500 miles. The City’s engineering technician reviews the PMIs. The relatively long distance between the contractor’s maintenance facility and the City Corporation Yard provides a two-way road test for the vehicles. Fueling is the responsibility of the City, which has a CNG slow fill fueling facility at the Corporation Yard where the transit fleet is fueled. Cycle counts of the parts inventory are conducted twice annually in June and December. The contractor utilizes Trapeze EAM fleet maintenance software.

Communication between drivers and maintenance staff is structured around pre- and post-trip inspections. Drivers arrive 20 minutes before their scheduled shifts to retrieve keys from dispatch and conduct vehicle inspections, including engine compartments and calibration checks. A mechanic is typically available during this process. The driver vehicle inspection report is composed of a two carbon-copy booklet that remains in the vehicle for a period of 30 days. Post-trip damage reports are handled by the City. The maintenance manager is present for the rollout of each vehicle.

The CHP is responsible for certifying the transit system’s maintenance facilities and for inspecting vehicles on an annual basis. Corona Transit vehicles have received satisfactory terminal inspections from the CHP.

Road calls have been manageable during the audit period, reflecting the effectiveness of the maintenance program. The City attributes this positive trend to its commitment to completing PM services and predictive maintenance. Repairs are typically addressed comprehensively when

vehicles are in the shop, minimizing the likelihood of recurring issues. A summary of road calls incurred during the audit period is presented in Table V-2.

**Table V-2  
Corona Transit Road Calls**

Category	FY 2022	FY 2023	FY 2024
Mechanical Road calls	23	37	28
Non-Mechanical Road calls	7	4	10
<b>Total</b>	<b>30</b>	<b>41</b>	<b>38</b>

Source: City of Corona TransTrack Manager (<https://www.transtrack.net/RCTC/DataEntry/MonthlyRoadcalls/>)

Corona Transit experienced moderate fluctuations in road call activity over the FY 2022–2024 audit period. Total road calls rose from 30 in FY 2022 to a peak of 41 in FY 2023, before declining slightly to 38 in FY 2024. Mechanical road calls accounted for the majority of incidents, increasing from 23 in FY 2022 to 37 in FY 2023, then dropping to 28 in FY 2024. Non-mechanical road calls remained relatively low, ranging from 4 to 10 annually.

The spike in FY 2023 suggests a temporary increase in mechanical issues, potentially linked to aging fleet components or intensified service demands. The subsequent decline in FY 2024 indicates corrective maintenance efforts and improved oversight. Overall, Corona Transit’s road call activity reflects a responsive maintenance program, with trends that warrant continued monitoring to ensure service reliability and minimize disruptions.

In addition to the mechanical positions, MV Transportation is responsible for staffing bus stop/shelter maintenance and bus washer and detailer staff within the maintenance department. Currently, a full-time staff person fills the bus stop/shelter maintenance role. This position is responsible for the upkeep of 185 bus stops and 27 bus shelters within the Corona Transit’s service area, including maintaining the cleanliness of bus stops and repairing or replacing any damaged bus stop signs or amenities. Bus washers and detailers are responsible for the cleaning, washing, and detailing the interior and exterior of all vehicles.

**Planning**

The City of Corona prepares a Short-Range Transit Plan (SRTP) annually. The SRTP covers a three-year planning horizon and includes a system overview; services and performance analysis for each route and service provided; service changes; and financial and capital plans. Under the existing services and route performance chapter, a series of recommendations for service improvements are presented for each route or program. Performance data from TransTrack Manager is also included in the SRTP to provide an annual comparison.

During the audit period, the City of Corona completed a year-long Comprehensive Operational Analysis (COA) of its transit system. Corona commissioned the development of the COA in late 2021 for the Corona Cruiser fixed route and Dial-A-Ride service as well as a customer satisfaction survey of the transit system. The primary objective of the COA is to develop a plan that will enhance the efficiency and effectiveness of existing transit services while responding to the

changing demands for transit throughout its service area and to provide recommendations for service improvements for a period of one to ten years.

Public participation played a significant role in shaping the COA and broader planning efforts. The City conducted extensive outreach, collecting approximately 500 surveys through door-to-door canvassing, apartment drop-offs, and engagement at food pantries. Staff also attended community events to discuss service improvements and distributed \$10 gift cards to incentivize participation, particularly among students. These efforts helped ensure that the planning process was inclusive and responsive to community needs.

The COA presented three alternatives: maintaining the current service structure, implementing a citywide microtransit system, or realigning the two existing fixed routes into three while introducing microtransit in targeted areas. After careful consideration, the City Council adopted Alternative #2, which proposed a hybrid approach—realigning fixed routes and launching microtransit service in two zones. The final phase of the COA involved retaining a consultant in August 2025 to guide implementation and ensure compliance with federal requirements, including the Zero Emission Bus Rollout Plan. The completed COA is publicly available on the City’s transit website.

Route evaluation is ongoing and closely tied to local development and construction activity. The COA serves as the primary framework for assessing service adjustments, with performance criteria focused on on-time performance and ridership. Construction-related delays are monitored, and detour options are implemented as needed to maintain service reliability.

Connectivity with other transit systems and alternative transportation services remains a key planning priority. The COA emphasized the importance of linking microtransit zones to major destinations and regional transit hubs, particularly Metrolink stations. For example, areas south of Corona such as Temescal Valley were identified for improved connections. The City is also exploring service expansion to Dos Lagos, a rapidly developing area on the border of Riverside County. While weekday service is currently unavailable there, a microtransit pilot could help assess demand for future fixed-route service. Other unincorporated areas such as El Cerrito and Home Gardens are served through Dial-A-Ride, ensuring coverage for residents outside the fixed-route network. Additionally, the McKinley Street grade separation project has temporarily disrupted transit routing, requiring flexible detour planning and ongoing adjustments as construction progresses.

Regionalization prospects are being actively explored through continued collaboration with neighboring agencies. The West Corona Station, which includes a park-and-ride facility, has been identified as a potential site for future development and expanded transit service. These efforts reflect the City’s commitment to integrating local transit into broader regional mobility strategies.

Planning efforts are supported by a range of stakeholders, including the City Council, RCTC, and the Citizens and Specialized Transit Advisory Committee (CSTAC). CSTAC meetings provide valuable feedback on planning priorities, with a focus on seniors, disadvantaged populations, and students—groups that collectively represent approximately 70 percent of the transit ridership.

These collaborative efforts ensure that planning decisions reflect the needs of the community and align with broader mobility goals.

### **Marketing**

Corona Transit made notable strides in student engagement during the audit period, achieving a 19 percent increase in student ridership. This growth was supported by on-board rider surveys and promotional incentives, including \$10 gift cards. To further rebuild student ridership, it is suggested that staff attend Back-to-School nights during orientation week—a strategy aimed at fostering early awareness and trust among students and families.

In 2024, the City launched a redesigned website featuring a new logo and updated branding, which is now reflected on bus stop signage and marketing materials. The City’s website contains a dedicated page with information about the transit system. The Corona Transit Services web page (<https://www.coronaca.gov/departments/public-works/public-transit>) includes information about fares, routes, service hours, and tips in both English and Spanish. Brochures and schedules are available as PDF downloads. In the menu on the web page is a link to the Title VI Statement in English and Spanish with links to complaint procedures and forms and disclosures regarding passenger accommodation and non-discrimination. Quick response (QR) codes have been created for mobile devices to access information about the Corona Cruiser.

While social media usage remains limited, the City recognizes its potential for outreach and feedback and is exploring collaboration with RCTC to enhance digital engagement. Current posts are sporadic and primarily focus on fare reminders and construction updates. Trip planning is supported through Google Transit, although a dedicated app is not yet available. The app is part of a broader Intelligent Transportation Systems (ITS) initiative expected to roll out in the coming years.

Marketing measurement and promotional targeting are still in development. A dedicated management analyst has been tasked with advancing the advertising program, including future implementation of shelter and bus advertising. MV Transportation supports these efforts through its internal marketing department and participation in outreach workshops. Route information is available in both printed and electronic formats, with a gradual shift toward digital access.

Corona Transit conducts specialized outreach for seniors and individuals with disabilities through workshops at senior centers and apartment complexes. A recent workshop at an assisted living facility yielded 18 applications, demonstrating strong community interest. These events are typically held every 3–4 months and promoted through local channels such as the Corona Connection. The agency is exploring additional outreach models used by peer agencies to expand its reach. Community perception of the Corona Cruiser remains positive, with riders expressing appreciation for fare-free service and recognizing drivers during public events such as parades.

Pursuant to the federal Civil Rights Act of 1964, the City of Corona has adopted a Title VI Program. The Title VI Plan was updated and submitted in May 2023, with concurrence pending. Title VI of the Civil Rights Act of 1964 requires that no person in the United States, on the grounds of race,

color, or national origin, be excluded from, be denied the benefits of, or be subjected to discrimination under any program or activity receiving federal financial assistance. Program compliance includes a link to the Title VI policy on the Corona Transit Services web page along with a complaint form in English and Spanish.

### **General Administration and Management**

The City of Corona was incorporated on July 13, 1896, as a general law city and has a council-manager form of government. The City Council serves as the principal legislative body, and each councilmember is elected for a four-year term. Regular meetings of the City Council are convened on the first and fourth Wednesdays of each month at 6:30 p.m. in the Council Chambers at Corona City Hall. The City treasurer, who is also elected to a four-year term, acts as the fiscal agent for the City. The City experienced turnover in administration and leadership during the period with the election of new councilmembers as well as receiving a new city manager, assistant city manager, and public works director.

The City manager is responsible for administrative and budgetary oversight of City departments. During the audit period, the City of Corona underwent a significant reorganization that reshaped the administrative structure of its transit program. In August 2021, transit administration was transitioned from the Public Works Department to the Community Services Department, with managerial support initially provided by the Public Works Director. As part of this restructuring, both the Associate Engineer and Administrative Assistant roles were phased out by October 2021, leaving the Transit Program Manager as the sole staff member responsible for managing the transit program.

This consolidation of responsibilities created operational challenges, as the Transportation Planning Supervisor was tasked with overseeing a broad range of functions—including grant administration, capital improvement planning, contractor oversight, marketing, budgeting, and regulatory compliance—without dedicated support staff. The reorganization reflects the City's effort to streamline transit operations within a community-focused framework but also underscores the need for additional staffing to ensure effective program delivery and long-term sustainability.

To address the administrative challenges stemming from the 2021 departmental reorganization, the City of Corona recently hired a dedicated management analyst to support its transit program. This new role is intended to alleviate the workload carried by the Transportation Planning Supervisor, who has been solely responsible for overseeing transit operations since the restructuring. The management analyst assists with key functions such as marketing, budgeting, grant administration, and regulatory compliance—areas that have been difficult to manage with limited staffing.

The City's transit facility is located at 735 West Public Safety Way in the City's Corporation Yard. From this location the contract operator provides administrative and dispatching services as well as vehicle parking and fueling. The contract operator has an on-site project manager who oversees the day-to-day transit functions and staff.

An RFP for contracted fixed-route and Dial-a-Ride operations and maintenance was released by the City in March 2018. MV Transportation was selected by the City to operate the transit system. The contract start date was pushed out to September 1, 2018, from the initial start date of July 1, 2018. The contract with MV Transportation contains increased oversight and accountability provisions over the previous contract as well as liquidated damages clauses. Upon becoming contract operator, MV Transportation submitted an implementation plan to the City and provided daily reports.

Since its inception, the service contract with MV Transportation has undergone multiple amendments to reflect evolving service needs and contractual terms. During the audit period, there were three additional contract amendments. The third amendment, executed in August 2021, clarified service provisions and responsibilities between the City of Corona and MV Transportation. It refined operational expectations for both fixed-route and Dial-A-Ride services, ensuring alignment with evolving service demands and regulatory requirements. The fourth amendment, executed in April 2022, focused on updating the terms and compensation structure of the agreement. It adjusted payment rates to reflect changes in service levels, cost inflation, and operational needs. This update ensured that MV Transportation's compensation remained aligned with actual service delivery and market conditions, supporting continued contractor performance and financial sustainability. The fifth amendment, executed in May 2024, extended the term of the agreement and introduced a revised compensation schedule to reflect current service costs and anticipated operational adjustments.

The contractor and the City meet every three weeks; meetings include the City's transportation planning supervisor, engineering technician, and public works director. Monthly performance reports are due on the tenth of the month and are formatted on an Excel spreadsheet. The City transportation planning supervisor selects sample performance reports in the invoice to investigate and assess liquidated damages or awards incentives for actual service measures. Liquidated damages are assessed on the contractor for not meeting specific operational standards in the contract, such as excessive early or late trips. Penalty amounts range from \$50 to \$1,000 per incident depending on the infraction, including on-time performance, complaints, late pullouts, and non-compliant PMIs. Incentives are given for exceeding on-time performance and no preventable accidents in a quarter.

The primary source of transit funding support is derived from the LTF. The City submits the annual TDA claim for funds to RCTC. TDA claims are based on the City's annual transit budget and the financial element of the SRTP. Reserve allocations for LTF and STA funds are included as separate line items on the claim form. The City's LTF allocation goes toward operations whereas STA funds are allocated toward capital purchases and improvements. Based on the audited City of Corona Transit Services Fund Financial Statements data, the City's LTF revenue was \$746,710 in FY 2022; \$1,456,060 in FY 2023; and \$1,439,980 in FY 2024.

The City Finance director and transit staff are responsible for the completion and submittal of the Transit Operators Financial Transactions Report to the State Controller.

## Grants Management

The City of Corona maintains an active and diversified grant portfolio to support its transit operations and capital investments. Grant funding allocated toward the transit system has been derived from state and federal sources. The City uses an Open Capital Grants report spreadsheet to track grant activity on a quarterly basis. The spreadsheet is configured based on the allocation year, assigned project number, project name, allocation of funds by source, funds spent during the quarter and to date, remaining balance, and project status and milestones.

The annual SRTP identifies and lists capital projects for funding that are approved through the SRTP process. Using a matrix worksheet for transit grant revenues, the City tracks and categorizes projects by source, project allocation, appropriation, drawdown availability, the amount spent, and amount remaining.

As a designated recipient of Federal Transit Administration (FTA) Section 5307 Urbanized Area Formula Program funds, Corona leverages federal formula grants to sustain core transit services, meet regulatory requirements, and invest in system upgrades. In addition to formula funding, the City has pursued discretionary federal grants to advance strategic initiatives, including Intelligent Transportation Systems (ITS) development and fleet modernization. Federal formula funding received by Corona was \$1,629,384 in FY 2022; \$1,141,992 in FY 2023; and \$1,524,815 in FY 2024. FTA Section 5307 funds have been applied towards vehicle procurement in the past in addition to being used primarily to cover operating costs. LTF and STA revenues are also used as matching funds for FTA grants. LTF funds are used for operating match while STA funds are used for capital match.

At the state level, Corona receives discretionary grants through programs such as the Low Carbon Transit Operations Program (LCTOP) and the SB-1 State of Good Repair (SGR) program. These funds have been instrumental in supporting fare-free initiatives, facility improvements, and vehicle procurement. The City started using LCTOP funds in July 2021 for free fare for seniors on Fridays and during the first week of school for students.<sup>2</sup> The City received \$255,544 in FY 2022 and \$779,467 in FY 2024 in LCTOP. In addition, Corona received \$28,420 in FY 2022; \$25,970 in FY 2023; and \$24,990 in FY 2024 under the SB-1 SGR program. Corona has also been receiving annual contributions from the Corona Regional Medical Center.

The City's ability to secure and manage multiple funding streams reflects a proactive approach to grant administration, though staffing limitations—particularly following the 2021 departmental reorganization—have posed challenges in maintaining compliance, reporting, and long-term planning. The recent hiring of a management analyst is expected to strengthen grant oversight and improve capacity for tracking expenditures, preparing applications, and coordinating with regional partners such as RCTC. As Corona Transit continues to evolve, effective grant administration will remain critical to sustaining service quality, expanding mobility options, and meeting state and federal performance benchmarks.

---

<sup>2</sup> Most recently, free fares for all were implemented starting February 2022 through June 2022 in order to utilize as much LCTOP funds.

## Section VI

### Statement of Facts

The following summarizes factual events and trends obtained from this triennial audit covering fiscal years 2022 through 2024. A set of recommendations is then provided.

1. Of the compliance requirements pertaining to the City of Corona Transit Service, the operator fully complied with all nine applicable requirements. Two additional compliance requirements are not applicable to Corona (i.e., intermediate farebox recovery ratio and rural area farebox recovery ratio).
2. Corona adheres to a blended system-wide farebox recovery ratio of 15 percent, in consultation with RCTC, based on the available data from the *City of Corona Transit Services Fund Financial Statements* (audited). Under the revised farebox recovery standard, the fixed route is subject to a 20 percent farebox recovery and Dial-A-Ride would be subject to a 10 percent farebox recovery. The City utilized an allowable combination of additional local support revenues in order to meet the 20 percent minimum farebox recovery during the audit period. Under AB 149, the definition of "operating cost" used in the farebox recovery calculation is adjusted to specifically exclude the additional costs required to provide comparable complementary paratransit service as mandated by the ADA.<sup>3</sup>
3. Through its contract operator, the City participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim. The CHP inspection reports submitted for review were found to be satisfactory.
4. The City of Corona Transit Fund operating budget exhibited modest fluctuations during the audit period. The budget decreased by 4.1 percent in FY 2022 followed by increases of 5.4 percent in FY 2023, and 14 percent in FY 2024. The 14 percent increase in the FY 2024 operating budget is attributed to modification of rates and compensation in the transit service operations and maintenance contract.
5. Corona satisfactorily implemented the three prior audit recommendations. The City formalized its Dial-A-Ride subscription policy effective June 2025, aligning with past practices. Farebox recovery has been met using LCTOP and federal funds, and initiated efforts to expand

---

<sup>3</sup> Assembly Bill 90, passed into law and signed by the governor in June 2020 in response to the COVID-19 pandemic impacts, prohibits the imposition of penalties on a transit operator that does not maintain the required ratio of fare revenues to operating cost during the FY 2019–20 or FY 2020–21. AB 149 extends the penalty exemption through FY 2022–23 and authorizes transit operators to include federal grant funds as local funds for the purpose of computing fare revenue ratios. This bill, until July 1, 2026, would exempt an operator from specified requirements related to fare box ratios and eligibility standards for a fiscal year in which the operator expended from local funding, as defined, an amount for transit operations not less than the amount the operator expended from local funding for transit operations during FY 2018–19.

advertising revenue through a new contract led by the management analyst. While no formal COVID-19 recovery plan was adopted, targeted efforts—such as fare subsidies, service realignment, and microtransit pilots—led to a 19 percent increase in student ridership in FY 2024.

6. Operating cost per vehicle service hour, an indicator of cost efficiency, increased 16.9 percent system-wide based on audited data from the FY 2021 base year through FY 2024. Based on audited data, this indicator increased 18 percent and decreased 3 percent on the fixed-route and Dial-A-Ride services, respectively. The increase on the fixed-route side was driven by a slight 1.1 percent decrease in service hours compared to an incremental 16.7 percent increase in operating costs.
7. Operating cost per passenger, an indicator of cost effectiveness, decreased 23.1 percent system-wide based on audited data from the FY 2021 base year through FY 2024. On a modal basis, cost per passenger decreased 35.7 percent and 39.2 percent for fixed-route and Dial-A-Ride services, respectively, during the audit period. The decrease was due to a return of ridership following the COVID-19 pandemic. This lower ratio indicates increased effectiveness in the delivery of services. Ridership system-wide increased by 106.9 percent, from 90,031 passengers in FY 2021 to 186,266 passengers in FY 2024, while operating costs increased 59.1 percent for the same period.
8. Passengers per vehicle service hour, which measures the effectiveness of the service delivered, increased 52.0 percent from the FY 2021 base year through FY 2024. Fixed-route service experienced an increase of 83.5 percent from FY 2021. Passengers per hour for Dial-A-Ride increased 59.5 percent. System-wide, the number of passengers per service hour rose from 4.3 in FY 2021 to 6.6 in FY 2024. For the fixed-route service, this indicator increased from 5.3 passengers per hour in FY 2021 to 9.7 passengers in FY 2024, surpassing the pre-pandemic metric of 8.9 in FY 2018. For Dial-A-Ride, the number of passengers per hour increased from 2.1 to 3.4 during the audit period.
9. Passengers per vehicle service mile, another indicator of service effectiveness, increased 44.1 percent system-wide, from 0.36 in FY 2021 to 0.52 in FY 2024. For fixed-route operations, the number of passengers per service mile increased 65.9 percent, from 0.46 to 0.76 between FY 2021 and FY 2024, surpassing the pre-pandemic metric of 0.75 in FY 2018. On Dial-a-Ride, passengers per service mile increased the same amount over the same period. Passenger trips increased at a higher percentage rate than vehicle service miles for both service modes.
10. The City of Corona Transit Service is composed of two fixed routes and a specialized Dial-A-Ride service available to individuals certified under the ADA, seniors (60+), and persons with disabilities. The Dial-A-Ride operates the same hours as the fixed-route service. The system continues to prioritize service for seniors and students, who collectively represent approximately 70 percent of the ridership base.
11. Corona Transit Services faced operational challenges due to ongoing construction projects—including the McKinley Grade Separation and infrastructure work along Magnolia Street and

downtown corridors—which disrupted service reliability and impacted on-time performance, particularly on the Blue Line. Despite these disruptions, ridership rebounded in FY 2024, surpassing pre-pandemic levels.

12. Corona maintained a fare structure of \$1.00 for the general public and free fares for seniors and students, supported by LCTOP subsidies through June 2026. While exploring mobile ticketing and regional fare integration via Cal-ITP, implementation challenges remain due to differing senior eligibility criteria. Operational efficiency was supported by RouteMatch for Dial-A-Ride dispatching and Optibus for driver scheduling, while safety was enhanced through DriveCam and Mobileye technologies.
13. MV Transportation provides staffing for Corona Transit Services, including nine full-time drivers, one part-time driver, one full-time driver on light duty, two road supervisors, two full-time dispatchers, as well as two mechanics and two utility workers based at the Ontario facility. Additional exempt employees include the General Manager, Assistant General Manager and Maintenance Manager. All non-exempt personnel are non-union, and there is no extraboard system in place.
14. MV Transportation conducts vehicle maintenance in-house, employing two full-time ASE-certified mechanics (one A-level, one B-level) and a maintenance manager certified in CNG systems. Maintenance is performed at an off-site facility in Ontario, approximately 13 miles from Corona, equipped with three service bays, a parts room, and storage areas. Preventative maintenance inspections (PMIs) are scheduled every 40 days or 2,500 miles—slightly ahead of the City’s standard of 45 days or 3,000 miles—to ensure compliance with CHP regulations.
15. During the audit period, the City completed a year-long COA process to assess service efficiency and responsiveness. Extensive public outreach—including 500 surveys and community engagement—helped shape the COA’s recommendations. The City Council adopted Alternative #2, a hybrid model that realigns fixed routes and introduces microtransit in two zones. A consultant was retained in August 2025 to guide implementation and ensure compliance with federal mandates such as the Net Zero Emissions Plan.
16. In 2024, the City launched a redesigned website featuring new branding and a dedicated transit page with bilingual information on fares, routes, service hours, and Title VI compliance. QR codes were introduced to improve mobile access to Corona Cruiser details. While social media use remains limited, the City is exploring collaboration with RCTC to expand digital engagement.
17. In August 2021, transit administration was reorganized, transitioning oversight from the Public Works Department to the Community Services Department. This restructuring eliminated two support roles, leaving the Transportation Planning Supervisor solely responsible for managing the transit program. To address staffing gaps, the City hired a management analyst to assist with key functions such as grant administration, budgeting, marketing, and regulatory compliance.

## Recommendations

### **1. Advance Implementation of the Comprehensive Operational Analysis (COA) Microtransit Service Options to Underserved Areas.**

As the City of Corona implements the preferred alternative from the COA, there should be a focus on enhancing connectivity between microtransit zones and major destinations such as Metrolink stations. After careful consideration, the City Council adopted Alternative #2, which proposed a hybrid approach—realigning fixed routes and launching microtransit service within city limits. Continued coordination with regional partners and alignment with development trends will be essential to ensure the COA’s long-term success.

### **2. Strengthen Targeted Outreach to Student and Senior Riders.**

Building on the 19 percent increase in student ridership during the audit period, it is suggested that the City implement a more proactive and sustained outreach strategy targeting seniors, students, and their families. One key opportunity lies in participating in Back-to-School nights and orientation week events at local middle schools, high schools, and colleges. These events offer direct access to students and parents at a critical moment—when transportation decisions are being made for the academic year. By establishing a presence early, transit staff can foster trust, raise awareness of fare-free programs, and distribute promotional materials such as route maps, QR codes, and branded incentives. This direct outreach can foster early awareness, build trust, and reinforce the value of transit among students and families. Coupled with promotional incentives and fare subsidies, this strategy supports sustained ridership growth and strengthens community ties.