



GUAM REGIONAL TRANSIT AUTHORITY  
Government of Guam



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Joshua F. Tenorio, Lt. Governor  
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October 23, 2020

**Mr. Benjamin J.F. Cruz**

Public Auditor  
Suite 401 DNA Building  
238 Archbishop Flores Street  
Hagatna, Guam 96910

**Re: GRTA Fiscal Year 2019 Citizen-Centric Report**

Hafa Adai Mr. Cruz,

Pursuant to Section 2(a) of Public Law 30-127 relative to the Citizen Centric Report, we are pleased to transmit our report to you. The Guam Regional Transit Authority (GRTA) will post the Citizen Centric Report for the Fiscal Year ended September 30, 2019 on our website [www.grta.guam.gov](http://www.grta.guam.gov).

Should you need additional information or have any questions or concerns, please feel free to contact me at (671) 475-4686.

Sincerely,

*Celestin C. Babauta*

CELESTIN C. BABAUTA, MS WED  
Interim Executive Manager

Attachments

cc: Public Auditor, The Office of Public Accountability

# GUAM REGIONAL TRANSIT AUTHORITY

## Citizen Centric Report

### Fiscal Year 2019



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#### BOARD OF DIRECTORS

Alejo C. Sablan  
*Chairman*

David Arentz  
*Vice-Chairman*

Mayor Rudy Paco  
*Mayors Council of Guam*

Mayor Kevin J.T. Susuico  
*Mayors Council of Guam*

#### MISSION STATEMENT

To provide reliable, accessible and cost-effective public transportation services to the general public and individuals with disabilities on the Territory of Guam.

To plan, establish, develop, coordinate, promote, own and operate services and facilities that support public transportation.

To fulfill the mandates of Public Law 30-05 (Creation of GRTA as an autonomous agency of the Government of Guam.

#### ABOUT GRTA

The Guam Regional Transit Authority Act of 2009 - Public Law 30-05 - re-established the Guam Regional Transit Authority (GRTA). Many island residents depend on public transportation to traverse to medical appointments, school, work, and cultural activities and GRTA will strive to fulfill such transit needs.

#### OUR GOALS

Transform GRTA into a viable transit agency that will serve all of its people and visitors with their transportation needs.

Contract architectural and engineering firm to design the GRTA facility that will house under one roof- maintenance, operations, and administration.

Conduct research on available grants for additional funding in which GRTA can use to improve Guam's transit system.

Continually procure ADA compliant buses including electric buses to augment GRTA's existing fleet that will contribute to safe and reliable transit operations.

Initiate an effective vehicle maintenance program that will enable all buses and vans to have recurring preventive maintenance thus contributing to high in-commission rates.

Purchase a Transportation Management System to enhance customer service, effective command and control of bus operations, and obtain essential data that will meet Federal Transit Administration and local government reporting requirements.

Pursue the takeover of the fixed route transit operations and provide safe and reliable transportation services to eligible persons with disabilities and other riders.

Work with the Mayor of Dededo to build a Park and Ride facility that will enable the residents of Dededo, Yigo, and Andresen AFB to park their vehicles and hop on a bus to work, school, medical appointments, and other quality of life destinations.

Start the Southern Express fixed route and provide transportation for southern Guam residents to their medical appointments at the Southern Medical Center and reduce travel time to the Hagatna Transfer Station.

Begin planning revenue generating initiatives that will bring additional revenue for GRTA to enhance Guam's transit system.

Install solar lighting with poles at each GRTA bus shelter for the safety and security of transit riders.

Hire much needed personnel to tackle GRTA transit system functions that are vital in meeting the transportation needs of all riders.

Adopt a Personnel Rules and Regulations that will lead to the autonomy of GRTA with regards to the personnel hiring and related human resources actions.



**Celestin "Cel" Babauta**  
Interim Executive Manager

#### STAFFING

EMPLOYMENT STATUS	2017	2018	2019
CLASSIFIED	4	6	5
UNCLASSIFIED	2	2	1
LIMITED TERM	2	0	4
<b>TOTAL</b>	<b>8</b>	<b>8</b>	<b>10</b>

#### CONTACT US

Dispatch/Scheduler:  
(671) 647-7433/3435  
Hours: Mon-Fri | 8:00 a.m.-5:00 p.m.

Website:  
gta.guam.gov

Location:  
542 N. Marine Corps Drive  
Tamuning, Guam 96913



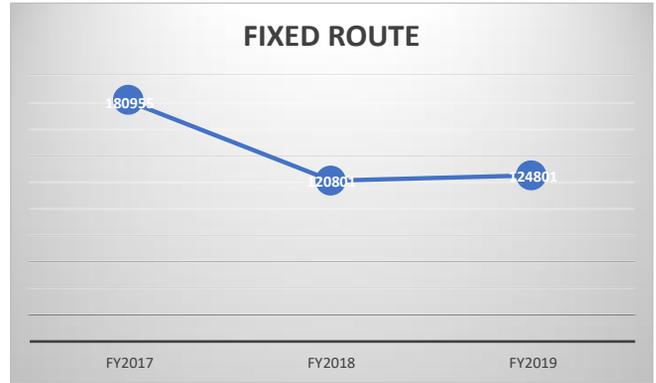
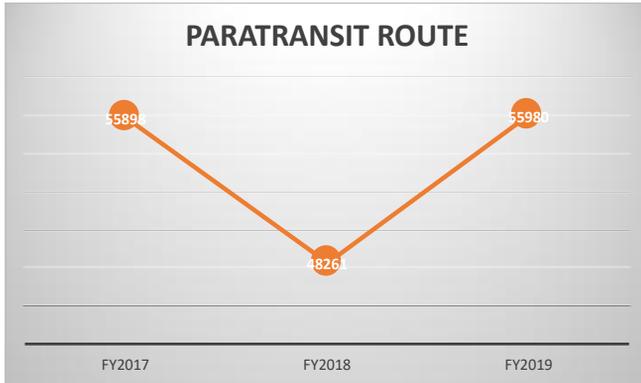
# Ridership

The Guam Regional Transit Authority provides two main services to the people of Guam, Fixed Route and Paratransit services. Fixed Route operates on a fixed schedule with designated stops between major transfer stations while Paratransit services are provided to ADA eligible certified passengers. Ridership from FY2018 to FY2019 increased by a little over 6 percent – an increase in riders for Paratransit services by 16 percent and an increase in Fixed Route riders by 3 percent.

## SERVICES

**Fixed Route Service:** comprised of six (6) buses - Greyline, Greenline, Orangeline, BlueLine 1, BlueLine 2, and Redline.

**Paratransit Service:** provided to ADA Eligible Certified passengers. Certification is a requirement of this service and an application can be obtained at the GRTA Office in the DPW Compound, Upper Tumon. Reservations for use of this service must be made during normal business hours (8:00 am – 5:00 pm), Monday-Saturday, One Day in Advance. Six (6) ADA compliant vehicles are dedicated for Paratransit.



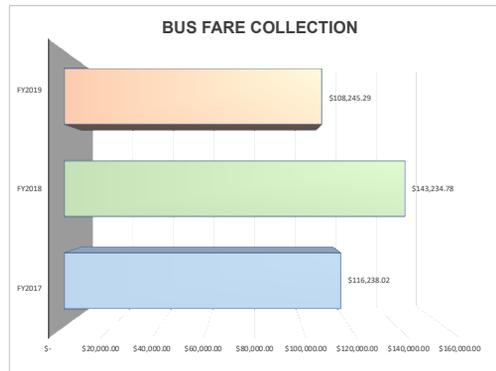
- ❑ The Guam Regional Transit Authority saved \$1,237,500 from being returned to the Federal Transit Administration. \$237,500 of those funds will be used for the design of its facility and \$1M for the construction.
- ❑ A Government of Guam property was obtained for construction of GRTA’s new facility. Without this piece of property, GRTA would not have been able to use federal funds to build its facility that will house maintenance, operations and administration. GRTA contracted an architectural and engineering firm to begin designing its new facility.
- ❑ An effective vehicle maintenance program was initiated that will ensure all buses and vans are provided with recurring scheduled preventive maintenance. This program contributed to high in-commission rate – from 7 buses and vans to now 18 that are operational.
- ❑ A Transportation Management System was purchased to enhance customer service, effective command and control of bus operations, and obtain essential data that will meet Federal Transit Administration and local government reporting requirements.
- ❑ GRTA completed its plan to take over Paratransit operations from contractor and saved the Government of Guam over \$200,000.
- ❑ Started demand response Paratransit services for persons with disabilities; all riders were provided transportation to their medical appointments and other transportation needs.
- ❑ The agency created a dignified Paratransit program by assigning the Program Coordinator II to manage the program plus dedicate a Paratransit Support Room for interview and program administration.
- ❑ 20 (twenty) of GRTA’s staff and bus drivers completed the Passenger Assistance and Sensitivity training.
- ❑ Re-engineered GRTA by purchasing and upgrading all of its office equipment, software, office spaces, tools and other resources. This resulted in increased productivity and morale.
- ❑ Completely revamped the agency’s website, resulting in a more attractive outlook and made vital customer information more accessible.
- ❑ GRTA’s Interim Executive Manager attended a National Governor’s Association conference in Washington D.C. and obtained valuable information on the latest trends regarding transit operations. GRTA is currently pursuing Mobility on Demand – a more responsive and reliable transit program.
- ❑ GRTA implemented a process to scrutinize contractor invoices for Fixed Route and Paratransit bus operations, as a result of OPA’s Report No. 18-01, and ensured accurate payment of invoices. Initiated a 2-person concept in accounting of bus fare collections as well as the responsibility of making bank deposits.

## Revenues

Fiscal Year	General Fund	Federal Fund	Non-Appropriated Fund (NAF)
2017	\$ 3,666,563.00	\$ 3,032,552.00	\$ 95,590.19
2018	\$ 3,663,958.00	\$ 40,000.00	\$ 168,314.21
2019	\$ 3,221,188.00	\$ 3,919,839.00	\$ 174,330.36
<b>Total Budget</b>	<b>\$ 10,551,709.00</b>	<b>\$ 6,992,391.00</b>	<b>\$ 438,234.76</b>

The Guam Regional Transit Authority applied for and received \$3.9 million from the Federal Transit Administration. The grant is used as operating assistance to reimburse the Government of Guam for partial expenditures incurred by GRТА's Paratransit services in FY2018. The grant will also be utilized to purchase ADA compliant buses, fund state paratransit operations, state management programs and administration, as well as help fund the construction of GRТА's Maintenance facility.

The Guam Regional Transit Authority receives revenue from its Bus Fare collections. Collections are inclusive of ticket sales that are non-refundable. In FY2019, bus fare collections decreased by 24 percent. As a result of OPA's Report No. 18-01 issued on February 2018, GRТА initiated a 2 person concept in accounting of bus fares collected from bus riders as well as bank deposits.



### FARES

#### Discounted Fare Passes/Paratransit Fares

- (Students 6-18 years of age, Seniors 55 & older and ADA Certified Persons with Disabilities)
- One Ride = \$ 0.50
- One Day Pass = \$ 1.50
- One Week Pass = \$ 7.50
- One Month Pass = \$25.00

#### Regular Fare Passes

- One Ride = \$ 1.50
- One Day Pass = \$ 4.00
- One Week Pass = \$ 20.00
- One Month Pass = \$65.00

#### Additional Information:

- There are no credits or extensions for any Pass.
- All purchased Bus Pass/Coupons/Tickets are Non-Refundable
- Be prepared to pay Exact Fare. Drivers do not carry change and are not allowed to handle cash. All fares MUST be placed in Fare Box.
- Passengers MUST present identification card to the driver to receive a discounted fare rate
- If you do not pay for your fare or present a pre-paid ticket to the driver, you will not be allowed on the bus.
- There are not credit or extensions for passes not utilized during the validation period.

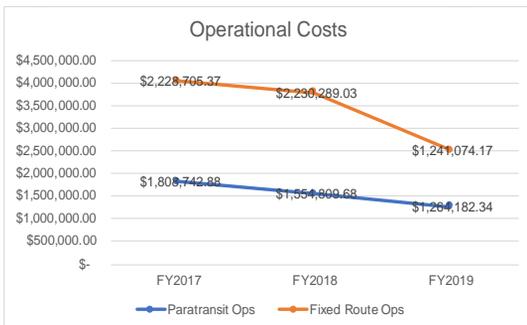


## Expenses

GENERAL FUND BUDGET			
Expenditures	FY2017	FY2018	FY2019
Salary	\$ 264,426.32	\$ 397,252.24	\$ 389,155.17
Benefit	97,181.29	146,542.68	135,572.54
Contractual	2,891,411.95	2,744,282.02	2,222,606.32
Supplies/Fuel	186,503.50	190,123.00	226,031.78
Equipment	-	-	23,023.49
Miscellaneous	7,562.76	6,977.73	1,656.38
Telephone	4,571.28	-	5,302.10
<b>Total Expenditures</b>	<b>\$ 3,451,657.10</b>	<b>\$ 3,485,177.67</b>	<b>\$ 3,003,347.78</b>

GRТА's expenditures consisted predominantly of contractual services with Kloppenburg Enterprises, Inc. (KEI) for transit operations and Atkins Kroll for maintenance of its buses and vans. Additionally, funds were also used towards personnel expenses as well as fuel its vehicle fleet. In FY2019, 100 percent of travel expenses were federally funded.

In May 2019, GRТА provided its fleet to KEI and were used for paratransit and fixed route transit operations.



# CHALLENGES

- No permanent facility for the Guam Regional Transit Authority even after being in existence for over 10 years – contributes to the lack of stability, effective management of resources, and difficulty in achieving mission requirements.
- GRTA does not have enough buses thereby riders have to experience prolong waiting periods at designated bus stops.
- Lack of buses compels GRTA to spend excessive amount of funds to maintain its current fleet.
- Inadequate funding to procure much needed resources that are necessary to provide the people of Guam a more responsive and reliable transit system.
- Procurement of buses and vehicles is very difficult because it takes a long time for buses to be delivered.
- Human Resources support is challenging, thus it takes an inordinate amount of time to address personnel issues.
- Very challenging to get the temporary facility that GRTA currently occupies to be maintained and damages repaired.
- Procurement processes of supplies and materials are antiquated – requires tremendous amount of resources to buy mission essential items.
- Information systems support is tough because the Office of Technology is poorly manned - excellent staff, but not enough manpower to support the entire Government.
- There is no professional development program that will allow GRTA employees to grow their transit knowledge and skills.

# FUTURE OUTLOOK

- GRTA will have a permanent facility that will provide space for maintenance, operations and administration.
- GRTA facility will be safe, ADA compliant, energy efficient, maintainable, typhoon resistant, environmentally sound, and aesthetically pleasing.
- Purchase electric busses and vehicles yearly that will contribute in making Guam more sustainable and pollution free.
- Replace its 100 percent fossil fuel vehicles with electric buses by 2030.
- Replace its paper-based transportation management system (TMS) with technology operated TMS that will enhance customer service, effectively manage transit operations and gather data that's vital in decision-making processes and mandatory reporting.
- Continue to research grants that are available for transit; submit grant applications to augment GRTA's local budget.
- Build a Park and Ride facility in Dededo to curb traffic congestion between Dededo, Yigo, and Andersen AFB.
- Provide a hybrid transit system that will include commuter routes, mobility on demand, and paratransit.
- Institute an effective vehicle maintenance program with trained maintenance technicians, state-of-the-art equipment and maintenance facility.
- Within its new facility, create a functional office work centers with modern office systems that will pay dividends with respect to productivity and morale.
- Create payment process for riders to pay for their rides such as smart cards, mobile ticketing, etc.
- Establish an apprenticeship program that will lead GRTA's maintenance workers to become journeymen/women; consequently, they will bring credibility to the maintenance work center and increase productivity.
- Establish a professional development program for all GRTA employees that will empower them to expand their knowledge and skills with respect to the transit world.
- Acquire a piece of government property that GRTA can use to build a Transfer Station with all the amenities for riders and be able to transfer to transit vehicles that connects to their destinations.
- Formulate a plan to build bus shelters at various village locations with input from village mayors and that the shelters be safe, ADA compliant, typhoon proof, and could be used for advertisement.
- Establish a marketing strategy which will effectively promote GRTA's transit system and attract more people to use transit to their destinations.
- Initiate revenue generating initiatives that will bring additional funding to GRTA that could be used for its future needs.



## WE WANT TO HEAR FROM YOU!

Did you find this report useful? What information would you like to see on this report? Please call (671) 475-4686/4616