



Meeting of the
Madera County Transportation Commission
Policy Board Meeting

LOCATION

Madera County Transportation Commission
Board Room
2001 Howard Road, Suite 201
Madera, California 93637

SPECIAL NOTICE: Precautions to address COVID-19 (a.k.a. the “Coronavirus”) will apply to this meeting. See below Special Notice for additional details.

DATE

March 17, 2021

TIME

3:00 PM

Policy Board Members

Commissioner Jose Rodriguez, Chair
Commissioner Tom Wheeler, Vice Chair
Commissioner Waseem Ahmed
Commissioner Brett Frazier
Commissioner Robert Poythress
Commissioner Cece Gallegos

Councilmember, City of Madera
Madera County Supervisor
Councilmember, City of Chowchilla
Madera County Supervisor
Chair, Madera County Supervisor
Councilmember, City of Madera

Representatives or individuals with disabilities should contact MCTC at (559) 675-0721 at least three (3) business days in advance of the meeting to request auxiliary aids or other accommodations necessary to participate in the public meeting.



In compliance with Government Code §54952.3, compensation for legislative body members attending the following simultaneous meeting is \$100. Compensation rate is set pursuant to the rules of the Madera County Transportation Commission.

SPECIAL NOTICE

Important Notice Regarding COVID 19

In accordance with Governor Newsom’s Executive Order N-29-20, the Madera County Transportation Commission (MCTC) Board Room will be closed, and the Policy Board Members and staff will be participating in this meeting via GoToWebinar. In the interest of maintaining appropriate social distancing measures, members of the public may participate in the meeting electronically and shall have the right to observe and offer public comment during the meeting.

You are strongly encouraged to participate by joining the meeting from your computer, tablet, or smartphone.

Please register for the GoToWebinar from your computer, tablet, or smartphone

<https://attendee.gotowebinar.com/register/3332017624848314895>

After registering you will receive a confirmation email containing information about joining the webinar

You can also dial in using your phone

1 (213) 493-0005 or 1 (866) 901-6455 (Toll Free)

Access Code: 772-989-580

For participation by teleconference only, please use the above phone number and access code. If you participate by teleconference only, you will be in listen-only mode.

If you wish to make a comment on a specific agenda item during the meeting, please use the “Raise Hand” feature in GoToWebinar and you will be called on by the chair during the meeting. If you are participating via telephone only, you can submit your comments via email to publiccomment@maderactc.org or by calling 559-675-0721 **no later than 10:00 am on 3/17/2021**. Comments will be shared with the Policy Board and placed into the record at the meeting. Every effort will be made to read comments received during the meeting into the record, but some comments may not be read due to time limitations. Comments received after an agenda item will be made part of the record if received prior to the end of the meeting.

AGENDA

At least 72 hours prior to each regular MCTC Board meeting, a complete agenda packet is available for review on the [MCTC website](#) or at the MCTC office, 2001 Howard Road, Suite 201, Madera, California 93637. All public records relating to an open session item and copies of staff reports or other written documentation relating to items of business referred to on the agenda are on file at MCTC. Persons with questions concerning agenda items may call MCTC at (559) 675-0721 to make an inquiry regarding the nature of items described in the agenda.

INTERPRETING SERVICES

Interpreting services are not provided at MCTC's public meeting unless requested at least three (3) business days in advance. Please contact MCTC at (559) 675-0721 during regular business hours to request interpreting services.

Servicios de interprete no son ofrecidos en las juntas públicas de MCTC al menos de que se soliciten con tres (3) días de anticipación. Para solicitar estos servicios por favor contacte a Evelyn Espinosa at (559) 675-0721 x 15 durante horas de oficina.

MEETING CONDUCT

If this meeting is willfully interrupted or disrupted by one or more persons rendering orderly conduct of the meeting unfeasible, the Chair may order the removal of individuals who are willfully disrupting the meeting. Such individuals may be arrested. If order cannot be restored by such removal, the members of the Board may direct that the meeting room be cleared (except for representatives of the press or other news media not participating in the disturbance), and the session may continue.

RECORD OF THE MEETING

Board meetings are recorded. Copies of recordings are available upon request, or recordings may be listened to at the MCTC offices by appointment.

Agenda

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **PUBLIC COMMENT**

This time is made available for comments from the public on matters within the Board's jurisdiction that are not on the agenda. Each speaker will be limited to three (3) minutes. Attention is called to the fact that the Board is prohibited by law from taking any substantive action on matters discussed that are not on the agenda, and no adverse conclusions should be drawn if the Board does not respond to the public comment at this time. It is requested that no comments be made during this period on items that are on today's agenda. Members of the public may comment on any item that is on today's agenda when the item is called and should notify the Chairman of their desire to address the Board when that agenda item is called.

MCTC SITTING AS THE TRANSPORTATION POLICY COMMITTEE

4. **TRANSPORTATION CONSENT ITEMS**

All items on the consent agenda are considered routine and non-controversial by MCTC staff and will be approved by one motion if no member of the Committee or public wishes to comment or ask questions. If comment or discussion is desired by anyone, the item will be removed from the consent agenda and will be considered in the listed sequence with an opportunity for any member of the public to address the Committee concerning the item before action is taken.

- A. Madera County Transportation Commission (MCTC) Title VI Program with Limited English Proficiency Plan Update

Enclosure: Yes

Action: Adopt Title VI Program with Limited English Proficiency Plan Update, Resolution 21-02

- B. Low Carbon Transportation Operations Program (LCTOP) List of Projects FY 2020-21

Enclosure: Yes

Action: Approve Resolution 21-03

- C. Unmet Transit Needs Update

Enclosure: Yes

Action: Information and Discussion Only

- D. Letter of Opposition: Office of Management and Budget (OMB) Proposed Change to Metropolitan Statistical Area (MSA) Threshold

Enclosure: Yes

Action: Information and Discussion Only

- E. California Transportation Plan 2050

Enclosure: No

Action: Information and Discussion Only

5. TRANSPORTATION ACTION/DISCUSSION ITEMS

- F. Introduction to Metropolitan Transportation Planning Process - MCTC 101, Part 2 of 2

Enclosure: Yes

Action: Information and Discussion Only

- G. Funding Opportunities: (1) Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (H.R. 133), and (2) Federal Earmark Process for House

Enclosure: No

Action: Authorize Executive Director with confirmation from Chair to execute any supporting documentation needed to program or develop grant information to access funds

- H. SB-1 Sustainable Communities Grant SR 233/Robertson Blvd Multimodal Corridor Study, Final Report Presentation

Enclosure: No

Action: Accept Report

- I. Commuter Rail Update

Enclosure: Yes

Action: Information and Discussion Only

MCTC SITTING AS THE MADERA COUNTY TRANSPORTATION COMMISSION

6. REAFFIRM ALL ACTIONS TAKEN WHILE SITTING AS THE TRANSPORTATION POLICY COMMITTEE

7. ADMINISTRATIVE CONSENT ITEMS

All items on the consent agenda are considered routine and non-controversial by MCTC staff and will be approved by one motion if no member of the Committee or public wishes

to comment or ask questions. If comment or discussion is desired by anyone, the item will be removed from the consent agenda and will be considered in the listed sequence with an opportunity for any member of the public to address the Committee concerning the item before action is taken.

J. Executive Minutes – February 17, 2021

Enclosure: Yes

Action: Approve Minutes

K. Triennial Performance Audits

Enclosure: Yes

Action: Accept Triennial Performance Audits of MCTC, the County of Madera, the City of Madera, and the City of Chowchilla

8. ADMINISTRATIVE ACTION/DISCUSSION ITEMS

L. FY 2020-21 Overall Work Program (OWP) & Budget – Amendment No. 3

Enclosure: Yes

Action: Approve OWP & Budget – Amendment No. 3

MCTC SITTING AS THE MADERA COUNTY 2006 TRANSPORTATION AUTHORITY

9. AUTHORITY – ADMINISTRATIVE CONSENT ITEMS

All items on the consent agenda are considered routine and non-controversial by MCTC staff and will be approved by one motion if no member of the Authority or public wishes to comment or ask questions. If comment or discussion is desired by anyone, the items will be removed from the consent agenda and will be considered in the listed sequence with an opportunity for any member of the public to address the Authority concerning the item before action is taken.

M. FY 2021-22 Measure T Estimate

Enclosure: Yes

Action: Information and Discussion Only

N. FY 2020-21 Annual Work Program Amendment No. 1

Enclosure: Yes

Action: Approve Annual Work Program Amendment No. 1

10. AUTHORITY – ACTION/DISCUSSION ITEMS

NONE

OTHER ITEMS

11. MISCELLANEOUS

- O. Items from Caltrans
- P. Items from Staff
- Q. Items from Commissioners

12. CLOSED SESSION

NONE

13. ADJOURNMENT

***Items listed above as information still leave the option for guidance/direction actions by the Board.**



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 4-A

PREPARED BY: Jeff Findley, Principal Regional Planner

SUBJECT:

Madera County Transportation Commission (MCTC) Title VI Program with Limited English Proficiency Plan Update

Enclosure: Yes

Action: Adopt Title VI Program with Limited English Proficiency Plan Update, Resolution 21-02

SUMMARY:

The Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) have had a longstanding policy of actively ensuring nondiscrimination in Federally funded activities under Title VI of the 1964 Civil Rights Act. In recent years, a renewed emphasis on Title VI issues and environmental justice has become a more integral focus of the transportation planning and programming process. This document updates the Madera County Transportation Commission's (MCTC) efforts to ensure compliance with Title VI and related statutes regarding nondiscrimination and environmental justice.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.

**BEFORE
THE COMMISSIONERS OF THE
MADERA COUNTY TRANSPORTATION COMMISSION
COUNTY OF MADERA, STATE OF CALIFORNIA**

In the matter of APPROVE MCTC TITLE VI PROGRAM UPDATE	Resolution No.: 21-02
---	------------------------------

WHEREAS, MCTC obtains financial assistance from the Federal Transit Administration (FTA) and must comply with federal regulations including Title VI; and

WHEREAS, the purpose of the Title VI Program is to prohibit discrimination on the basis of race, color, or national origin in programs and activities; and

WHEREAS, the MCTC Policy Board adopted the Title VI Program on July 23, 2014; and

WHEREAS, an update to the Title VI Program with Limited English Efficiency Proficiency Plan is needed;

NOW, THEREFORE, LET IT BE RESOLVED, that MCTC adopts the Updated Title VI Program with Limited English Proficiency Plan and authorizes the MCTC Executive Director to approve additional updates, as necessary.

The foregoing resolution was adopted this 17th day of February 2021 by the following vote:

- Commissioner Jose Rodriguez _____
- Commissioner Cece Gallegos _____
- Commissioner Waseem Ahmed _____
- Commissioner Robert Poythress _____
- Commissioner Tom Wheeler _____
- Commissioner Brett Frazier _____

Chair, Madera County Transportation Commission

Executive Director, Madera County Transportation Commission

Madera County Transportation Commission Title VI Program

with Limited English Proficiency (LEP) Plan

Updated DRAFT
March 17, 2021
April 6, 2018
February 18, 2015

Adopted
July 23, 2014



Madera County Transportation Commission
2001 Howard Road, Suite 201
Madera, CA 93637

www.maderactc.org

Table of Contents

Introduction.....	1
Governance and the Board	1
MCTC Title VI Policy Statement.....	2
Organization and Title VI Coordinator Responsibilities.....	3
Program Area Responsibilities	3
Title VI Responsibilities for Program Areas	5
Public Notification Process.....	6
Requirements for Metropolitan Planning Organizations.....	7
<i>Appendices</i>	
<i>Appendix A – Title VI Assurances</i>	
<i>Appendix B – Notifying the Public of Rights Under Title VI</i>	
<i>Appendix C – MCTC Discrimination Complaint Procedures</i>	
<i>Appendix D – Title VI Discrimination Complaint Form</i>	
<i>Appendix E – MCTC Plan for Engaging Individuals with Limited English Proficiency (LEP)</i>	
<i>Appendix F – Signed MCTC Assurances</i>	
<i>Appendix G – Resolutions</i>	
<i>Appendix H – Caltrans Checklist</i>	

Introduction

The Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA) have had a longstanding policy of actively ensuring nondiscrimination in federally funded activities under Title VI of the 1964 Civil Rights Act. In recent years, a renewed emphasis on Title VI issues and environmental justice has become a more integral focus of the transportation planning and programming process. This document establishes a framework for the Madera County Transportation Commission's (MCTC) efforts to ensure compliance with Title VI and related statutes regarding nondiscrimination and environmental justice.

MCTC is committed to ensuring that no person is excluded from participation in, denied the benefits of, or discriminated against under its projects, programs or activities on the basis of race, color, creed, national origin, sex or age, as provided in the Title VI of the Civil Rights Act and 49 United States Code Section 5332.

Governance and the Board

MCTC is organized into a Board of Directors supported by the Policy Advisory Committee and the Technical Advisory Committee. There is currently one standing committee - the Social Services Transportation Advisory Council (SSTAC) which reports through the Technical Advisory Committee. The relationship between the Board, its staff and the committees is discussed in more detail below.

The Commission Board of Directors is comprised of three (3) members from the Madera County Board of Supervisors; two (2) members from the Madera City Council; and one (1) member from the Chowchilla City Council. The members shall be appointed by the member agencies. Each member agency designates at least one alternate who shall be an elected member of the designated agency. The Policy Advisory Committee (PAC) has the same membership as the Board with the addition of one (1) person representing the Caltrans District 06 Director. This committee reviews transportation plans and programs prior to action by the Commission, with particular attention to compliance with applicable state and federal planning and programming requirements.

The Technical Advisory Committee (TAC) includes the Madera County Road Commissioner, Madera County Planning Director, City of Madera Engineer, City of Madera Planning Director, City of Chowchilla Administrator, and one representative from Caltrans District 06. The North Fork Mono Rancheria, Picayune Rancheria of Chukchansi Indians, and other tribal governments are also invited to participate in the monthly TAC meetings. The TAC reviews staff work conducted pursuant to this Overall Work Program; advises the Commission and PAC on transportation issues; and makes recommendations on planning and programming actions to be taken by the Commission. TAC review is generally focused upon the technical merits of various transportation issues coming before the Commission. Staff consults with tribal governments as it relates to transportation planning issues and initiates consultation with the tribal governments at the government to government level.

MCTC Title VI Policy Statement

MCTC assures that no person shall on the grounds of race, color, or national origin, as provided by Title VI of the Civil Rights Act of 1964, and the Civil Rights Restoration Act of 1987 (P.L. 100.259), be excluded from participation in, be denied the benefits of or otherwise subjected to discrimination under any agency-sponsored program or activity. Nor shall sex, age or disability stand in the way of fair treatment of all individuals.

MCTC further assures that every effort will be made to ensure nondiscrimination in all of its programs and activities, whether those programs and activities are federally funded or not.

In the event that MCTC distributes Federal aid funds to another entity, MCTC will include Title VI language in all written agreements and will monitor for compliance. Title VI compliance is a condition of the receipt of federal funds. MCTC's Executive Director and Title VI Coordinator are authorized to ensure compliance with provisions of this policy and with the law, including the requirements of Title 23 Code of Federal Regulation (CFR) 200 and Title 49 CFR 21.

MCTC acknowledges its responsibility for initiating and monitoring Title VI activities, preparing required reports and fulfilling other responsibilities as required by Title 23 CFR 200 and by Title 49 CFR 21.

Patricia Taylor, Executive Director
Madera County Transportation Commission
Date: March 17, 2021

Organization and Title VI Coordinator Responsibilities

Title VI General Responsibilities

Madera County Transportation Commission

Executive Director

Patricia Taylor

(559) 675-0721, ext. 13

patricia@maderactc.org

Title VI Coordinator

Jeff Findley

Principal Regional Planner

(559) 675-0721, ext. 16

jeff@maderactc.org

The Executive Director is responsible for ensuring MCTC's Title VI Program. The Title VI Coordinator, on behalf of the Executive Director is responsible for the overall management and day-to-day administration of the Title VI program. Title VI responsibilities are as follows:

1. Process the disposition of Title VI complaints as received by MCTC.
2. Collect statistical data (race, color, sex, age, disability, or national origin) of participants in and beneficiaries of state highway programs.
3. Conduct annual Title VI reviews of program areas (planning, consultant selection) to determine the effectiveness of program activities at all levels.
4. Conduct Title VI reviews of consultants and other recipients of federal-aid highway fund contracts administered through MCTC.
5. Participate in training programs on Title VI and other related statutes for MCTC employees and recipients of federal highway funds.
6. Prepare a yearly report of Title VI accomplishments and goals, as required by 23 CFR 200.
7. Develop Title VI information for dissemination to the general public and, where appropriate, in languages other than English.
8. Conduct post-grant approval reviews of MCTC programs and applicants (e.g. consultants, design and relocation, and persons seeking contracts with MCTC) for compliance with Title VI requirements.
9. Identify and eliminate discrimination.
10. Establish procedures for promptly resolving deficiency status and reducing to writing the remedial action agreed to be necessary, all within a period not to exceed 90 days.

Program Area Responsibilities

The Title VI Coordinator shall be responsible for coordinating the administration of the Title VI program, plan and assurances. The Title VI Coordinator serves under the direct supervision of the Executive Director of MCTC and is responsible for day-to-day administration.

Complaints

Any individual who believes that he or she or any other program beneficiaries have been subjected to unequal treatment or discrimination in their receipt of benefits and/or services, or on the grounds of race, color, national origin, sex, disability, age or income status he or she may exercise their rights to file a complaint with MCTC. Every effort will be made to resolve the

complaints information at the MPO and consultant level. (Please refer to Appendix C, MCTC Discrimination Complaint Procedures)

Current Investigations or Complaints

MCTC has never received any Title VI complaints. As a result, no Title VI investigations have ever taken place. Additionally, there are no Title VI investigations taking place at this time. Additionally, the three local transit agencies have not received any Title VI complaints.

Data Collection

Data on race, color, national origin, sex, age, disability, and income status of participants in and beneficiaries of federally funded program will be gathered and maintained by the Title VI Coordinator. Title VI information from FTA Section 5316 and 5317 sub-recipients will be maintained and incorporated in the Title VI Annual Update. The data gathering process will be reviewed regularly to ensure sufficiency of the data in meeting the requirements of the Title VI program administration.

Title VI Program Reviews

MCTC's Title VI Program reviews will be performed by the Title VI Coordinator to assess our administrative procedures, staffing and resources available for Title VI compliance. All programs will be reviewed annually to assure their effectiveness in compliance with Title VI provisions. This is in addition to the day to day monitoring. The Title VI Coordinator will coordinate efforts to ensure their equal participation in all programs and activities at all levels. The Title VI Coordinator will also conduct reviews of consultants and all other sub-recipients of federal funds to ensure compliance with Title VI provisions.

Annual Reports

An annual report may be submitted to Caltrans reviewing Title VI accomplishments achieved during the year. The Title VI Coordinator will be responsible for coordination and preparation of the report. The report will describe the accomplishments and changes to the program occurring during the preceding year, and will include any changes to the goals and objectives for the upcoming year.

Public Dissemination

The Title VI Coordinator will disseminate Title VI Program information to MCTC employees, sub-recipients, consultants and beneficiaries as well as the general public. Public dissemination will include the posting of public statements, and the inclusion of the Title VI language in contracts. In accordance with Title VI of the Civil Rights Act of 1964, MCTC is committed to establishing and maintaining practices that will ensure meaningful access to MCTC's plans and programs by persons with Limited English Proficiency (LEP). It is the policy of MCTC to ensure that no person is denied access to plans and programs as a result of the inability to communicate in the English language.

Remedial Action

MCTC will actively pursue the prevention of Title VI deficiencies and violations and will take the necessary steps to ensure compliance will all program administrative requirements. When irregularities occur in the administration of the program's operation, corrective action will be taken to resolve Title VI issues, within a period not to exceed 90 days.

1. Sub-recipients placed in a deficiency status will be given reasonable time to voluntarily correct deficiencies that is not to exceed 90 days.
2. MCTC will seek the cooperation of the sub-recipient in correcting deficiencies found during the review. MCTC will also provide technical assistance and guidance needed to aid the sub-recipient to voluntarily comply.
3. When a sub-recipient fails or refuses to voluntarily comply with requirements within the time frame allotted, the MPO will submit to Caltrans Civil Rights Office or the FHWA two copies of the case file and a recommendation that the sub-recipient be found in noncompliance.
4. A follow-up review will be conducted within 180 days of the initial review to ensure that the sub-recipient has complied with the Title VI Program requirements in correcting deficiencies previously identified.

Title VI Responsibilities for Program Areas

Planning

MCTC has the responsibility to develop long-and short-range plans to provide efficient transportation services to the citizens of Madera County.

MCTC annually updates and coordinates the MPO's future transportation improvement plans and programs. A comprehensive transportation planning process is used which incorporates input from the public in coordination with the various jurisdictions affected. Planning includes the monitoring and collection of data. Title VI responsibilities include but are not limited to:

1. Ensure that all aspects of the planning process operation comply with Title VI of the Civil Rights Act of 1964.
2. Ensure that various social, economic, and ethnic interest groups are represented in the planning process by disseminating program information to minority media and ethnic related organizations participating in roundtable meetings in predominantly minority communities.
3. Assist the Title VI Specialist in gathering and organizing the Planning section of the Annual Title VI Update Report.
4. Review the department's work program and other directives to ensure compliance with Title VI and other nondiscrimination program requirements.

Contracting Services

MCTC is also responsible for setting policy and establishing procedures for consultant selection, negotiation, and administration of consultant contracts. Title VI responsibilities include but are not limited to:

1. Monitor DBE program requirements.
2. Ensure that all consultant contracts administered by the MPO have the appropriate Title VI provisions included.
3. Review directives and procedures to ensure Title VI compliance.
4. Maintain necessary data and documentation required for completion of the department's Title VI Annual Report.

Project Construction

MCTC is involved primarily in the planning of federally funded transportation projects only. MCTC is not involved in the construction of transportation projects. As a result, Title VI requirements pertaining to agencies involved in construction do not apply.

Public Transportation Title VI Investigations

No Title VI complaints have been filed with MCTC or other transit agencies in Madera County.

Systemwide Service Standards and Policies

FTA C 4702.1B Chapter IV-4 states “These requirements apply to all fixed route providers of public transportation service.” MCTC is not a provider of fixed route transit service therefore this does not apply.

Public Participation Plan

MCTC’s Public Participation Plan (PPP) is updated periodically. MCTC developed the PPP as a guide to meeting the Metropolitan Planning Organization requirements for public participation. The PPP is intended to provide direction for public participation activities to be conducted by MCTC and contains the procedures, strategies and techniques used by MCTC for public participation. The current PPP may be found on MCTC’s website at [MCTC Public Participation Plan](#)

Public Notification Process

The MCTC’s goal is not to discriminate against any person with respect to an MCTC program or service. This commitment is incorporated into all public outreach efforts to engage all segments of the population in the transportation planning process. The MCTC actively provides information regarding its Title VI obligations to the public using a variety of methods. Information, such as reference to the FTA circulars and the MCTC Title VI and LEP programs and complaint procedure, is available upon request at the MCTC office and on the MCTC website. Notice of the nondiscrimination policy is included in all MCTC contracts, public meeting and bid advertisements.

The MCTC, as well as each subgrantee and transportation provider, must certify each year that there have been no Title VI complaints or lawsuits.

As a policy, MCTC staff is educated on the Title VI requirements including how to assist a person who is limited English proficient. The entire FTA non-discrimination clauses are included in all consultant contracts and subgrantee agreements. The following statement is posted in the MCTC office in English and Spanish:

“The Madera County Transportation Commission does not discriminate on the basis of race, color or national origin in administration of its programs, activities or services.”

Requirements for Metropolitan Planning Organizations

This section describes the procedures unique to MCTC's role as a metropolitan Planning organization regarding compliance with the Department of Transportation's regulations.

Demographic Profile of the Metropolitan Area

The metropolitan planning area for MCTC is the County of Madera, which includes the cities of Chowchilla and Madera. The following table depicts the population estimates for different races and ethnicities in Madera County. Statistics on LEP populations in Madera County can be found in Appendix E. Locations of aggregate minority populations can be viewed on the map below.

Demographic Profile of Madera County

Subject	Madera County, California	
	Estimate	Percent
Total Population	151,435	100%
Ethnicity		
Hispanic or Latino (of any race)	82,456	54.4%
Not Hispanic or Latino	68,979	45.6%
	Total	100%
Race		
White (alone)	123,945	81.8%
Black or African American (alone)	5,114	3.4%
American Indian and Alaska Native (alone)	2,635	1.7%
Asian (alone)	3,119	2.1%
Native Hawaiian and Other Pacific Islander (alone)	666	0.4%
Some other race (alone)	10,989	7.3%
Two or more races	4,967	3.3%
	Total	100%

Identification and Consideration of Mobility Needs of Minority Populations within MCTC's Planning Process

Planning Process

MCTC regularly collects and analyzes demographic information to help plan for a more accessible regional transportation system. An environmental justice analysis was prepared as part of the 2014 Regional Transportation Plan (RTP) process and as part of the 2018 RTP.

Consideration of Minority Populations Mobility Needs

MCTC ensures that the communities are provided opportunities to engage in the transportation process in the following ways:

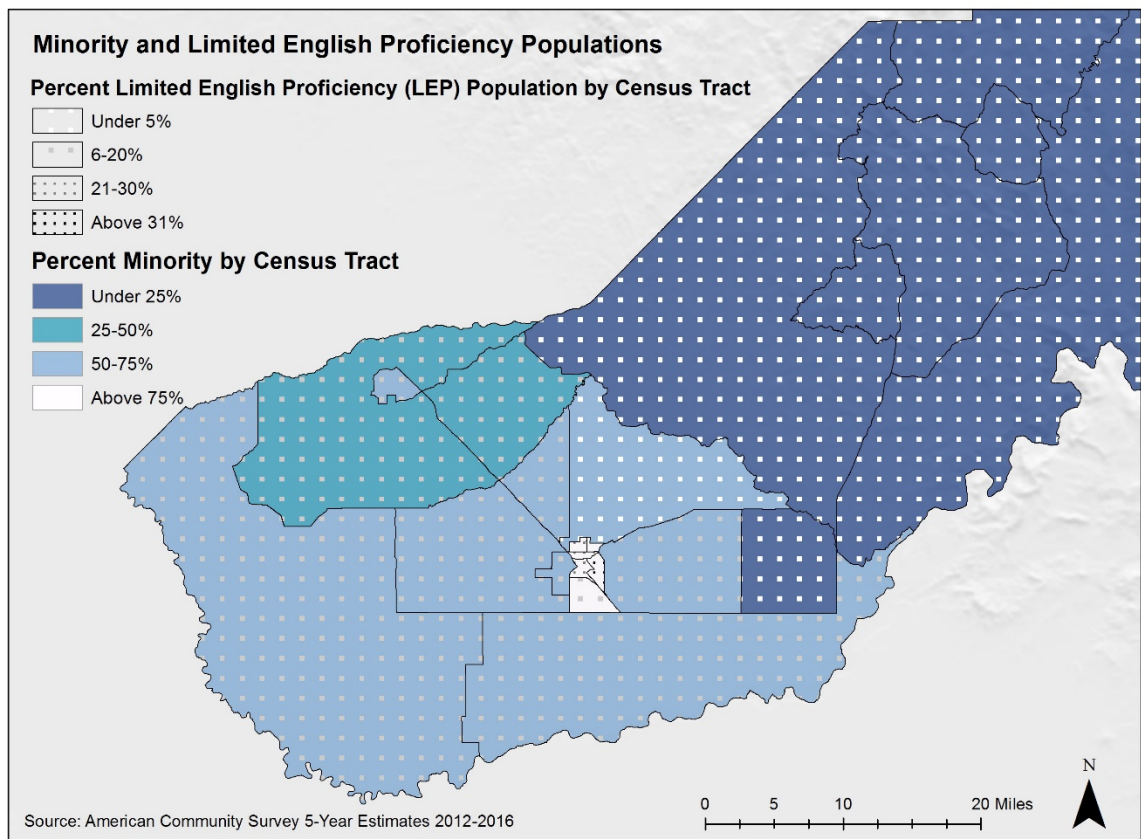
- MCTC reacts promptly to questions and concerns, including those that address minority populations.
- MCTC holds certain meetings outside of regular business hours as demand arises and when subject matter warrants a more accessible meeting time.
- MCTC considers additional outreach at events with higher concentrations of Spanish speakers as demand arises. For example, in the development of the RTP, surveys and other meeting materials were translated into Spanish. Additionally, a Spanish-

only workshop was conducted as part of the RTP outreach process. These efforts increased the number of Spanish speakers who participated in the process.

- MCTC has translated the following documents into Spanish and are available online:
 - Title VI Public Notice
 - Title VI Complaint Procedures
 - Title VI Complaint Form
- MCTC is adding accessibility features to its website ([MCTC Website](#)).
- MCTC provides special accommodations (language interpretation, etc.) upon request.
- MCTC provides sufficient public notice for public comment periods and meetings as required, so individuals, including minorities, have enough time to review draft documents and/or plan to attend MCTC meetings.

Demographic Map of Minority and LEP Populations

The map below depicts the percentage of minority populations in Madera County by census tract. The only FTA funds MCTC receives are section 5303 planning funds.



Map 1 – Demographic Map of Madera County Region by Census Tract (The only FTA funds that MCTC receives (via Caltrans) are for transit planning, and these funds are for region-wide planning)

Analysis of MCTC's Transportation System Investments

Section 5303 are the only funds that MCTC receives, and since these funds are for public transportation planning in the region, all of the minority populations shown in the above map stand to benefit from these FTA-funded planning efforts.

Appendices

Appendix A – Title VI Assurances

Madera County Transportation Commission Department of Transportation Title VI Assurances

The Madera County Transportation Commission (hereinafter referred to as the “Recipient”) HEREBY AGREES THAT as a condition to receiving any Federal financial assistance from the Department of Transportation it will comply with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42 U.S.C. 2000d-42 U.S.C. 2000d-4 (hereinafter referred to as the Act), and all requirements imposed by or pursuant to Title 49, Code of Federal Regulations, Department of Transportation, Subtitle A, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation – Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the Regulations) and other pertinent directives, to the end that in accordance with the Act, Regulations, and other pertinent directives, no person in the United States shall, on the grounds of race, color, or national origin, be excluded from participation in, be denied benefits of, or be otherwise subjected to discrimination under any program or activity for which the Recipient receives Federal financial assistance from the Department of Transportation, including the Federal Transit Administration, and HEREBY GIVES ASSURANCES THAT it will promptly take any measures necessary to effectuate this agreement. This assurance is required by subsection 21.7(a) of the Regulations More specifically and without limiting the above general assurance, the Recipient hereby gives the following specific assurances with respect to its Unified Planning Work Program:

1. That the Recipient agrees that each “program” and “facility” as defined in subsections 21.23(e) and 21.23(b) of the Regulations, will be (with regard to the “program”) conducted, or will be (with regard to the “facility”) operated in compliance with all requirements imposed by, or pursuant to, the Regulations.
2. That the Recipient shall insert the following notification in all solicitations for work or material subject to the Regulations and made in connection with all Unified Planning and Work Program work elements and, in adapted form in all proposals for negotiated agreement:

The Madera County Transportation Commission, in accordance with Title VI of the Civil Rights Act of 1964, 78 Stat. 252, 42. U.S.C. 2000D TO 2000d-4 and Title 49, Code of Federal Regulations, Transportation, Office of the Secretary, Part 21, Nondiscrimination in Federally-Assisted Programs of the Department of Transportation issued pursuant to such Act, hereby notifies all bidders that it will affirmatively insure that any contract entered into pursuant to this advertisement, minority business enterprises will be afforded full opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award.
3. That the Recipient shall insert the clauses of this assurance in every contract subject to this Act and the Regulations.
4. That the Recipient shall insert the clauses of this assurance, as a covenant running with the land, in any deed from the United States effecting a transfer of real property, structures, or improvements thereon, or interest therein.
5. That where the Recipient receives Federal financial assistance to construct a facility, or part of a facility, the assurance shall extend to the entire facility and facilities operating in connection therewith.
6. That where the Recipient receives Federal financial assistance in the form, of the acquisition of real property or an interest in real property, the assurance shall extend to rights to space on, over, or under such property.
7. That the Recipient shall include the appropriate clauses set forth in Appendix C of this assurance, as a covenant running with the land, in any future deeds, leases, permits,

licenses, and similar agreements enter into by the Recipient with other parties: (a) for the subsequent transfer of real property acquired or improved under the Unified Planning Work Program; and (b) for the construction or use of or access to space on, over, or under real property acquired, or improved under the Unified Planning Work Program.

8. That this assurance obligates the Recipient for the period during which Federal financial assistance is extended to the program, except where the Federal financial assistance is to provide, or is of the form of, personal property, or real property or interest therein or structures or improvements thereon, in which case the assurance obligates the Recipient or any transferee for the longer of the following periods: (a) the period during which the property is used for the purpose for which Federal financial assistance is extended, or for another purpose involving the provision of similar services or benefits” or (b) the period during which the Recipient retains ownership or possession of the property.
9. The Recipient shall provide for such methods of administration for the program as are found by the Secretary of Transportation or the official to whom he/she delegates specific authority to give reasonable guarantee that it, other recipients, subgrantees, contractors, subcontractors, transferees, successors in interest, and other participants of Federal financial assistance under such program will comply with all requirements imposed or pursuant to the Act, the Regulations, and this assurance.
10. The Recipient agrees that the United States has a right to seek judicial enforcement with regard to any matter arising under the Act, the Regulations and this assurance.

THIS ASSURANCE is given in consideration of and for the purpose of obtaining any and all Federal grants, loans, contracts, property, discounts or other Federal financial assistance extended after the date hereof to the Recipient by the Department of Transportation under the Unified Planning Work Program and is binding on it, other recipients, subgrantees, contractors, subcontractors, transferees, successors in interest and other participants in the Unified Planning Work Program. The person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Recipient.

Patricia Taylor, Executive Director
Madera County Transportation Commission
Date: March 17, 2021

Appendix B – Notifying the Public of Rights Under Title VI

Notifying the Public of Rights Under Title VI Madera County Transportation Commission

- Madera County Transportation Commission operates its programs and services without regard to race, color, and national origin in accordance with Title VI of the Civil Rights Act. Any person who believes she or he has been aggrieved by any unlawful discriminatory practice under Title VI may file a complaint with the Madera County Transportation Commission.
- Madera County Transportation Commission opera sus programas y servicios sin distinción de raza, color y origen nacional, de conformidad con el Título VI del Acta de Derechos Civiles. Cualquier persona que cree o que ha sido perjudicada por una práctica discriminatoria ilegal bajo el Título VI, puede presentar una queja con Madera County Transportation Commission.
- For more information on Madera County Transportation Commission civil rights program, and the procedures to file a complaint, contact (559)-675-0721; email jeff@maderactc.org; or visit our website at [MCTC Website](#).
- A complaint may be filed directly with the Federal Transit administration by filing a complaint with the Office of Civil Rights, Attention: Title VI Program Coordinator, East Building, 5th Floor – TCR, 1200 New Jersey Ave., SE, Washington, DC 20590.
- If information is needed in another language, contact (559) 675-0721.
- Si se necesita información en otro idioma, comuníquese con (559) 675-0721.

(This notice is posted in the office of MCTC and on website)

Appendix C – MCTC Discrimination Complaint Procedures

Madera County Transportation Commission Complaint Procedures

As a recipient of federal dollars, MCTC is required to comply with Title VI of the Civil Rights Act of 1964 and ensure that services and benefits are provided on a non-discriminatory basis. MCTC has in place a Title VI Complaint Procedure, which outlines the process for local disposition of Title VI complaints and is consistent with guidelines found in the Federal Transit Administration Circular 4702.1B dated October 1, 2012. The complaint procedure has five steps, outlined below:

1. **Submission of Complaint:** Any person who feels that he or she, individually, or as a member of any class of persons, on the basis of race, color, national origin, or low-income status has been excluded from or denied the benefits of, or subjected to discrimination under any program or activity receiving federal financial assistance through MCTC may file a written complaint to the MCTC Title VI Coordinator. Such a complaint must be filed within 60 calendar days after the date the person believes the discrimination occurred.
2. **Referral to Review Officer:** Upon receipt of the Complaint, the Title VI Coordinator shall review, investigate and evaluate the Complaint, in consultation with the Executive Director. The Title VI Coordinator shall complete the review no later than 45 calendar days after the date MCTC received the Complaint. If more time is required, the Title VI Coordinator shall notify the complainant of the estimated time-frame for completing the review. Upon completion of the review, the Title VI Coordinator shall make a recommendation regarding the merit of the Complaint and whether remedial actions are available to provide redress.

Additionally, the Title VI Coordinator may recommend improvements to MCTC's processes relative to Title VI and environmental justice, as appropriate. The Title VI Coordinator shall forward their recommendations to the Executive Director for concurrence. If the Executive Director concurs, he or she shall issue MCTC's written response to the Complainant.

3. **Request for Reconsideration:** If the Complainant disagrees with the response, he or she may request reconsideration by submitting the request, in writing, to the Executive Director within 10 calendar days after its receipt. The request for reconsideration shall be sufficiently detailed to contain any items the Complainant feels were not fully understood by the MCTC Title VI Coordinator. The Executive Director will notify the complainant of their decision either to accept or reject the request for reconsideration within 10 calendar days. In cases where the Executive Director agrees to reconsider, the matter shall be returned to the Title VI Coordinator to re-evaluate in accordance with Paragraph 2, above.
4. **Appeal:** If the request for reconsideration is denied, the complainant may appeal the Executive Director's response to the Complaint by submitting a written appeal to MCTC's Policy Board no later than 10 calendar days after receipt of the Executive Director's written decision rejecting reconsideration.
5. **Submission of Complaint to the Federal Transit Administration.** If the complainant is dissatisfied with MCTC's resolution of the Complaint, he or she may also submit a complaint to the Federal Transit Administration:

Federal Transit Administration's Office of Civil Rights
Attention: Title VI Program Coordinator
East Building 5th Floor – TCR
1200 New Jersey Ave., SE
Washington, DC 20590

For further information, see [Federal Transit Administration Website](#).

Appendix D – Title VI Discrimination Complaint Form

Complaint Form: English

Section I:				
Name:				
Address:				
Telephone (Home):			Telephone (Work):	
Electronic Mail Address:				
Accessible Format Requirements?	Large Print		Audio Tape	
	TDD		Other	
Section II:				
Are you filing this complaint on your own behalf?			Yes*	No
*If you answered "yes" to this question, go to Section III.				
If not, please supply the name and relationship of the person for whom you are complaining:				
Please explain why you have filed for a third party: _____				
Please confirm that you have obtained the permission of the aggrieved party if you are filing on behalf of a third party.			Yes	No
Section III:				
I believe the discrimination I experienced was based on (check all that apply):				
<input type="checkbox"/> Race <input type="checkbox"/> Color <input type="checkbox"/> National Origin				
Date of Alleged Discrimination (Month, Day, Year): _____				
Explain as clearly as possible what happened and why you believe you were discriminated against. Describe all persons who were involved. Include the name and contact information of the person(s) who discriminated against you (if known) as well as names and contact information of any witnesses. If more space is needed, please use the back of this form.				

Section IV				
Have you previously filed a Title VI complaint with this agency?			Yes	No

Section V

Have you filed this complaint with any other Federal, State, or local agency, or with any Federal or State court?

Yes No

If yes, check all that apply:

Federal Agency: _____

Federal Court _____

State Agency _____

State Court _____

Local Agency _____

Please provide information about a contact person at the agency/court where the complaint was filed.

Name:

Title:

Agency:

Address:

Telephone:

Section VI

Name of agency complaint is against:

Contact person:

Title:

Telephone number:

You may attach any written materials or other information that you think is relevant to your complaint.

Signature and date required below

Signature Date

Please submit this form in person, or mail this form to the address below:

<p>MCTC 2001 Howard Road, Suite 201 Madera, CA 93637 (559) 675-0721 Fax (559) 675-9328</p>	<p>Federal Transit Administration Office of Civil Rights 1200 New Jersey Avenue SE Washington, DC 20590</p>
--	--

Formulario de Quejas

Sección I:			
Nombre:			
Domicilio:			
Teléfono (Hogar):		Teléfono (Trabajo):	
Correo electrónico:			
Requisitos de formato Accesibles:	Letra Grande		Cinta de Audio
	TDD		Otro
Sección II:			
Esta usted presentando esta queja en su propio nombre?		SI*	No
* Si usted Contesto "Si" a esta pregunta, ve a sección III.			
Si no es así, por favor proporcione el nombre y la relación de la persona a la que usted está ayudando:			
Por favor, explique porque usted ha presentado por un esta persona:			
Por favor, confirme que ha obtenido el permiso de la persona perjudicada, si usted está presentando en su nombre.		Si	No
Sección III:			
Creo que la discriminación que experimente fue basado en (marque lo que corresponda):			
<input type="checkbox"/> Raza <input type="checkbox"/> Color <input type="checkbox"/> Origen Nacional			
Fecha presunta de la discriminación (Mes, Día, Año): _____			
Explique lo más claramente posible lo que paso y porque cree que fue discriminado. Describa todas las personas que estuvieron involucradas, incluya el nombre y la información de contacto de la persona (s) que lo discrimino (si se conoce), así como los nombres y la información de contacto con los testigos. Si se necesita más espacio por favor use el reverso de este formulario.			

Sección IV			
Ha presentado anteriormente una queja del Título VI con esta agencia?		Si	No
Sección V			
Ha presentado esta queja ante cualquier otro del Estado, Federal o Agencia local o cualquier corte Federal o Estatal? <input type="checkbox"/> Si <input type="checkbox"/> No			
Si respondió "Si", marque todo lo que corresponde:			
<input type="checkbox"/> Agencia Federal: _____			
<input type="checkbox"/> Corte Federal _____		<input type="checkbox"/> Agencia Estatal _____	
<input type="checkbox"/> Corte Estatal _____		<input type="checkbox"/> Agencia Local _____	

Por favor de proporcionar información acerca de una persona de contacto de la agencia/corte donde se presentó la queja.

Nombre:

Título:

Agencia:

Domicilio:

Teléfono:

Sección VI

Nombre de la agencia que la queja es en contra:

Persona de Contacto:

Título:

Numero de teléfono:

***Appendix E – MCTC Plan for Engaging Individuals with
Limited English Proficiency (LEP)***

MADERA COUNTY TRANSPORTATION COMMISSION PLAN FOR ENGAGING INDIVIDUALS WITH LIMITED ENGLISH PROFICIENCY (LEP)

Introduction

On August 11, 2000, President William J. Clinton signed executive order, *Executive Order 13166: Improving Access to Service for Persons with Limited English Proficiency*, to clarify Title VI of the Civil Rights Act of 1964. Its purpose was to ensure accessibility to programs and services to eligible persons who are not proficient in the English language.

This executive order states that individuals who do not speak English well and who have a limited ability to read, write, speak, or understand English are entitled to language assistance under Title VI of the Civil Rights Act of 1964 with respect to a particular type of service, benefit, or encounter. It reads in part, *each federal agency shall prepare a plan to improve access to its federally conducted programs and activities by eligible LEP persons. Each plan shall be consistent with the standards set forth in the LEP Guidance, and shall include the steps the agency will take to ensure that eligible LEP persons can meaningfully access the agency's programs and activities.* Not only do all federal agencies have to develop LEP Plans, as a condition of receiving federal financial assistance, recipients have to comply with Title VI and LEP guidelines of the federal agency from which funds are provided.

Federal financial assistance includes grants, training, use of equipment, donations of surplus property, and other assistance. Recipients of federal funds range from state and local agencies, to nonprofits and other organizations. Title VI covers a recipient's entire program or activity. The US Department of Transportation (DOT) published *Policy Guidance Concerning Recipients' Responsibilities to Limited English Proficient Person* December 14, 2005. The guidance explicitly identifies MPO's (of which MCTC is one) as organizations that must follow this guidance:

*The guidance applies to all DOT funding recipients, which include state departments of transportation, state motor vehicle administrations, airport operators, **metropolitan planning organizations**, and regional, state, and local transit operators, among many others. Coverage extends to a recipient's entire program or activity, i.e., to all parts of a recipient's operations. For example, if DOT provides assistance to a state department of transportation to rehabilitate a particular highway on the National Highway System, all of the operations of the entire state department of transportation—not just the particular highway program or project—are covered by the DOT guidance.*

The intent of this Limited English Proficiency Plan is to ensure access to the planning process and information published by MCTC where it is determined that a substantial number of residents in Madera County do not speak or read English proficiently. MCTC shall provide appropriate assistance, auxiliary aids, a translator/interpreter for non-English speaking and hearing impaired individuals and/or services when necessary if requested at least 3 working days in advance of the meeting. If MCTC is unable to accommodate a request for a public hearing, then the hearing will be continued on a specified date when accommodations are available.

An LEP Plan starts with an assessment to identify LEP individuals who need assistance. Implementation includes the development of language assistance measures, staff training, notification procedures to LEP individuals, and monitoring of the plan.

In addition to this LEP Plan, a separate, related document, MCTC's Public Participation Plan identifies opportunities for the public to get involved in the transportation planning process. Copies of the MCTC Public Participation Plan can be found on MCTC's website at: [MCTC website](#).

Determination of Need

In order to prepare this Plan, MCTC undertook the U.S. Department of Transportation's four-factor LEP analysis, which considers the following:

1. The number and proportion of LEP persons served or encountered in the eligible service population.
2. The frequency with which LEP persons come in contact with MCTC programs, activities, or services.
3. The nature and importance of the program, activity or service provided by the program to people's lives.
4. The resources available to the recipient for LEP outreach, as well as the costs associated with that outreach.

Factor 1: Number and proportion of LEP persons served or encountered

For planning purposes, MCTC looked at American Community Survey data for people who speak English "less than very well" as Limited English Proficient persons. Table 1 shows the languages spoken at home, by ability to speak English, for persons five years of age or older, with numbers and percentages for the languages with the higher percentages.

Table 1 shows the ability to speak English and languages spoken at home for persons five years of age and older. The six most frequently spoken languages in the region other than English are Spanish (39.79 percent), Other Indic (0.65 percent), Other Pacific Island (0.41 percent), Tagalog (0.29 percent), Arabic (0.20 percent) and Japanese (0.18 percent). However, many of these respondents indicated that they also speak English under the "Very Well" category. Table 1 also shows that Spanish-speakers are the only population representing more than 1 percent of the county's population that is identified as not speaking English very well.

Table 1

Number of Persons Over 5 years of age with the Ability to Speak English Less Than "Very Well" within Madera County		
Language	Estimate	Percent
Spanish or Spanish Creole	24,617	17.77%
Other Indic	534	0.39%
French Creole	140	0.10%
Other Unspecified	125	0.09%
Other Pacific Island	122	0.09%
Chinese	106	0.08%
Source: 2008-2012 American Community Survey B16001: LANGUAGE SPOKEN AT HOME		

Factor 2: Frequency of LEP populations' contact with programs, activities and services

MCTC's prior experience with Limited English Proficient persons has been primarily with Spanish speakers. MCTC has worked with community-based organizations for the update of its long-range transportation plan to gather input from minority and low-income residents. Such meetings have been helpful in providing insight into the needs and concerns of residents who often do not participate in regional government. Material is translated into the language or languages recommended by the community group. Additionally, some informational workshops/meetings for the update to the long-range transportation plan were conducted in Spanish.

Factor 3: Importance to LEP population of programs, services and activities

Most MCTC programs, activities, and services of importance to LEP persons in general are long-term in nature since we primarily engage in planning activities. MCTC serves as the region's transportation banker and planner rather than a direct provider of services. MCTC works to ensure that all segments of the population, including LEP persons, have the opportunity to be involved in the transportation planning process.

Factor 4: Resources available to MCTC and overall cost to provide LEP assistance

Providing translation services to allow LEP populations to participate in the development of MCTC's core planning and investment policies is a routine practice for MCTC. MCTC works with advocacy groups representing LEP persons to determine their needs and concerns for planning purposes.

MCTC has two staff members that are fluent in Spanish.

Safe Harbor

Based on the four-factor analysis, staff has determined that Spanish is the only language that must be translated. The only groups besides English and Spanish are a small amount, and MCTC will provide interpreters if requested by an individual, or translate documents, as appropriate.

Language Assistance Measures

MCTC uses a number of techniques and practices to provide productive opportunities for all interested Madera County residents to participate in the dialogue that informs important decisions, regardless of language barriers. This is done in several ways, including:

General Practices:

- Extensive use of visual aids including maps, charts, and photographs to illustrate trends, options, etc.,
- Avoid complex terminology and technical terms and target the presentation / document in a manner that is appropriate to the intended audience.
- Notices widely disseminated through partnerships with community based and interest organizations.
- Translation software for the MCTC website.
- Multi-lingual instruction on how to request translation services.
- Tailor public participation activities to reflect the unique LEP population with a respective community.
- Review prior experiences with LEP populations to determine the types of language services needed.

- Flyers for major community workshops and similar meetings include instructions on how to request translation services.
- Public participation plans for MCTC's long-range plan include seeking out views of LEP populations.

Work with Advocacy Groups

- Work to involve non-profit groups that advocate for persons with limited English proficiency in MCTC activities.
- Make regular reports to MCTC's ongoing committees such as the Technical Advisory Committee, SSTAC, etc.
- Partner with community groups who can assist in tailoring presentations, meeting materials and announcements to meet the language needs of local participants.

Staff Training

MCTC works to instill in staff an awareness of and sensitivity to the needs of LEP residents. Staff is trained on LEP guidance from U.S. Department of Transportation on procedures for accommodating LEP populations.

Notification to LEP or Low Literacy Persons

The public must be informed of their rights under Title VI. This will be done in several ways including:

- Notifications posted in MCTC's office.
- Notifications on MCTC's website.
- Documentation that describes a LEP person's right to access MCTC's services.
- Multi-lingual instruction on how to request translation services.
- Flyers for major community workshops and similar meetings include instructions on how to request translation services.
- Routine use of language on printed or electronic announcements for public workshops on key planning efforts that alert interested individuals on how to request translation services.

Representation on MCTC's Committees

MCTC's committees include representatives from local government agencies, public and private organizations, and the general public.

Technical Advisory Committee (TAC)

The Technical Advisory Committee consists of Caltrans, transit, planning, engineering and public works staff of the member agencies (2 cities and county).

Social Services Transportation Advisory Council (SSTAC)

The Social Services Transportation Advisory Council (SSTAC) serves as a non-elected citizen advisory committee to the Commission on matters related to public participation needs of Madera County residents. The SSTAC is involved "unmet transit needs" process, and works with MCTC staff to develop recommendations for the Commission towards finding that public transit needs that are reasonable to be met, are being met. The SSTAC membership is comprised of several categories:

- Potential Transit User 60 Years or Older (minimum of 1)
- Representatives of the Local Service Providers for Seniors (minimum of 2)
- Potential Transit User Who is Disabled (minimum of 1)
- Representatives of the Local Service Provider for Disabled (minimum of 2)

- Representative of a Local Service Provider for Persons of Limited Means (minimum of 1)
- Representatives from the Local Consolidated Transportation Service Agency (minimum of 2)

Racial Category	Number of Persons
Caucasian	1
Hispanic	2
Asian	1
African American	1
Vacant	2

Maintenance and Monitoring of the MCTC LEP Plan

MCTC will monitor requests for translation and adjust practices to meet demand while maintaining a basic level of access by LEP populations to key programs and documents. MCTC's LEP Plan will be updated every three years as required by U.S. DOT. At a minimum, the plan will be reviewed and updated when data from the 2020 U.S. Census is available, or when it is evident that higher concentrations of LEP individuals are present in the MCTC area and will be coordinated with the Public Participation Plan.

Appendix F – Signed MCTC Assurances

STANDARD DOT TITLE VI ASSURANCES

Madera County Transportation Commission (hereinafter referred to as the Sponsor) hereby agrees that as a condition to receiving Federal financial assistance from the Department of Transportation (DOT), it will comply with Title VI of the Civil Rights Act of 1964 (42 U.S.C. 2000d et seq.) and all requirements imposed by 49 CFR Part 21, Nondiscrimination in Federally Assisted Programs of the Department of Transportation -- Effectuation of Title VI of the Civil Rights Act of 1964 (hereinafter referred to as the "Regulations") to the end that no person in the United States shall, on the ground of race, color, or national origin, be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity for which the applicant receives Federal financial assistance and will immediately take any measures necessary to effectuate this agreement. Without limiting the above general assurance, the Sponsor agrees concerning this grant that:

1. Each "program" and "facility" (as defined in Section 21.23(a) and 21.23(b)) will be conducted or operated in compliance with all requirements of the Regulations.
2. It will insert the clauses of Attachment 1 of this assurance in every contract subject to the Act and the Regulations.
3. Where Federal financial assistance is received to construct a facility, or part of a facility, the assurance shall extend to the entire facility and facilities operated in connection therewith.
4. Where Federal financial assistance is in the form or for the acquisition of real property or an interest in real property, the assurance shall extend to rights to space on, over, or under such property.
5. It will include the appropriate clauses set forth in Attachment 2 of this assurance, as a covenant running with the land, in any future deeds, leases, permits, licenses, and similar agreements entered into by the Sponsor with other parties:
 - a) for the subsequent transfer of real property acquired or improved with Federal financial assistance under this project; and
 - b) for the construction or use of or access to space on, over, or under real property acquired or improved with Federal financial assistance under this Project.
6. This assurance obligates the Sponsor for the period during which Federal financial assistance is extended to the program, except where the Federal financial assistance is to provide, or is in the form of personal property or real property or interest therein or structures or improvements thereon, in which case the assurance obligates the Sponsor or any transferee for the longer of the following periods:

- a) the period during which the property is used for a purpose for which Federal financial assistance is extended, or for another purpose involving the provision of similar services or benefits; or
 - b) the period during which the Sponsor retains ownership or possession of the property.
7. It will provide for such methods of administration for the program as are found by the Secretary of transportation of the official to whom he delegates specific authority to give reasonable guarantees that it, other sponsors, subgrantees, contractors, subcontractors, transferees, successors in interest, and other participants of Federal financial assistance under such program will comply with all requirements imposed or pursuant to the act, the Regulations, and this assurance.
8. It agrees that the United States has a right to seek judicial enforcement with regard to any matter arising under the Act, the Regulations, and this assurance.

THIS ASSURANCE is given in consideration of and for the purpose of obtaining Federal financial assistance for this Project and is binding on its contractors, the Sponsor, subcontractors, transferees, successors in interest and other participants in the Project. The person or persons whose signatures appear below are authorized to sign this assurance on behalf of the Sponsor.

Date: March 17, 2021

Madera County Transportation Commission
(Sponsor)

By _____
(Signature of Authorized Official)

Appendix G – Resolutions

**BEFORE
THE COMMISSIONERS OF THE
MADERA COUNTY TRANSPORTATION COMMISSION
COUNTY OF MADERA, STATE OF CALIFORNIA**

DRAFT

In the matter of APPROVE MCTC TITLE VI PROGRAM UPDATE	Resolution No.: 21-02
---	------------------------------

WHEREAS, MCTC obtains financial assistance from the Federal Transit Administration (FTA) and must comply with federal regulations including Title VI; and

WHEREAS, the purpose of the Title VI Program is to prohibit discrimination on the basis of race, color, or national origin in programs and activities; and

WHEREAS, the MCTC Policy Board adopted the Title VI Program on July 23, 2014; and

WHEREAS, an update to the Title VI Program with Limited English Efficiency Proficiency Plan is needed;

NOW, THEREFORE, LET IT BE RESOLVED, that MCTC adopts the Updated Title VI Program with Limited English Proficiency Plan and authorizes the MCTC Executive Director to approve additional updates, as necessary.

The foregoing resolution was adopted this 17th day of March 2021 by the following vote:

- Commissioner Jose Rodriguez _____
- Commissioner Cece Gallegos _____
- Commissioner Waseem Ahmed _____
- Commissioner Robert Poythress _____
- Commissioner Tom Wheeler _____
- Commissioner Brett Frazier _____

Chair, Madera County Transportation Commission

Executive Director, Madera County Transportation Commission

Appendix H – Caltrans Checklist

Caltrans Division of Transportation Planning

Office of Regional Planning – Title VI Program Checklist

Agency Name: Madera County Transportation Commission

Title VI Adoption Date: March 17, 2021

General Requirements Chapter III – Metropolitan Transportation Planning Organizations (MPOs)

Page #	Select One	
<input type="checkbox"/> A-5	<input type="checkbox"/> Yes	1. Notice to the Public
<input type="checkbox"/> A-5	<input type="checkbox"/> Yes	a. Race, color, and national origin (Sample notice in Appendix B)
<input type="checkbox"/> A-5	<input type="checkbox"/> Yes	b. Translated into non-English language and consistent with the agency's Limited English Proficiency (LEP) Plan (Chapter III-4)
<input type="checkbox"/> A-18	<input type="checkbox"/> Yes	2. List of locations where notice is posted, at a minimum (Chapter III-4 and Appendix B)
<input type="checkbox"/> A-18	<input type="checkbox"/> Yes	a. Agency's website
<input type="checkbox"/> A-18	<input type="checkbox"/> Yes	b. Public areas of the agency's office, including reception desk and meeting rooms
<input type="checkbox"/> N/A	<input type="checkbox"/> N/A	c. Station or stops
<input type="checkbox"/> N/A	<input type="checkbox"/> N/A	d. Transit vehicles
<input type="checkbox"/> A-7	<input type="checkbox"/> Yes	3. How to file a Title VI discrimination complaint and complaint form must be on agency's website (Chapter III-5 and Appendix C and D)
<input type="checkbox"/> 4	<input type="checkbox"/> Yes	4. List of any public transportation Title VI investigations, complaints or lawsuits filed since last submission (Appendix E)
<input type="checkbox"/> A-30-46	<input type="checkbox"/> Yes	5. Public Participation Plan – Promoting Inclusive Public Participation (Chapter III-5)
<input type="checkbox"/> A-30-46	<input type="checkbox"/> Yes	a. Summary of outreach efforts made
<input type="checkbox"/> A-30-46	<input type="checkbox"/> Yes	b. Outreach plan to engage minority and limited English proficient population (can be a component of a larger outreach for those that are traditionally underserved)
<input type="checkbox"/> A-15	<input type="checkbox"/> Yes	6. LEP Plan
<input type="checkbox"/> A-16	<input type="checkbox"/> Yes	a. Four Factor Analysis (Chapter III-7)
<input type="checkbox"/> A-16	<input type="checkbox"/> Yes	i. The number of proportion of LEP persons eligible to be served or likely to be encountered by the program or recipient.
<input type="checkbox"/> A-17	<input type="checkbox"/> Yes	ii. The frequency with LEP persons come into contact with the program.
<input type="checkbox"/> A-17	<input type="checkbox"/> Yes	iii. The nature and importance of the program, activity, or service provided by the program to people's lives.
<input type="checkbox"/> A-17	<input type="checkbox"/> Yes	iv. The resources available to the recipient for LEP outreach, as well as the costs associated with that outreach.
<input type="checkbox"/> A-17,18	<input type="checkbox"/> Yes	b. Describe how the agency provides language assistance services by language (Chapter III-8)

Page # Select
One

A-17 Yes

c. Safe Harbor Provision – applies to the translation of written documents only (Chapter III-9)

A-17, 18 Yes

d. Describe how the agency provides notice to LEP person about the availability of language assistance

A-18 Yes

e. Describe how the agency monitors, evaluates and updates the language access plan

A-18 Yes

f. Describe how the agency trains employees to provide timely and reasonable language assistance to LEP population

A-19 Yes

7. A table depicting the racial breakdown of the membership of those committees, and a description of efforts made to encourage the participation of minorities on such committees.

6 Yes

8. If a facility has been constructed, a Title VI equity analysis must have been conducted during the planning stage regarding the location. A copy of the analysis must be provided. (Chapter III-11)

A-48 Yes

9. Board Resolution or similar approving the Title VI Plan (Chapter III-1)

Additional Requirements for MPOs

Requirements in Chapter IV apply to MPO that are a provider of fixed route public transportation service that receive federal assistance.

If the MPO is a direct recipient or primary recipient, the MPO will be required to submit additional information to FTA.

7 Yes

10. A demographic profile of the metropolitan area that includes identification of the locations of minority populations in the aggregate

7 Yes

11. A description of the procedures by which the mobility needs of minority populations are identified and considered within the planning process

8 Yes

12. Demographic maps that overlay the percent minority and non-minority populations as identified in Census or ACS data, at Census tract or block group level, and charts that analyze the impacts of the distribution of State and Federal funds in the aggregate for public transportation purposes, including Federal funds managed by the MPO as a designated recipient

8 Yes

13. An analysis of impacts identified in the paragraph above that identifies any disparate impacts on the basis of race, color, or national origin, and, if so, determines whether there is a substantial legitimate justification for the policy that resulted in the disparate impacts, and if there are alternatives that could be employed that would have a less discriminatory impact.

Planning Certification Review

All MPOs are required to self-certify compliance with all applicable federal requirements. Planning certification reviews conducted jointly by Federal Transit Administration (FTA) and Federal Highway Administration (FHWA) of the metropolitan transportation planning processes of transportation management areas include a review of Title VI compliance.

By checking the following boxes, the MPO certifies that the below items are achieved for Planning certification reviews by FTA and FHWA.

Check

- a. Analyze regional demographic data to identify minority populations within the region.
- b. Where necessary, provide member agencies with regional data to assist them in identifying minority populations in their service area.
- c. Ensure that members of minority communities are provided with full opportunities to engage in the transportation planning process. This includes actions to eliminate language, mobility, temporal, and other obstacles to allow these populations to participate fully in the process.
- d. Monitored the activities of subrecipients with regard to Title VI compliance, where the MPOs passes funds through to subrecipients.

Requirements for Program Administration

In order to comply with 49 CFR Section 21.5, the general nondiscrimination provision, MPOs shall document that they pass through FTA funds under any FTA programs to subrecipient without regard to race, color, or national origin and assure that minority populations are not being denied the benefits of or excluded from participating in these programs. MPOs shall prepare and maintain, but not report unless requested by FTA, the following information:

Check

- a. A record of funding requests received from private non-profit organizations, State or local governmental authorities, and Indian tribes. The record shall identify those applicants that would use grant program funds to provide assistance to predominantly minority populations. The record shall also indicate which applications were rejected and accepted for funding.
- b. A description of how the MPO develops its competitive selection process or annual program of projects submitted to FTA as part of its grant applications. This description shall emphasize the method used to ensure the equitable distribution of funds to subrecipients that serve predominantly minority populations, including Native American tribes, where present. Equitable distribution can be achieved by engaging in outreach to diverse stakeholders regarding the availability of funds, and ensuring the competitive process is not itself a barrier to selection of minority applicants.
- c. A description of the MPO's criteria for selecting entities to participate in an FTA grant program.

I have reviewed the above information and certify that it is correct and complete.

(Must be signed by MPO/RTPA
Executive Director or designated representative)

Date

For additional information and resources see the web addresses below:

Federal requirements FTA Circular 4702.1B (October 1, 2012)

<http://www.fta.dot.gov/civilrights/12328.html>

Overview of Final Circular 4702.1B Title VI Requirements and Guidelines for Recipients

http://www.fta.dot.gov/documents/Title_VI_Overview_4702.1B_11.05.12_ER.pdf

For information, guidance, and technical assistance on the implementation of the LEP initiative please visit <http://www.LEP.gov>



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 4-B

PREPARED BY: Sandy Ebersole, Administrative Analyst

SUBJECT:

Low Carbon Transportation Operations Program (LCTOP) List of Projects FY 2020-21

Enclosure: Yes

Action: Approve Resolution 21-03

SUMMARY:

The Low Carbon Transportation Operations Program (LCTOP) is one of several programs that are part of the Transit, Affordable Housing, and Sustainable Communities Program established by the California Legislature in 2014 by Senate Bill 862. The LCTOP was created as a statewide program to provide operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility, with a priority on serving disadvantaged communities. This program is funded by auction proceeds from the California Air Resource Board's Cap-and-Trade Program established by Assembly Bill 32 with proceeds deposited into the Greenhouse Gas Reduction Fund.

The Madera County Transportation Commission is a designated recipient of Low Carbon Transit Operations Program funds for the Madera region. Funds allocated for the FY 2020/21 Low Carbon Transit Operations Program total \$168,166. Allocation of these funds is based on the State Controller's distribution formula for State Transit Assistance (STA) funds, per Sections 99313 and 99314 of the California Public Utilities Code. Matching funds are not required for this program. The following projects will be submitted:

City of Chowchilla

Purchase One Dial-A-Ride Bus

\$17,696

City of Madera

Purchase One Madera Metro Paratransit Vehicle

\$68,516

County of Madera

Purchase Four MCC Paratransit Buses

\$81,954

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.

**BEFORE
THE COMMISSIONERS OF THE
MADERA COUNTY TRANSPORTATION COMMISSION
COUNTY OF MADERA, STATE OF CALIFORNIA**

<p>In the matter of AUTHORIZATION FOR THE EXECUTION OF THE CERTIFICATIONS AND ASSURANCES AND AUTHORIZED AGENT FORMS FOR THE LOW CARBON TRANSIT OPERATIONS PROGRAM (LCTOP) FOR THE FOLLOWING PROJECTS: PURCHASE ONE DIAL-A-RIDE BUS \$17,696; PURCHASE ONE MADERA METRO PARATRANSIT VEHICLE \$68,516; PURCHASE FOUR MCC PARATRANSIT BUSES \$81,954</p>	<p>Resolution No.: 21-03</p>
---	-------------------------------------

WHEREAS, the Madera County Transportation Commission is an eligible project sponsor and may receive state funding from the Low Carbon Transit Operations Program (LCTOP) for transit projects; and

WHEREAS, the statutes related to state-funded transit projects require a local or regional implementing agency to abide by various regulations; and

WHEREAS, Senate Bill 862 (2014) named the Department of Transportation (Department) as the administrative agency for the LCTOP; and

WHEREAS, the Department has developed guidelines for the purpose of administering and distributing LCTOP funds to eligible project sponsors (local agencies); and

WHEREAS, the Madera County Transportation Commission wishes to delegate authorization to execute these documents and any amendments thereto to Patricia, Taylor, Executive Director.

WHEREAS, the Madera County Transportation Commission wishes to implement the following LCTOP project(s) listed above,

NOW, THEREFORE, BE IT RESOLVED by the Board of the Madera County Transportation Commission that the fund recipient agrees to comply with all conditions and requirements set

forth in the Certification and Assurances and the Authorized Agent documents and applicable statutes, regulations and guidelines for all LCTOP funded transit projects.

NOW THEREFORE, BE IT FURTHER RESOLVED that Patricia Taylor, Executive Director be authorized to execute all required documents of the LCTOP program and any Amendments thereto with the California Department of Transportation.

NOW, THEREFORE, BE IT RESOLVED by the Board of Directors of the Madera County Transportation Commission that it hereby authorizes the submittal of the following project nomination(s) and allocation request(s) to the Department in FY2020-2021 LCTOP funds:

CITY OF CHOWCHILLA

Project: Purchase One Bus

Amount of LCTOP funds requested: \$17,696

Short description of the project: This project will result in the purchase of one Dial-A-Ride bus.

Benefit to Priority Populations: Utilizing a new bus will benefit DACs within the transit service area by providing safe, reliable transportation.

CITY OF MADERA

Project: Purchase One Madera Metro Paratransit Vehicle

Amount of LCTOP funds requested: \$68,516

Short description of the project: This project will result in the procurement of one Madera Metro Paratransit Vehicle for use to transport students to college when fixed route us not in service.

Benefit to Priority Populations: Utilizing a new vehicle will benefit a DAC, particularly college students, within the transit service area by adding capacity, improving safety, and increasing transportation dependability to more easily access affordable higher education.

COUNTY OF MADERA

Project: Purchase Four MCC Paratransit Buses

Amount of LCTOP funds requested: \$81,594

Short description of project: This project will result in the procurement of four replacement MCC vehicles.

Benefit to priority populations: Utilizing new buses will benefit DACs within the transit service area by adding capacity, improving safety, and increasing reliability. MCC services also promote walking and bicycling that promote healthy living and improve the quality of life for all residents.

The foregoing resolution was adopted this 17th day of March 2021 by the following vote:

Commissioner Jose Rodriguez	_____
Commissioner Tom Wheeler	_____
Commissioner Waseem Ahmed	_____
Commissioner Brett Frazier	_____
Commissioner Cece Gallegos	_____
Commissioner Rob Poythress	_____

Chairman, Madera County Transportation Commission

Executive Director, Madera County Transportation Commission



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 4-C
PREPARED BY: Evelyn Espinosa, Associate Regional Planner

SUBJECT:

Unmet Transit Needs Update

Enclosure: Yes

Action: Information and Discussion Only

SUMMARY:

The State Transportation Development Act (TDA) requires that the MCTC Policy Board determine that public transportation needs within Madera County will be reasonably met in FY 2021-22, prior to approving claims of Local Transportation Funds (LTF) for streets and roads. The MCTC's Social Service Transportation Advisory Council (SSTAC) is responsible for evaluating unmet transit needs. Each year the SSTAC begins the process of soliciting comments from the public by sending letters to agencies and individuals interested in providing feedback on their public transportation needs within Madera County. The request for comments letter was mailed February 2021.

The Social Service Transportation Advisory Council (SSTAC) normally meets prior to the Unmet Transit Needs hearing held annually by the Madera County Transportation Commission (MCTC). This year the Unmet Transit Needs hearing will be held on **April 21, 2021 at 3:00 pm** via GoToWebinar during MCTC's Board Meeting.

The following are important meeting dates for SSTAC:

- **SSTAC MEETING** - Wednesday, April 1, 2021, 1:30 p.m. via GoToWebinar

This meeting will: Define the roles and responsibilities of the Advisory Council, discuss transit agency updates, potential transit needs, quarterly meetings for Fiscal Year 2021-2022, SSTAC member vacancies, and the SSTAC will review the current definition for "unmet transit needs" to accept or amend it.

- **PUBLIC HEARING** – Wednesday, April 21, 2021, 3:00 p.m. via GoToWebinar

Receive comments for the Unmet Transit Needs process.

- **SSTAC MEETING:** Wednesday, April 26, 2021 at 1:30 pm via GoToWebinar

This meeting will: Review and evaluate comments received by the MCTC during the annual “Unmet Needs Public Hearing”; appoint representatives to the May 19, 2021 MCTC board meeting; recommend action by the MCTC Policy Board for Madera County which finds by resolution, that (A) there are no unmet transit needs, (B) there are no unmet transit needs that are reasonable to meet, or (C) there are unmet transit needs, including needs that are reasonable to meet; advise the MCTC on any other major transit issues; appoint new members to the SSTAC committee, if applications are received; and make a recommendation about the definition of a unmet transit needs if needed.

The SSTAC will make their recommendations to the MCTC Policy Board at its May 19, 2021 policy board meeting. The MCTC Policy Board will adopt by resolution a finding for Madera County.

MCTC staff strongly encourages the public to submit their unmet transit needs comments via unmet transit needs survey, email, mail, or by phone. MCTC staff will present each comment to the Board of Commissioners during the April public hearing so that all comments are heard during this process. The link to the unmet transit needs survey can be found on our website, social media pages, the public hearing notice, and fliers.

A Spanish language interpreter will also be available for those who wish to testify in Spanish. A public notice will be printed in the local newspapers, and fliers will be distributed via social media, buses, and throughout the community publicizing the hearing.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.

DO YOU OR SOMEONE YOU KNOW HAVE A PUBLIC TRANSIT NEED THAT IS NOT BEING MET?

Item C.

2021 UNMET TRANSIT NEEDS ASSESSMENT PUBLIC COMMENT PROCESS

The Madera County Transportation Commission's Social Services Transportation Advisory Council would like to hear from you! If you would like to provide comments on public transit needs in Madera County, please submit your written comments.

UNMET TRANSIT NEEDS PUBLIC HEARING

WEDNESDAY, APRIL 21, 2021 - 3:00 PM

GOTOWEBINAR
REGISTRATION LINK:
[HTTPS://ATTENDEE.GOTOWEBINAR.COM/REGISTER/5495449689009231375](https://attendeegotowebinar.com/register/5495449689009231375)

IF YOU WISH TO CALL IN TO THIS WEBINAR, YOU WILL BE IN LISTEN ONLY MODE UNLESS YOU REGISTER AND JOIN THE ACTUAL ONLINE WEBINAR.

TELECONFERENCE #:
1 866 901 6455

ACCESS CODE: 451-547-986

Given the current circumstances, MCTC's Board Room is closed. MCTC strongly encourages you to submit your public comments via survey, email, mail, or by phone. Each individual comment will be read to the MCTC Board to ensure your voice is heard.

Attendance is not mandatory for participation. If you are unable to attend the GoToWebinar hearing, please send your written comments to:

2001 Howard Road, Suite 201,
Madera, CA 93637

Or email them to:
evelyn@maderactc.org

Or by telephone:
(559) 675-0721 ext. 15

CONSIDER
TAKING OUR
SURVEY!

SCAN



HERE



In partnership with the following public transit agencies:

Madera Metro
Madera County Connection
Chowchilla Area Transit

BACKGROUND INFORMATION

What is the purpose of the unmet transit needs meetings?

The meetings provide opportunity for the public to identify all Madera County “unmet transit needs” that are “reasonable to meet” within Madera County (PUC 99401.5 (d)).

What is an “unmet transit need”?

An “unmet transit need” is an inadequacy in existing public transit service for persons recognized as transit dependent in Madera County. This includes all essential trip requests by transit-dependent persons for which there is no other convenient means of transportation.

Who is “transit dependent”?

The “transit dependent” are those individuals who rely on public transit because they do not operate a vehicle because of advanced age, mental or physical impairment or low income.

What is “reasonable to meet”?

The definition of the term “reasonable to meet” shall apply to all related public or specialized transportation services that:

- are feasible;
- have community acceptance;
- serve a significant number of the population;
- are economical; and

can demonstrate cost effectiveness by having a ratio of fare revenues to operating cost at least equal to 10 percent, and the Commission has determined that its definition of the term “reasonable to meet” shall also apply to all service requests which do not abuse or obscure the intent of such transportation services once they are established.

What is the purpose of the Social Services Transportation Advisory Council (SSTAC)?

The purpose of SSTAC is to receive public comment regarding transit service needs for the transit-dependent in Madera County.

INTERESTED IN BECOMING PART OF THE SSTAC?

TWO **VACANCIES** TO BE FILLED:

- POTENTIAL TRANSIT USER WHO IS DISABLED
- REPRESENTATIVE OF THE LOCAL SOCIAL SERVICE PROVIDER FOR DISABLED

THE SOCIAL SERVICES TRANSPORTATION ADVISORY COUNCIL (SSTAC) SERVES AS A CITIZEN ADVISORY COMMITTEE TO THE MCTC BOARD ON MATTERS RELATED TO PUBLIC TRANSPORTATION NEEDS OF MADERA COUNTY RESIDENTS. THE SSTAC HOLDS REGULAR QUARTERLY MEETINGS. THE COUNCIL WORKS WITH STAFF TO DEVELOP RECOMMENDATIONS FOR THE MCTC BOARD TOWARDS FINDING THAT PUBLIC TRANSPORTATION NEEDS THAT ARE REASONABLE TO BE MET ARE BEING MET. MEMBERS OF THE SSTAC SHALL BE APPOINTED BY THE MCTC POLICY BOARD. THOSE WISHING TO APPLY FOR ONE OF THE TWO VACANT SSTAC POSITIONS CAN CONTACT MCTC STAFF OR ACCESS AN APPLICATION ON THE SSTAC APPLICATION WEBPAGE:

[HTTPS://WWW.MADERACTC.ORG/BC-TRANSPORTATION/PAGE/SSTAC-APPLICATION](https://www.maderactc.org/bc-transportation/page/sstac-application)

¿USTED O ALGUIEN QUE CONOCE TIENE UNA NECESIDAD DE TRANSPORTE PÚBLICO QUE NO SE ESTÁ CUMPLIENDO?

Item C.

2021 EVALUACIÓN DE LAS NECESIDADES DE TRÁNSITO INSATISFECHAS PROCESO DE COMENTARIOS PÚBLICOS

¡El Consejo Asesor de Transporte de Servicios Sociales de la Comisión de Transporte del Condado de Madera quisiera escucharlo! Si desea proporcionar comentarios sobre las necesidades de transporte público en el condado de Madera, envíe sus comentarios por escrito.

UNMET TRANSIT NEEDS PUBLIC HEARING

WEDNESDAY, APRIL 21, 2021 - 3:00 PM

GOTOWEBINAR
REGISTRATION LINK:
[HTTPS://ATTENDEE.GOTOWEBINAR.COM/REGISTRATION/5495449689009231375/](https://attendeegotowebinar.com/registration/5495449689009231375/)

IF YOU WISH TO CALL IN TO THIS WEBINAR, YOU WILL BE IN LISTEN ONLY MODE UNLESS YOU REGISTER AND JOIN THE ACTUAL ONLINE WEBINAR.

TELECONFERENCE #:
1 866 901 6455

ACCESS CODE: 451-547-986

Dadas las circunstancias actuales, la sala de juntas de MCTC está cerrada. MCTC le recomienda **encarecidamente** que envíe sus comentarios públicos a través de una encuesta, correo electrónico, correo postal o por teléfono. Cada comentario individual se leerá a la Junta de MCTC para garantizar que se escuche su voz.

Estar presente no es obligatorio para participar. Si no puede asistir a la audiencia de GoToWebinar, envíe sus comentarios por escrito a:

2001 Howard Road, Suite 201,
Madera, CA 93637

O envíe un correo a:
evelyn@maderactc.org

O por teléfono:
(559) 675-0721 ext. 15

¡CONSIDERE
TOMAR LA
ENCUESTA!

ESCANEE



AQUÍ

59



En asociación con las siguientes
agencias de transporte público:

Madera Metro
Madera County Connection
Chowchilla Area Transit

INFORMACIÓN PRELIMINAR

¿Cuál es el propósito de las reuniones de necesidades de tránsito insatisfechas?

Las reuniones brindan la oportunidad al público de identificar todas las "necesidades de tránsito insatisfechas" del Condado de Madera que son "razonables de satisfacer" dentro del Condado de Madera (PUC 99401.5 (d)).

¿Qué es una "necesidad de tránsito insatisfecha"?

Una "necesidad de tránsito insatisfecha" es una insuficiencia en el servicio de transporte público existente para las personas reconocidas como dependientes del tránsito en el condado de Madera. Esto incluye todas las solicitudes de viaje esenciales de las personas dependientes del tránsito para las que no hay otro medio conveniente de transporte

¿Quién es "dependiente del tránsito"?

Los "dependientes del tránsito" son aquellas personas que dependen del transporte público porque no operan un vehículo debido a la edad avanzada, discapacidad mental o física o bajos ingresos.

¿Qué es "razonable cumplir"?

La definición del término "razonable cumplir" se aplicará a todos los servicios de transporte públicos u especializados relacionados que:

- son factibles;
- tener aceptación de la comunidad;
- servir a un número significativo de la población;
- son económicos; y

puede demostrar la rentabilidad al tener una relación entre los ingresos de las tarifas y el costo de las operaciones, al menos igual al 10 por ciento, y la Comisión ha determinado que su definición del término "razonable cumplir" también se aplicará a todas las solicitudes de servicio que no abusen u oscurezcan la intención de dichos servicios de transporte una vez que se establezcan.

¿Cuál es el propósito del Consejo Asesor de Transporte de Servicios Sociales (SSTAC)?

El propósito de SSTAC es recibir comentarios públicos sobre las necesidades de servicio de tránsito para el dependiente del tránsito en el Condado de Madera.

INTERESADO EN FORMAR PARTE DEL SSTAC?

EXISTEN DOS **VACANTES**:

- USUARIO POTENCIAL DE TRÁNSITO QUE ESTÁ DISCAPACITADO
- REPRESENTANTE DEL PROVEEDOR LOCAL DE SERVICIOS SOCIALES PARA DISCAPACITADOS

EL CONSEJO ASESOR DE TRANSPORTE DE SERVICIOS SOCIALES (SSTAC) SIRVE COMO COMITÉ ASESOR CIUDADANO A LA JUNTA DE MCTC EN ASUNTOS RELACIONADOS CON LAS NECESIDADES DE TRANSPORTE PÚBLICO DE LOS RESIDENTES DEL CONDADO DE MADERA. EL SSTAC CELEBRA REUNIONES TRIMESTRALES PERIÓDICAS. EL CONSEJO TRABAJA CON EL PERSONAL DE MCTC PARA ELABORAR RECOMENDACIONES PARA LA JUNTA DE MCTC PARA ENCONTRAR QUE SE ESTÁN CUMPLIENDO LAS NECESIDADES DE TRANSPORTE PÚBLICO QUE SON RAZONABLES DE CUMPLIR. LOS MIEMBROS DEL SSTAC SERÁN NOMBRADOS POR EL CONSEJO DE POLÍTICA DEL MCTC. AQUELLOS QUE DESEEN SOLICITAR UNO DE LOS DOS PUESTOS VACANTES DE SSTAC PUEDEN PONERSE EN CONTACTO CON EL PERSONAL DE MCTC O ACCEDER A UNA SOLICITUD EN LA PÁGINA WEB DE LA APLICACIÓN SSTAC: [HTTPS://WWW.MADERACTC.ORG/BC-TRANSPORTATION/PAGE/SSTAC-APPLICATION](https://www.maderactc.org/bc-transportation/page/sstac-application)

PARA MÀS INFORMACIÒN, VISITE [MADERACTC.ORG/BC-TRANSPORTATION/PAGE/UNMET-TRANSIT-NEEDS](https://www.maderactc.org/bc-transportation/page/unmet-transit-needs)



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 4-D

PREPARED BY: Jeff Findley, Principal Regional Planner

SUBJECT:

Letter of Opposition: Office of Management and Budget (OMB) Proposed Change to Metropolitan Statistical Area (MSA) Threshold

Enclosure: Yes

Action: Information and Discussion Only

SUMMARY:

The United States Office of Management and Budget (OMB) issued a Federal Register Notice on Recommendations from the Metropolitan and Micropolitan Statistical Area Standards Review Committee to the Office of Management and Budget Concerning Changes to the 2010 Standards for Delineating Metropolitan and Micropolitan Statistical Areas. The OMB is proposing to change the population threshold for MSAs from 50,000 to 100,000.

The Madera Region would no longer be considered an MSA and would drop in status to a Micropolitan Statistical Area. The proposed change may adversely impact the Metropolitan Planning Organization (MPO) status for the Madera Region. Certain transportation funding, including transit may be in jeopardy due to a change in MSA status. The proposal would also adversely impact the funding for MPOs and transit providers in these other California counties (with MSA name): Butte (Chico), Kings (Hanford-Corcoran), San Luis Obispo (San Luis Obispo-Paso Robles) and Napa (Napa).

Real estate developers and industrial site selectors study population movement, spending patterns, unemployment rates, per capita income and housing patterns. MSA designations are often used as a benchmark in such studies. For job creation, industry recruitment and community identity, it is important that the Madera Region retain the MSA designation. The loss of the MSA designation could have a detrimental impact on growth and economic development throughout the entire Madera Region. The deadline to submit comments in March 19, 2021.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.



2001 Howard Road, Suite 201
Madera, California 93637

Office: 559-675-0721 Facsimile: 559-675-9328
Website: www.maderactc.org

March 17, 2021

Mr. Dominic J. Mancini, Deputy Administrator
U.S. Office of Management and Budget
725 17th Street NW
Washington, DC 20503

Subject: Opposition to OMB Proposed Change to MSA Threshold

On January 19, 2021, the Office of Management and Budget (OMB) requested public comment on the recommendations it received from the Metropolitan and Micropolitan Statistical Area Standards Review Committee for changes to OMB's metropolitan and micropolitan statistical area standards. The proposal to raise the minimum Urbanized Area population threshold used to establish a Metropolitan Statistical Area (MSA) from 50,000 to 100,000 people would have severe impacts in two areas: federal funding and reporting of transportation planning data. This proposal if implemented will mean that the Madera Region will no longer be considered an MSA.

The federal register notice and appendix did not clearly identify any specific reason for the proposed change. The only possible justification offered by the 2010 Metropolitan and Micropolitan Statistical Area Review Committee, in the appendix of the federal register notice, simply stated that it was observed that the United States had increased population 2.2 times since 1950 while the population threshold to qualify a Metropolitan Statistical Area had not. The proposed 100,000 population threshold recommended appears arbitrary and not based on any quantifiable or statistically valid reason. If the doubling of the country's population was justification enough to change the metropolitan statistical area standards, one might have assumed recommendations for change should have occurred at that point rather than waiting another 20 years for this proposal.

In terms of financial impacts, this new threshold would change the status of the Urbanized Area in Madera County to a Micropolitan Statistical Area and eliminate the region's access to FTA Section 5307 funding, including the important Small Transit Intensive Cities funding that helps provide higher levels of transit services than would otherwise be financially feasible. It would also adversely impact the funding for MPOs and transit providers in these other California counties (with MSA name): Butte (Chico), Kings (Hanford-Corcoran), San Luis Obispo (San Luis Obispo-Paso Robles) and Napa (Napa).

Member Agencies: County of Madera, City of Madera, City of Chowchilla

The Madera Region also uses MSA geography data in our programs and planning that would no longer be reported, including labor market conditions, per capita income, unemployment rates, etc. This important data is used by companies when evaluating relocation to an area to project viability. This data is also used by real estate investors to study housing trends and population movement.

The recommended change states that the potential criteria being proposed are not designed “for use in program funding formulas.” The reality is that this type of criteria will be used for such purposes and cannot be separated and dismissed entirely from this proposed redesignation. The proposed MSA change along with other current efforts underway by the U.S. Census Bureau may create a ripple effect and have unintended harmful consequences to local communities. There are a multitude of funding sources that would affect communities least able to meet the demands of their large, but now not qualifying urban cores. MSA delineations are often used to establish eligibility for certain grant programs, or as an element in program formula and matching funds requirements. If a statute mandates a particular program use of metropolitan area designations, the department or agency administering the program has no choice but to apply the designations in accordance with law. Two main funding sources frequently cited as being affected by MSA designations are Federal Transportation and Highway Department funds and Department of Urban and Housing Development's (HUD) community development block grants.

To provide necessary services to residents of the Madera Region, local agencies depend on a variety of federal funding programs that utilize metropolitan and urban area statistical status as a qualification. If Madera is no longer defined as an urban area or MSA, we may no longer qualify for programs that support low and moderate-income persons, public transportation, public health and transportation planning and programming. We estimate that the financial impact to our community, in relation to this change, could result in losses in the millions of dollars annually.

Negatively impacts Federal Funding

The Madera County Transportation Commission (MCTC) serves as the Metropolitan Planning Organization (MPO), Regional Transportation Agency (RTPA), and transportation commission for Madera County. The MCTC is responsible for the development and adoption of the Regional Transportation Plan and Transportation Improvement Program. The MCTC, in its role as the MPO for our region, programs an average of \$7 million in transportation funding annually, and the OMB’s proposal potentially jeopardizes that MPO authority.

This adjustment jeopardizes a wide-range of public and private policy and programming related activities and decisions. This change “raises the bar” to qualify as a Metropolitan Statistical Area and will be detrimental for small urban areas (i.e. the MSA’s downgraded to “Micropolitan Statistical Areas). Larger urban areas will use this information as a cudgel to reduce funding to Micropolitan Statistical Areas. If the

proposal is approved, it could be the first step toward federal programs adjusting their population thresholds when it comes to distributing money to communities, leading to funding losses for the former 144 MSA areas in the country.

- Transportation – Our region’s urban area qualifies for over \$7 million/year which may be in jeopardy with this change.
- Economic Development - Current funding formulas for Consolidated Development Grant Block Programs (CDBG) could be affected.
- Continuum of Care (CoC) operations could be negatively impacted resulting in reduced funds for affordable housing and social programs.
- Urban transit agencies receive funding, programmed through MPOs and in conjunction with FTA. Rural transit agencies receive less funding, programmed through Caltrans. Caltrans cannot keep up with the current number of rural transit operators’ programming and procurements. A redefinition of regions will reduce transit funding, operations, and effectiveness and will negatively impact transit riders, transit services, the larger motoring public, and greenhouse gases.

Support the economic vitality of the metropolitan area...	<i>Requires quality data</i>
Increase the safety of the transportation system ...	<i>Requires MPO funding</i>
Increase the security of the transportation system ...	<i>Requires MPO funding</i>
Increase accessibility and mobility of people and freight	<i>Requires MPO funding / transit funding</i>
Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between (regional) transportation improvements and state and local planned growth and economic development patterns	<i>Requires quality data / modeling</i>
Enhance the integration and connectivity of the transportation system ...	<i>Requires MPO funding</i>
Promote efficient system management and operation	<i>Requires quality data / MPO funding</i>
Enhance travel and tourism	<i>Requires quality data / MPO funding</i>

Disregards the goals within Federal Fixing America’s Surface Transportation Act (2015)

Removal of the MSA designation hinders certain goals identified within the FAST Act, including:

- Regions use the MSA data to prepare and plan for the best future and to support the goals of the FAST Act. Regional funding is critical to turn that planning into reality.
- Regions, and their consultants, use this data to develop land use, traffic, and air quality models to reduce greenhouse gases, to plan effectively, and to support the goals of the FAST Act, as required, and in conjunction with, the US EPA, FTA, and FHWA.

Negatively impacts Tourism and the Economy

MSA data is critical to the success of the regions. The reason stated for the change is that “it will better serve data users.” In fact, the result will be the opposite. Removal of the MSA designation will result in less data, lower frequency, and diluted data through aggregation. Real estate developers and industrial site selectors study population movement, spending patterns, unemployment rates, per capita income and housing patterns. MSA designations are often used as a benchmark in such studies. For job creation, industry recruitment and community identity, it is important that the Madera Region retain the MSA designation. The loss of the MSA designation could have a detrimental impact on growth and economic development throughout the entire Madera Region.

- Companies use MSA data to identify desirable regions to relocate or expand into and project the viability.
- Tourism agencies advertise based on MSA information, both in the region and across the U.S. Mobile location data providers use MSA data as part of their overall dataset that is used to help ad targeting. Reduced accuracy results in inefficient spending. Media companies use MSA data to target audiences.
- Real estate investors use the data to study housing trends and population movement.
- Labor market information, per capita income, unemployment rates, fuel usage, etc. is critical to MSAs. California’s Economic Development Department relies on MSA-level data.
- Aggregating data into fewer MSAs results in a dilution of the data for multiple regions – leading to less than useful information for both. Similarly, reporting a disaggregated set of data less often is ill-suited to the needs of the region.

The risk to vital services within our community, our state and the millions of impacted Americans across this country far outweigh any limited statistical value that might be gained from this proposal. We urge you **not** to adopt the recommendation of the Metropolitan and Micropolitan Statistical Area Standards Review Committee to increase the minimum urban area population to qualify as a Metropolitan Statistical Area from 50,000 to 100,000.

We appreciate your consideration of our comments and how this proposal could impact our area. If you have any questions, please contact me at (559) 675-0721 or patricia@maderactc.org.

Sincerely,



Patricia Taylor, Executive Director
Madera County Transportation Commission



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 4-E
PREPARED BY: Patricia Taylor, Executive Director

SUBJECT:

California Transportation Plan 2050

Enclosure: No

Action: Information and Discussion Only

SUMMARY:

The California Transportation Plan (CTP) 2050 is the state's long-range transportation plan that establishes an aspirational vision that articulates strategic goals, policies, and recommendations to improve multimodal mobility and accessibility while reducing greenhouse gas emissions.

The purpose of the plan is to present innovative, sustainable, and integrated multimodal mobility solutions. These will help guide the planning and implementation of a low-carbon transportation system that fosters economic vitality, protects the environment and natural resources, and promotes health and well-being equitably for all Californians. The CTP 2050 update focuses on meeting current and emerging trends and challenges affecting transportation, including economic and job growth, air quality and climate impacts, new technologies, freight movement, transportation funding, and public health. The plan addresses many objectives, such as:

- Improve travel times and ease traffic congestion
- Increase safety and security on bridges, highways, and roads
- Foster healthy lifestyles through active transportation
- Expand economic opportunities through the movement of people, freight, services, and information
- Create a low-carbon transportation system that protects human and environmental health

Visit the [California Transportation Plan page](#) to view the report.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 5-F
PREPARED BY: Patricia Taylor, Executive Director

SUBJECT:

Introduction to Metropolitan Transportation Planning Process - MCTC 101, Part 2 of 2

Enclosure: Yes

Action: Information and Discussion Only

SUMMARY:

Included in your package is an approximately 20-minute presentation providing a high-level overview of the Madera County Transportation Commission's roles and responsibilities.

This presentation is Part Two. The first part of the presentation was presented at the February 17, 2021, MCTC Policy Board meeting. The attached slide presentation was prepared to provide a brief overview of the transportation funds that MCTC administers and the plans and programs that MCTC is responsible for preparing and implementing.

Attachment: MCTC 101 Presentation – Part 2 of 2

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.

Madera County Transportation Commission

**Metropolitan Planning Organization
and
Regional Transportation Planning Agency**

1

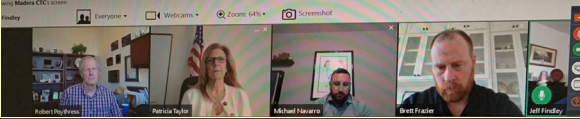
MPO / RTPA Administration

- ❑ Establish RTPA – 1972
- ❑ Designated MPO – 2003
- ❑ MCTC Technical Advisory Committee (TAC)
- ❑ MCTC Transportation Policy Committee (TPC)
- ❑ Overall Work Program and Budget (OWP)
- ❑ Fixing America’s Surface Transportation Act (FAST Act)
- ❑ Federal Transit Administration (FTA)

2

MCTC Meetings

- ❑ **Technical Advisory Committee** members include each city and the county, Caltrans, SJV Air District, Tribal Governments. (2nd Mondays)
- ❑ **Transportation Policy Committee** members include one representative from city of Chowchilla; two representatives from the city of Madera, three representatives from the Madera County Board of Supervisors, and the Caltrans District 6 Director (ex-officio). (3rd Wednesdays)



3

Overall Work Program and Budget

- ❑ OWP required by Caltrans to receive state and federal funds
- ❑ Identifies MPO/RTPA activities by work element
- ❑ Identifies federal, state, regional, and local funding available. FY 2020-21 budget of \$2,146,293
- ❑ Identifies schedule of work element tasks
- ❑ MPO/RTPA Budget is based on the OWP

4

Fixing America's Surface Transportation (FAST) Act

- Latest reauthorization of the Federal Transportation Act continuing federal funding programs:
 - ❖ Regional Surface Transportation Program
 - ❖ Congestion Mitigation and Air Quality



5

Regional Surface Transportation Program (RSTP)

- Madera County's FY 2020-21 *estimated* apportionment is \$2,133,334
- Rural counties allowed to exchange for state funds (less than 200,000 population)
- Exchanged funds distributed to cities and the county based on population
 - Madera County - \$1,200,542
 - City of Madera - \$780,580
 - City of Chowchilla - \$152,212
- Exchanged funds used for eligible projects

6

Congestion Mitigation and Air Quality (CMAQ)

- Apportioned to Metropolitan Planning Organizations in non-attainment areas
- Madera County's FY 2020-21 apportionment is \$2,030,679
- To be eligible for funding, projects must result in motor vehicle emissions reductions
- Projects included in 2021 Federal Transportation Improvement Program:
 - ❖ North Fork Pedestrian Facilities - \$500,000
 - ❖ Chowchilla Pedestrian Facilities - \$1.5 million
 - ❖ Madera Electric Bus and Charger - \$520,000

7

Federal Transit Administration (FTA)


- Section 5310 - Public and private non-profit elderly and disabled transit capital projects
- Section 5311 - Public transit capital and operating assistance
- Section 5311(f) - Intercity bus
- Section 5307 – Small Urban



8

FTA Section 5310

- Statewide competitive program
- Project applications submitted to MCTC for screening and scoring
- Project applications submitted to Caltrans for statewide scoring and programming on competitive basis



9

FTA Section 5311

- Annual apportionment to each county for local programming
- RTPA prepares Regional Program of Projects for submittal to Caltrans
- Funds programmed for operating assistance and purchase buses
- Madera County's FFY 2020 apportionment is \$438,610

10

FTA Section 5311(f)

- Statewide competitive program to fund transit service between rural and urban areas

11

FTA Section 5307

- Annual apportionment to Urbanized Areas (UZA) for urban area public transit operators.
- MPO programs funds in Federal Transportation Improvement Program.
- Funds are used to purchase buses, and for operating assistance.
- Madera UZA's FY 2020-21 apportionment is \$2,282,467. The City of Madera and Madera County are eligible recipients.

12

Regional Transportation Plan (RTP)

- ❑ Regional Transportation Plan (RTP) Update
- ❑ Sustainable Communities Strategy (SB 375 GHG Reduction)
- ❑ Travel Forecasting Model
- ❑ Traffic Counts
- ❑ Air Quality
- ❑ Transit Development Plan
- ❑ Special Projects and Valleywide Coordination

13

Regional Transportation Plan (RTP) Update

- ❑ 20-year plan for transportation planning containing policy, action, and financial elements
- ❑ Includes priority list of state highway and local road, transit, active transportation, aviation, and freight projects
- ❑ Includes a Sustainable Communities Strategy (SCS)
- ❑ Must conform to State Implementation Plan for Air Quality Attainment
- ❑ 2022 RTP and SCS underway and scheduled for adoption in July 2022

14

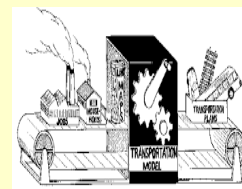
Sustainable Communities Strategy (SCS)

- ❑ Transportation and land use measures to reduce vehicle miles of travel and greenhouse gas emissions from passenger vehicles and light duty trucks.
- ❑ SB 375 GHG Emission Reduction Targets established by the Air Resources Board (ARB) for San Joaquin Valley MPOs for the 2014 and 2018 RTP/SCS: per capita reduction from 1990 levels set at 5% by 2020 and 10% by 2035.
- ❑ 2014 RTP/SCS measures focused on transit improvements that are actively being implemented and met the SB 375 targets at 5% and 10%.
- ❑ 2018 RTP/SCS measures focused on implementation of electric vehicles and charging infrastructure, active transportation projects, and increased transit services.
- ❑ ARB updated SB 375 targets increased to 13% by 2035 that apply to the 2022 RTP/SCS.

15

Travel Forecasting Model


- ❑ Computer model to forecast regional travel demand
- ❑ Used to determine the impacts of land use and road system changes on the regional network
- ❑ Used to determine the air quality impacts of land use and transportation projects
- ❑ New 2018 Base Year Model – calibrated and validated
- ❑ Used to evaluate VMT impacts of local development projects.



16

Traffic Count Program

- ❑ Conduct traffic counts classified by speed, vehicle class, and vehicle count on county and city roads
- ❑ Prepare Regional Counts book
- ❑ Distribute information by request
- ❑ Include count data in RTP and travel demand forecasting model



17

Air Quality

- ❑ Coordinate with SJVAPCD in the development of air quality attainment demonstration plans and emissions budgets for conformity purposes
- ❑ Monitor the federal and state clean air act amendments and their impacts on Madera County
- ❑ Monitor the implementation of transportation control measures to reduce motor vehicle emissions

18

Special Projects and Valleywide Coordination

- ❑ Short Range Transit Development Plan
- ❑ Electric Vehicle Readiness & Implementation Plan
- ❑ Regional Active Transportation Plan
- ❑ GIS Database
- ❑ Regional Highway Corridor Needs Study
- ❑ California Inland Port Feasibility Study
- ❑ SR 41 / Ave 9 Joint Study with Fresno COG
- ❑ Finish the 99
- ❑ San Joaquin Valley MPO Coordination
- ❑ Valley Voice
- ❑ CalVans Authority member
- ❑ San Joaquin Joint Powers Authority for Amtrak
- ❑ San Joaquin Valley Regional Policy Council
- ❑ California Association of Councils of Governments

19

Transportation Improvement Programs (TIPs)

- ❑ State Transportation Improvement Program (STIP)
- ❑ State Highway Operation and Protection Program (SHOPP)
- ❑ Regional Transportation Improvement Program (RTIP)
- ❑ Federal Transportation Improvement Program (FTIP)

20

State Transportation Improvement Program (STIP)

- ❑ A document prepared by Caltrans & adopted by the CTC biennially for programming transportation projects over a 5-year period
- ❑ Includes capacity-increasing highway projects, intercity and commuter rail projects, and aviation projects
- ❑ Projects programmed for counties based on county shares
- ❑ Projects nominated by RTPAs within Regional Transportation Improvement Programs
- ❑ Projects nominated by Caltrans within Interregional Improvement Program

21

Regional Transportation Improvement Program (RTIP)

- ❑ RTPA nominates high priority projects up to its county share amount.
- ❑ Prior RTIPs included projects to SR 99/4th Street interchange, construct SR 41 passing lanes, SR 99/Avenue 12 interchange, SR 99/Avenue 7 safety and congestion relief.
- ❑ Funding shortfalls create an inability to program new projects.
- ❑ Proposed 2022 RTIP Projects include SR 99 Madera South - Avenue 7-12 safety and congestion relief.



22

Federal Transportation Improvement Program (FTIP)

- ❑ A document prepared by Metropolitan Planning Organizations that includes all programmed transportation projects during a 4-year period which are either federally funded or need federal approval
- ❑ Must conform to the State Implementation Plan for air quality attainment
- ❑ The latest 2021 FTIP was adopted in February of 2021
- ❑ MCTC publishes an annual listing of projects for which federal funding were obligated during the proceeding federal fiscal year. In FFY 2019-20 a total of \$59 million for streets, highways, transit, bicycle, and pedestrian projects within Madera County was obligated

23

Transportation Development Act (TDA)

- ❑ Local Transportation Fund (LTF)
- ❑ State Transit Assistance (STA)
- ❑ Transit System Review

24

Local Transportation Fund (LTF)

- ❑ Revenue from one-quarter of one cent of the statewide sales tax returned to the county of origin
- ❑ Estimate provided by County Auditor by February 1
- ❑ RTPA determines apportionments to cities and county based on Department of Finance population estimates and notifies claimants by March 1 of amounts available
- ❑ Funds available for administration of LTF, non-motorized facilities, planning, transit, and roads
- ❑ RTPA conducts public hearing in April
- ❑ Claimants file applications for funds based on purpose by June 30

25

Local Transportation Fund (LTF)

Continued

- ❑ Transit operators must meet minimum farebox return to receive full allocation.
- ❑ RTPA makes a determination of “unmet transit need” and “reasonable to meet.” Once all highest priority purposes and reasonable to meet transit needs are funded, the remaining funds can be allocated for street and road purposes.
- ❑ FY 2021-22 LTF estimated revenue is \$4.6 million.
 - ❑ Madera County - \$2,281,991
 - ❑ City of Madera - \$1,884,970
 - ❑ City of Chowchilla - \$390,134
- ❑ Allocated for transportation planning contributions, transit, and local roads.

26


State Transit Assistance (STA)

- ❑ Revenue from state sales tax on gasoline and diesel
- ❑ Estimate of funds available to each county provided by State Controller by January 31
- ❑ Funds apportioned to counties based on population and transit system farebox revenues
- ❑ FY 2021-22 Madera County estimated apportionment is \$1,128,582

27

Transit System Review

- ❑ RTPA attends transit board meetings.
- ❑ RTPA conducts meetings of the Social Service Transportation Advisory Council. Members include transit operators, social service providers, and transit users from low income, elderly, and disabled population groups.



28

Transit System Review

Continued

- ❑ Independent auditor prepares annual fiscal and compliance audits of transit operators as they pertain to the Transportation Development Act
- ❑ RTPA contracts with independent consultant to prepare Triennial Performance Audits of transit operators and itself and submits to Caltrans
- ❑ RTPA prepares annual report of TDA apportionments and allocations

29

Thank You!

Patricia Taylor, Executive Director

Madera County Transportation Commission
2001 Howard Road, Suite 201
Madera, California 93637

www.maderactc.org

patricia@maderactc.org

Office (559) 675-0721 ext. 13

30



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 5-G
PREPARED BY: Patricia Taylor, Executive Director

SUBJECT:

Funding Opportunities: (1) Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (H.R. 133), and (2) Federal Earmark Process for House

Enclosure: No

Action: Authorize Executive Director with confirmation from Chair to execute any supporting documentation needed to program or develop grant information to access funds

SUMMARY:

Coronavirus Response and Relief Supplemental Appropriations Act of 2021 (H.R. 133)

As part of the Coronavirus Response and Relief Supplemental Appropriations Act, H.R. 133, which was signed into law on December 27, 2020, California will receive approximately \$900 million of the \$10 billion that is provided for states through the Surface Transportation Block Grant (STBG) program. H.R. 133, funds can be programmed to STBG eligible projects as well as for preventative maintenance, routine maintenance, operations, and personnel.

Total funds available to California is \$911,823,218. The funds will be split 60% to State and 40% to Regions/Locals. The State will receive \$547,093,931, which will be allocated to the State Highway and Protection Program (SHOPP) and Interregional Improvement Program (ITIP). The Regions will receive \$364,729,287. It is unknown at the time of writing this staff report how those funds will be allocated. \$182,000,000 must be used in regions with a population of over 200,000. California Transportation Commission (Commission) staff has held a few workshops to discuss how the funds may be distributed. Commission staff developed three scenarios with feedback from regional planning agencies, Caltrans, and Commission staff.

Commission staff will present a recommendation to the Commission Board of Directors on March 24, 2021, and at this meeting, the Commission will adopt the distribution formula and guidelines. Project lists will be due to the Commission by late April (date will be provided soon). The project list will be noticed on May 12-13, 2021. Commission will adopt the Project List at its meeting on June 23-24. Allocations may be considered at the same time.

Federal Earmark Process for House

Project Request information received from Chairman Peter A. DeFazio and Chairwoman Eleanor Holmes Norton of the Committee on Transportation and Infrastructure:

The Committee intends to provide an opportunity for Members to submit requests for highway and transit project designations. The formal process to submit project requests, including detailed information on how to submit projects and the documentation required, will be announced later this month. However, to provide Member offices as much time as possible to vet potential projects, the Committee released key information in advance of a formal rollout. The Committee strongly encourages Members to begin gathering this information now, as they anticipate the window to submit project requests will be relatively short.

In addition to basic project information, the Committee will require all submissions to include the following information for each project requested:

- Documentation that the project is on the State, Tribal, or territorial transportation improvement program (STIP); and on the metropolitan transportation improvement program (TIP), if applicable.
- Sources of funding for the full share of the cost of the project beyond the amount requested.
- Letter(s) of support from the State department of transportation, or local government, transit agency, or another non-Federal sponsor.
- A description of the process that has been or will be followed to provide an opportunity for public comment on the project.
- Project phase (e.g. Planning, Final Design, Construction).
- NEPA category of action (e.g. Categorical Exclusion, Environmental Assessment, Environmental Impact Statement).
- Status of environmental review.
- Whether the project has received Federal funding previously, and if so, the source and amount.
- Certification that the Member, their spouse, and other immediate family members do not have a financial interest in the project.

MCTC staff has reached out to Congressman Costa's office to inquire about the process and informed his staff of MCTC's interest. It should also be noted, the Committee encourages Member offices to consider projects that will help advance the goals of the surface transportation authorization legislation, which include building a safer transportation network, increasing access, strengthening our multi-modal transportation systems, reducing carbon pollution, enhancing environmental justice, supporting underserved communities, and improving state of good repair of our Nation's infrastructure.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 5-H

PREPARED BY: Evelyn Espinosa, Associate Regional Planner

SUBJECT:

SB-1 Sustainable Communities Grant SR 233/Robertson Blvd Multimodal Corridor Study, Final Report Presentation

Enclosure: No

Action: Accept Report

SUMMARY:

This project is funded by the SB-1 Sustainable Communities Planning Grant, administered by Caltrans. The objective of the SB-1 Sustainable Communities Planning Grant program is to encourage local and regional multimodal transportation and land use planning that furthers the region's Regional Transportation Plan/Sustainable Community Strategy (RTP/SCS), contributes to the State's greenhouse gas (GHG) reduction targets and other State goals, including but not limited to, the goals and best practices cited in the 2017 RTP Guidelines, addresses the needs of disadvantaged communities, and also assists in achieving the Caltrans Mission and Grant Program Overarching Objectives.

The project goals of the plan include the following:

- Encourage the use of active transportation
- Recommend traffic calming solutions to enhance safety for all modes of transportation
- Recommend bicycle, pedestrian, and transit facilities improvements along SR-233 Robertson Boulevard
- Improve traffic operations and reduce congestion along the corridor
- Address the transportation needs of the community
- Improve public health and enhance community livability

The study analyzed existing conditions for all modes of transportation, gathered stakeholder and community input, and developed conceptual design alternatives for SR 233. TJKM will provide a PowerPoint Presentation detailing the plan development and its findings. This Plan was also presented to the City of Chowchilla Council on March 9th, 2021 during the City of Chowchilla Council meeting. The Final Draft and its appendices are located on the project website, <https://www.chowchillacorridorplan.com/>. The following are links to the plan, appendices, and PowerPoint presentation.

- [Draft Plan Report](#)
- [Draft Plan Appendices](#)
- [Plan Presentation to the City Council](#)

Once this project is accepted by the Policy Board, the documents will be available on the Madera CTC website.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 5-I
PREPARED BY: Dylan Stone, Principal Regional Planner

SUBJECT:

Commuter Rail Update

Enclosure: Yes**Action:** Information and Discussion Only**SUMMARY:*****California High Speed Rail Authority Revised Draft 2020 Business Plan***

The Revised Draft 2020 Business Plan was issued February 12, 2020, with an initial 60-day public comment period that was extended an additional 49 days due to the COVID-19 pandemic. The public comment period was closed effective June 1, 2020.

Subsequently, due to ongoing COVID-19 pandemic uncertainty, the Draft 2020 Business Plan final adoption was extended by the Newsom Administration and legislative leadership to April 15, 2021.

A Revised Draft 2020 Business Plan was issued on February 9, 2021, including an additional 30-day comment period through March 12, 2021.

On March 2, 2021 at 9:00AM a Public Input Meeting was held to receive comments on the Draft Plan. The CHSRA Board is expected to take action at the March 25 scheduled Board Meeting. The Final Business Plan must be submitted to the California State Legislature on April 15, 2021.

The Draft 2020 Business Plan and information about the plan can be found at the California High Speed Rail Authority (CHSRA) website: https://hsr.ca.gov/about/business_plans/2020/

The Revised Draft 2020 Business Plan identifies the CHSRA intentions as planning and construction of the state-wide high speed train project advances. Key topics addressed in the plan include:

- **COVID-19 Impacts** – how the pandemic has affected construction and supply, staffing protocol, procurement, schedule, Cap-and-Trade revenues, and transit agencies.

- **Clean Transportation Investment** – how the project helps meet California climate goals, creates improved mobility choice, and impacts economic recovery and revitalization.
- **Project Advancement and Milestones** – how the project meet Federal requirements, the degree of progress made thus far, where work is currently happening, and the status of in development environmental documents for additional segments.
- **Project Funding** – identifying costs of initial segment completion and planned operation, understanding fiscal needs beyond the initial operating segment. This section includes two ancillary studies (KMPG Business Case Assessment Study and Early Train Operator Side-by-Side Study) previously requested by the CHSRA Board Members.
- **Risk Management Assessment** – a discussion on potential risks and risk avoidance/management related to project delivery, funding, litigation, stakeholder support, ridership revenue, emerging technology, and organizational/auditing.
- **Forecasts and Estimates** – projections and assumptions related to level of service, ridership and revenues, environmental benefits, operations costs, project life cycle costs, and a break-even analysis.

A key component of the plan is to expand the initial operating segment to a Merced to Bakersfield system in line with Governor Newsom’s expressed vision for the high-speed train system. This plan continues to align with that vision and much of the short-term data and analysis has gone into justifying the Merced to Bakersfield segment. MCTC has expressed support for this plan to CHSRA through a letter of support (attached) for the contents of this plan being implemented with recognition of the Merced to Bakersfield service with stops at Fresno, Kings/Tulare, and Madera to provide electrified, high-speed rail service to Californians at the earliest possible time.

San Joaquin Joint Power Authority Draft 2021 Business Plan

Each year, San Joaquin Joint Powers Authority (SJPA) must develop and approve an updated Business Plan annually as required by SJPA’s Interagency Transfer Agreement (ITA) with the State. The annual Business Plan is required to be submitted to the Secretary of CalSTA in draft form by April 1 of each year, and in final form by June 15 of each year to allow Amtrak time to finalize operating cost estimates.

The SJPA Draft 2021 Business Plan was issued in February for a public review period until March 16, 2021. The plan will be considered for adoption at the March 26, 2021 SJPA Board Meeting.

The Draft 2021 Business Plan and information about the plan can be found at the SJPA website: <https://sjpa.com/business-plan/>.

The 2021 Business Plan is an update of the 2020 Business Plan. To provide the most up-to-date and comprehensive Business Plan possible, updates to ridership and financial figures were provided, along with discussion of the status of current and planned capital projects,

and any new planning initiatives. Additionally, certain sections have been updated to reflect recent changes in service. Key changes will include the following:

COVID-19 Impacts – How the pandemic has impacted intercity rail services throughout the State, including the San Joaquins service, measures taken in response to the pandemic and potential service restoration activities anticipated throughout the 2021/2022 fiscal year.

SJJPA’s High-Speed Rail Coordination and Integration – SJJPA, as the interim operator of the initial proposed Merced to Bakersfield segment, discusses the intention to integrate the high-speed train system at its initial norther terminus with the Amtrak San Joaquin’s system northward.

8th and 9th Daily Round Trip - As part of SJJPA’s 2018 Transit and Intercity Rail Capital Program (TIRCP) award, funding is available to operate 8th and 9th daily round trips and is recommended as part of the Business Plan. The plan proposes changes to how this expansion will affect Bakersfield to Oakland roundtrips by incorporating a connecting service to Sacramento.

Emphasis on Transit Connectivity at Stations – the plan highlights steps to improve station connectivity to disadvantaged communities and outlines a future means-based fare program with local and regional partners.

Butte County Expansion – the plan outlines efforts to plan for future expansion northwards into Butte County. The plan discussed the potential for this expansion to be viable in a mid-term horizon rather than as a long-range goal.

Status of Projects – The plan provides information on the status and schedule of the Stockton Grade project and Madera Station Relocation project.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.



2001 Howard Road, Suite 201
Madera, California 93637

Office: 559-675-0721 Fax: 559-675-9328
Website: www.maderactc.org

March 8, 2021

Tom Richards, Chair
California High-Speed Rail Authority (CHSRA)
boardmembers@hsr.ca.gov
770 L Street, Suite 620
Sacramento CA 95814

RE: Support for CHSRA Revised Draft 2020 Business Plan

Dear Honorable Chair Richards,

The Madera County Transportation Commission (MCTC) strongly supports CHSRA’s Revised Draft 2020 Business Plan (released February 9, 2021) that includes pursuing Merced-Fresno-Bakersfield Interim Service with stops at Kings/Tulare and Madera to provide electrified, high-speed rail (HSR) service to Californians at the earliest possible time. Independent peer review has confirmed the Merced-Fresno-Bakersfield corridor, which includes HSR service and improvements in supporting Altamont Corridor Express (ACE) and San Joaquins rail and bus services, obtains the highest forecast gain in ridership and does so at the lowest increase in cost. The 171-mile electrified Interim Operating Segment extending north to Merced and south to Bakersfield coordinated with improvements aligned with the State Rail Plan north of Merced to Sacramento and to the Bay Area and bus connections south of Bakersfield to Southern California will create significant benefits including:

- Merced-Fresno-Bakersfield HSR Interim Service will leverage the maximum degree of connectivity to other rail services, while important project development work also continues in other parts of the state.
- Merced to Bakersfield HSR Interim Service will generate significant economic benefits, with over \$38 billion in total economic activity and over 200,000 job-years of employment.
- Reduces travel times for rail passengers between Sacramento and the Bay Area to Bakersfield by up to 90 to 100 minutes.
- Provides much faster, more frequent, and more reliable passenger rail service than is currently available in this corridor; more than doubling service frequency – more than doubling passenger rail ridership in the corridor.

Member Agencies: County of Madera, City of Madera, City of Chowchilla

- Improves access and connectivity to other California destinations through better connections with expanded ACE and San Joaquins rail services to the north at a multimodal hub in Merced and Thruway Bus Service at Bakersfield for travel to Southern California.
- Corridor-wide ridership increases from 2.6 million passengers in 2017 to 8.8 million passengers in 2029 that results in reduced state subsidies for passenger rail services.
- Electrified HSR improves air quality in the Central Valley and reduces GHG emissions by shifting from diesel to clean, electrically powered trains.
- Provides an overall infrastructure configuration offering significant benefits to both passenger and freight movement.
- Allows for early testing of electrified high-speed operations and passenger use and reduces ramp-up time for future extensions.
- Interim service unlocks the socio-economic benefits associated with electrified high-speed rail passenger service prior to the completion of the Silicon Valley to Central Valley Line.

Rail passengers in California will greatly benefit from slashing 90 to 100 minutes off train travel between Southern California and the Sacramento and Bay Area regions in the north. Direct connections in Merced to ACE and the San Joaquins will also translate into faster connections to the Capitols, Caltrain, BART, SacRT, Valley Link and VTA systems, which will also experience higher ridership. The success of this early interim HSR service is essential towards implementing the ultimate HSR rail system between the Bay Area, Sacramento, San Joaquin Valley and Southern California.

MCTC also strongly supports the Revised Draft 2020 Business Plan recommendation that \$4.1 billion in remaining Prop 1A HSR bond funds be directed to complete delivery of the 119-mile electrified Central Valley Segment, and the remaining \$100 million in HSR bond funds be used for early design and completing environmental review on San Francisco to Los Angeles Phase 1 segments. This funding is required to implement Merced-Fresno-Bakersfield HSR Interim Service and to extend HSR to San Francisco and Southern California in the future.

MCTC is pleased to submit this letter of support for the staff recommendations of the CHSRA Revised Draft 2020 Business Plan.

Sincerely,



Patricia Taylor, Executive Director
Madera County Transportation Commission

CC: Brian Kelly, CEO, CHSRA
Brian Annis, CFO, CHSRA
Chad Edison, Chief Deputy Secretary for Rail and Transit, CalSTA
Assembly Transportation Committee
Senate Transportation Committee



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 7-J
PREPARED BY: Troy McNeil, Deputy Director/Fiscal Supervisor

SUBJECT:

Executive Minutes – February 17, 2021

Enclosure: Yes

Action: Approve Minutes

SUMMARY:

Attached are the Executive Minutes for the February 17, 2021 Board Meeting.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.

MADERA COUNTY TRANSPORTATION COMMISSION

EXECUTIVE MINUTES

Date: February 17, 2021
Time: 3:00 pm
Place: MCTC Conference Room

GoToWebinar

Members Present: Chairman, Jose Rodriguez, Council Member, City of Madera
Vice-Chairman, Tom Wheeler, Supervisor, County of Madera
Waseem Ahmed, Council Member City of Chowchilla
Brett Frazier, Supervisor Madera County
CeCe Gallegos, Council Member, City of Madera
Robert Poythress, Supervisor, County of Madera

Members Absent: None

Policy Advisory Committee: Above Members, Michael Navarro, Caltrans District 06, Deputy Director

MCTC Staff: Patricia Taylor, Executive Director
Troy McNeil, Deputy Director/Fiscal Supervisor
Dylan Stone, Principal Regional Planner
Jeff Findley, Principal Regional Planner
Evelyn Espinosa, Associate Regional Planner
Sandy Ebersole, Administrative Analyst
Sheila Kingsley, Office Assistant

1. **CALL TO ORDER**
2. **PLEDGE OF ALLEGIANCE**
3. **PUBLIC COMMENT**

This time is made available for comments from the public on matters within the Board’s jurisdiction that are not on the agenda. Each speaker will be limited to three (3) minutes. Attention is called to the fact that the Board is prohibited by law from taking any substantive action on matters discussed that are not on the agenda, and no adverse conclusions should be drawn if the Board does not respond to the public comment at this time. It is requested that no comments be made during this period on items that are on today’s agenda. Members of the public may comment on any item that is on today’s agenda when the item is called and should notify the Chairman of their desire to address the Board when that agenda item is called.

Supervisor Wheeler recognized and informed the Policy Board about the Notice of Availability of Initial Study with Proposed Mitigated Negative Declaration / Environmental Assessment for the South Madera – 6 Lane Project.

No other public comment.

MCTC SITTING AS THE TRANSPORTATION POLICY COMMITTEE

4. TRANSPORTATION CONSENT ITEMS

All items on the consent agenda are considered routine and non-controversial by MCTC staff and will be approved by one motion if no member of the Committee or public wishes to comment or ask questions. If comment or discussion is desired by anyone, the item will be removed from the consent agenda and will be considered in the listed sequence with an opportunity for any member of the public to address the Committee concerning the item before action is taken.

- A. Letter of Support: Distribution of Federal H.R. 133 Highway Funds for California
Action: Information and Discussion Only
- B. Caltrans Interregional Transportation Strategic Plan
Action: Direct MCTC staff to draft a letter supporting the inclusion of SR 41 from San Joaquin River to Yosemite National Park for inclusion in the Interregional Transportation Strategic Plan (ITSP)
- C. Performance Measure 1: Safety Target Acceptance
Action: Adopt the statewide targets for all five safety performance measures for 2021
- D. San Joaquin Valley Regional Early Action Planning (REAP) Workshop
Action: Information and Discussion Only
- E. List of Transportation Acronyms
Action: Information and Discussion Only
- F. State Budget and Allocation Capacity and Development Process for the 2022 State Transportation Improvement Program Fund Estimate
Action: Information and Discussion Only
- G. Initiate FY 2021-2022 Unmet Transit Needs Public Hearing Process
Action: Information and Discussion Only
- H. Baseline Agreement – State Route 9 Madera South (Avenue 7 to Avenue 12)
Action: Authorize Executive Director to execute a Trade Corridor Enhancement Project Baseline Agreement for the Right of Way Phase of the Avenue 7 to Avenue 12 Project
- I. California High Speed Rail Authority Revised Draft 2020 Business Plan

Action: Information and Discussion Only

- J. Open House for the SR 41/Ave 9 Sustainable Corridors Study

Action: Information and Discussion Only

- K. Valley Voice – Sacramento Trip

Action: Information and Discussion Only

Transportation Consent Calendar Action on Items A-K.

Upon motion by Commissioner Tom Wheeler, seconded by Commissioner Brett Frazier to approve Transportation Consent Calendar Items A-K. A vote was called, and the motion carried.

Roll call for votes: Commissioner Robert Poythress – Yes
 Commissioner Jose Rodriguez – Yes
 Commissioner Tom Wheeler -Yes
 Commissioner Waseem Ahmed – Yes
 Commissioner Brett Frazier- Yes
 Commissioner CeCe Gallegos - Yes
 Vote passed 6-0

5. TRANSPORTATION ACTION/DISCUSSION ITEMS

- L. Introduction to Metropolitan Transportation Planning Process – MCTC 101, Part 1 of 2

Action: Information and Discussion Only

- M. 2021 Federal Transportation Improvement Program (FTIP) and Draft Air Quality Conformity Analysis

Action: Upon motion by Commissioner Brett Frazier, seconded by Commissioner Robert Poythress to approve the 2021 FTIP and Corresponding Air Quality Conformity Analysis-Resolution 21-01

Roll call for votes: Commissioner Robert Poythress – Yes
 Commissioner Jose Rodriguez – Yes
 Commissioner Tom Wheeler -Yes
 Commissioner Waseem Ahmed – Yes
 Commissioner Brett Frazier – Yes
 Commissioner CeCe Gallego - Yes
 Vote passed 6-0

- N. Response to Grand Jury Report – Final Report 1920-02, entitled “Unmet Transit Needs in Madera County: Riders without Routes.”

Action: Upon motion by Commissioner Tom Wheeler, seconded by Commissioner Waseem Ahmed to authorize Chair and Director to sign the letter of response and submit to the

Supervising Judge of the Grand Jury and Madera County Grand Jury, pursuant to Penal Code Section 993. A vote was called, and the motion carried.

Roll call for votes: Commissioner Robert Poythress – Yes
 Commissioner Jose Rodriguez – Yes
 Commissioner Tom Wheeler -Yes
 Commissioner Waseem Ahmed – Yes
 Commissioner Brett Frazier – Yes
 Commissioner CeCe Gallego - Yes
 Vote passed 6-0

O. CalCOG Virtual Leadership Forum, March 22-23, 2021

Action: Information and Discussion Only

P. San Joaquin Valley Household Travel Survey

Action: Information and Discussion Only

MCTC SITTING AS THE MADERA COUNTY TRANSPORTATION COMMISSION

6. REAFFIRM ALL ACTIONS TAKEN WHILE SITTING AS THE TRANSPORTATION POLICY COMMITTEE

Upon motion by Commissioner Brett Frazier, seconded by Commissioner Waseem Ahmed to reaffirm all actions taken while sitting as the Transportation Policy Committee. A vote was called, and the motion carried.

Roll call for votes: Commissioner Robert Poythress – Yes
 Commissioner Jose Rodriguez – Yes
 Commissioner Tom Wheeler -Yes
 Commissioner Waseem Ahmed – Yes
 Commissioner Brett Frazier – Yes
 Commissioner CeCe Gallegos - Yes
 Vote passed 6-0

7. ADMINISTRATIVE CONSENT ITEMS

Q. Approval of Executive Minutes of the January 20, 2021 Regular Meeting.

Action: Approve Minutes of the January 20, 2021 Regular Meeting

R. Transportation Development Act (TDA): Local Transportation Fund (LTF), State Transit Assistance (STA), and State of Good Repair (SGR) 2021-22 Estimates

Action: Information and Discussion Only

Administrative Consent Calendar Action Q-R

Upon motion by Commissioner Brett Frazier, seconded by Commissioner CeCe Gallegos to approve the Administrative Consent Calendar Items Q-R. A vote was called, and the motion carried.

Roll call for votes: Commissioner Robert Poythress – Yes
 Commissioner Jose Rodriguez – Yes
 Commissioner Tom Wheeler -Yes
 Commissioner Waseem Ahmed – Yes
 Commissioner Brett Frazier – Yes
 Commissioner CeCe Gallegos - Yes
 Vote passed 6-0

8. ADMINISTRATIVE ACTION/DISCUSSION ITEMS

S. FY 2021-22 Draft Overall Work Program and Budget

Action: Upon motion by Commissioner Tom Wheeler, seconded by Commissioner Brett Frazier to authorize circulation of Draft 2021-22 Overall Work Program and Budget. A vote was called, and the motion carried.

Roll call for votes: Commissioner Robert Poythress – Yes
 Commissioner Jose Rodriguez – Yes
 Commissioner Tom Wheeler -Yes
 Commissioner Waseem Ahmed – Yes
 Commissioner Brett Frazier – Yes
 Commissioner CeCe Gallegos - Yes
 Vote passed 6-0

MCTC SITTING AS THE MADERA COUNTY 2006 TRANSPORTATION AUTHORITY

9. AUTHORITY – ADMINISTRATIVE CONSENT ITEMS

T. Measure T FY 2020-21 Allocation Amendment No. 1

Action: Approve amended allocation

Authority - Administrative Consent Items Action T

Upon motion by Commissioner Robert Poythress, seconded by Commissioner Brett Frazier to approve the Administrative Consent Item T. A vote was called, and the motion carried.

Roll call for votes: Commissioner Robert Poythress – Yes
 Commissioner Jose Rodriguez – Yes
 Commissioner Tom Wheeler -Yes
 Commissioner Waseem Ahmed – Yes
 Commissioner Brett Frazier – Yes
 Commissioner CeCe Gallegos - Yes
 Vote passed 6-0

10. AUTHORITY – ACTION/DISCUSSION ITEMS

U. Measure T Citizens' Oversight Committee Member Recognition

Action: Recognize outgoing member for service

V. Measure T Citizens' Oversight Committee Vacancies

Action: Information and Discussion Only

OTHER ITEMS

11. MISCELLANEOUS

W. Items from Caltrans

Michael Navarro, Caltrans District 06 Deputy District Director, Planning, Local Programs & Environmental Analysis, provided a brief update on State Highway projects in Madera County.

X. Items from Staff

Patricia Taylor, Executive Director, informed the Policy Board that there is an effort underway to build a coalition in support of "Finish the 99." MCTC staff is working in partnership with Tulare (TCAG) and Merced (MCAG) regional agencies. The effort will be unveiled over the Summer, 2021.

Dylan Stone, Principal Regional Planner, reminded the MCTC Policy Board of an opportunity to join the Fresno-Madera SR 41 and Avenue 9 Study virtual Open House at 6pm.

Evelyn Espinosa, Associate Regional Planner, informed the MCTC Policy Board of the upcoming schedule for the SR 233 Corridor Study. The study will be presented to the Chowchilla City Council during its council meeting on March 9th, and MCTC Policy Board will receive a presentation at its March 17, 2021 meeting.

Y. Items from Commissioners

This time was reserved for the Commissioners to inquire about specific projects.

12. CLOSED SESSION

None

13. ADJOURNMENT

Meeting adjourned at 4:30 p.m.

Next meeting scheduled for Wednesday, March 17, 2021

Respectfully Submitted,



Patricia S. Taylor
Executive Director
Madera County Transportation Commission



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 7-K

PREPARED BY: Troy McNeil, Deputy Director/Fiscal Supervisor

SUBJECT:

Triennial Performance Audits

Enclosure: Yes

Action: Accept Triennial Performance Audits of MCTC, the County of Madera, the City of Madera, and the City of Chowchilla

SUMMARY:

MCTC is statutorily required by Section 99246 of the California Public Utilities Code to designate entities other than itself, a county transportation commission, a transit development board, or an operator to make a performance audit of its activities and the activities of each operator to whom it allocates funds. The audit covered fiscal years 2017-18 through 2019-20 and audited the following functions:

- RTPA Administration and Management;
- Transportation Planning and Regional Coordination;
- Claimant Relationships and Oversight;
- Follow up of prior Performance Audit Recommendations;
- Marketing and Transportation Alternatives; and
- Grant Applications and Management.

The following is a summary of the findings:

MCTC

Based on the current review, Moore & Associates submitted the following TDA compliance findings:

1. The RTPA did not exercise sufficient control over the contract for the TDA fiscal audits of the operators to enable the operators to submit their respective audits within the established timeframe.
2. MCTC did not conduct the qualifying tests prior to the allocation of STA funds.

They also identified one additional functional finding. While this finding is not a compliance finding, the auditors believe it is significant enough to be addressed within the review:

1. Transit operator audits contracted by MCTC do not include a detailed assessment of compliance with farebox recovery ratio requirements.

County of Madera

Based on discussions with County staff, analysis of program performance, and an audit of program compliance and function, the audit team presents three compliance findings:

1. The County of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.
2. The County of Madera did not submit its TDA fiscal audits within the stipulated timeframe.
3. It is unclear as to whether the County of Madera met either of the STA efficiency standards, thereby being eligible to use its full STA allocation for operating purposes.

The audit team has identified three functional findings. While these findings are not compliance findings, the audit team believes they warrant inclusion in this audit:

1. The County does not currently receive FTA Section 5307 funding claimed by the City of Madera, even though it is entitled to a share of that funding.
2. The County reports full-time equivalent (FTE) employees incorrectly to the State Controller, though it has demonstrated use of the TDA definition.
3. Operating cost is reported inconsistently to the State Controller and National Transit Database.

City of Madera

Based on discussions with City staff, analysis of program performance, and an audit of program compliance and function, the audit team presents two compliance findings:

1. The City of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.
2. The City did not submit its TDA fiscal audits within the stipulated timeframe.

The audit team has identified two functional findings. While these finding are not compliance findings, the audit team believes they warrant inclusion in this report:

1. The City of Madera does not pass through the share of FTA Section 5307 (urbanized area) funding to which the County of Madera is entitled.
2. The City does not report performance data consistently on internal and external reports.

City of Chowchilla

Based on discussions with City staff, analysis of program performance, and an audit of program compliance and function, the audit team presents three compliance findings:

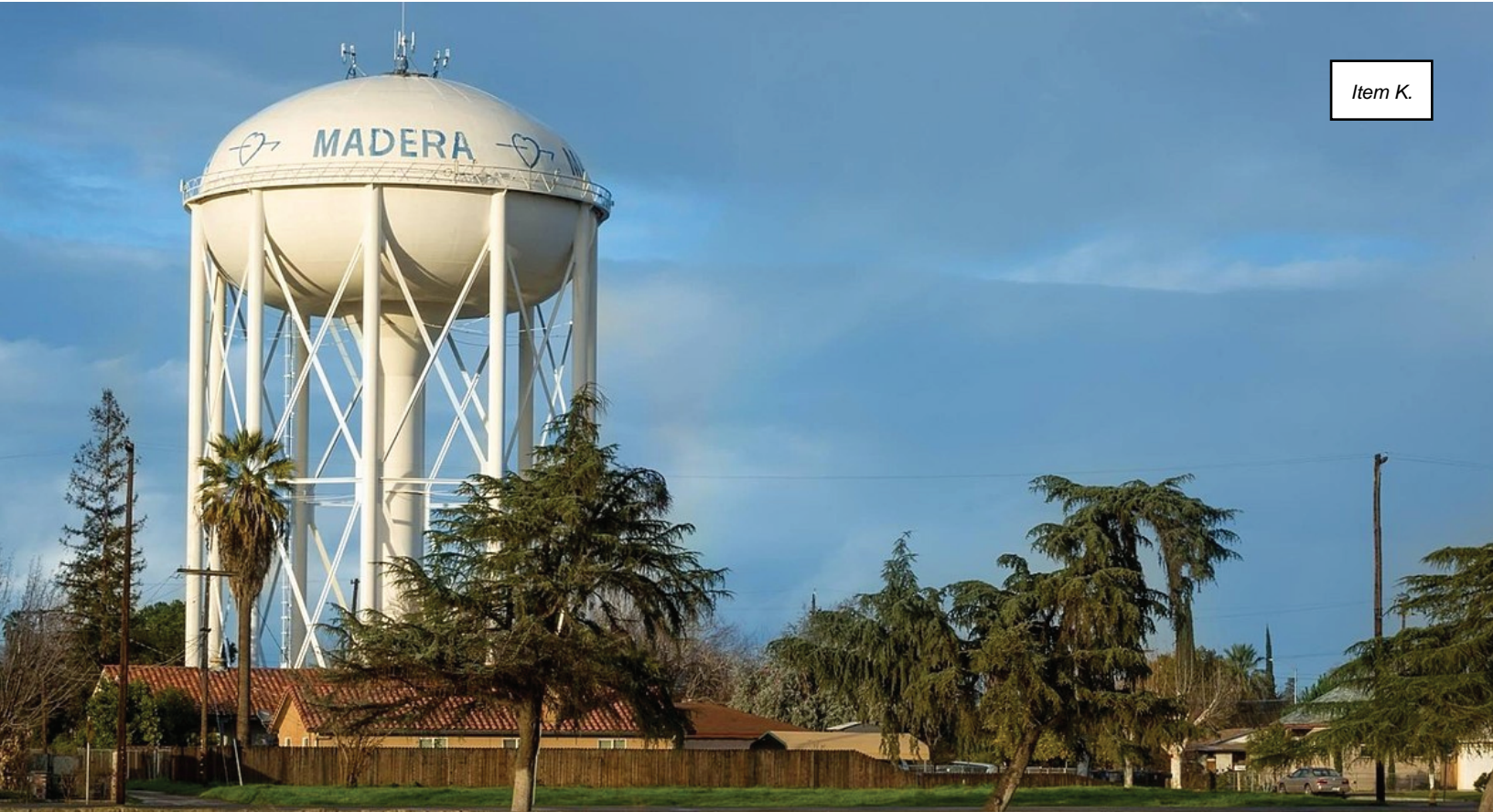
1. The City of Chowchilla did not meet the TDA farebox recovery ratio requirement during FY 2017/18.
2. The City of Chowchilla did not submit its TDA fiscal audits within the stipulated timeframe.
3. In FY 2017/18 and FY 2019/20, the City of Chowchilla did not meet either of the STA efficiency standards and therefore was not eligible to use its full STA allocation for operating purposes.

The audit team has identified no functional findings.

MCTC staff has already begun working on addressing these compliance and functional review findings and does not anticipate any issues with implementation.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.



Madera County Transportation Commission

Triennial Performance Audit, FY 2018 - FY 2020 Madera County Transportation Commission

FINAL REPORT
FEBRUARY 25, 2021



Table of Contents

Chapter 1 Executive Summary	1
Chapter 2 Audit Scope and Methodology	5
Chapter 3 Program Compliance	9
Chapter 4 Prior Recommendations	15
Chapter 5 Goal Setting and Strategic Planning	19
Chapter 6 Functional Review	25
Chapter 7 Findings and Recommendations	31

This page intentionally blank.

Table of Exhibits

Exhibit 1.1 Summary of Audit Recommendations	3
Exhibit 3.1 Transit Development Act Compliance Requirements	11
Exhibit 5.1 RTP Objectives.....	21
Exhibit 6.1 Organizational Chart (FY 2019/20)	26
Exhibit 7.1 Farebox Recovery Ratio Determination and Compliance (single mode).....	35
Exhibit 7.2 Farebox Recovery Ratio Determination and Compliance (two modes/system).....	36
Exhibit 7.3 Summary of Audit Recommendations.....	37

This page intentionally blank.

Chapter 1 | Executive Summary

The Triennial Performance Audit of the Madera County Transportation Commission (MCTC) covers a three-year period ending June 30, 2020. The California Public Utilities Code requires all Regional Transportation Planning Agencies conduct an independent Triennial Performance Audit in order to be eligible for Transportation Development Act (TDA) funding.

In 2020, the Madera County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the three transit operators to which it allocates TDA funding. Moore & Associates is a consulting firm specializing in public transportation. Selection of the consultant followed a competitive procurement process.

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of the County of Madera’s public transit program for the period:

- Fiscal Year 2017/18,
- Fiscal Year 2018/19, and
- Fiscal Year 2019/20.

We conducted this performance audit in accordance with generally accepted government auditing standards. Those standards require we plan and perform the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for our findings and conclusions based on our review objectives. We believe the evidence obtained provides a reasonable basis for our findings and conclusions based on our audit objectives.

The review was also conducted in accordance with the processes established by the California Department of Transportation, as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*.

The Triennial Performance Audit includes five elements:

1. Compliance requirements,
2. Follow-up of prior recommendations,
3. Analysis of internal goal setting and strategic planning efforts,
4. Review of the RTPA’s functions and activities, and
5. Findings and recommendations.

Test of Compliance

With two exceptions, MCTC adheres to Transportation Development Act (TDA) regulations in an efficient and effective manner:

1. The RTPA did not exercise sufficient control over the contract for the TDA fiscal audits of the operators to enable the operators to submit their respective audits within the established timeframe.
2. MCTC did not conduct the qualifying tests prior to the allocation of STA funds.

Status of Prior Recommendations

The prior Triennial Performance Audit – completed in 2018 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2017 – included the following recommendations:

1. Develop standardized demographic presentations (maps, charts, etc.) that can be updated annually via US Census Bureau and California Department of Finance data and included within the Unmet Transit Needs summary of findings.
Status: Implemented.
2. Analyze the potential for designating a Consolidated Transportation Services Agency for potential efficiencies.
Status: Implemented.
3. Enforce the requirement that transit operators submit semi-annual performance reports.
Status: Partially implemented.
4. Re-evaluate administrative funding requirements.
Status: Implemented.
5. Identify industry experts for presentations/training regarding areas of interest to Madera County transit operators.
Status: Partially implemented.

Goal Setting and Strategic Planning

The primary planning document is the Regional Transportation Plan and Sustainable Communities Strategy (RTP-SCS). The RTP is a long-range (26-year) transportation plan providing a vision for regional transportation investments. The most recent update, which was completed in 2018 (and the most recent Amendment No. 1 adopted in March 2019), considers the role of transportation including economic factors, quality of life issues, and environmental factors. The Sustainable Communities Strategy (SCS) element, required under SB 375, demonstrates the integration of land use, transportation strategies, and transportation investments that will help Madera County meet regional greenhouse gas reduction targets. Other key planning activities include the annual development of the Overall Work Program and preparation of a Short Range Transit Development Plan every five years.

Findings and Recommendations

Based on the current review, we submit the aforementioned two TDA compliance findings.

We also identified one additional functional finding. While this finding is not a compliance finding, the auditors believe it is significant enough to be addressed within this review:

1. Transit operator audits contracted by MCTC do not include a detailed assessment of compliance with farebox recovery ratio requirements.

In completing this Triennial Performance Audit, we submit the following recommendations for the Madera County Transportation Commission as the RTPA. They have been divided into two categories: TDA Program Compliance Recommendations and Functional Recommendations. TDA Program Compliance Recommendations are intended to assist in bringing the agency into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the Triennial Performance Audit that are not specific to TDA compliance.

Exhibit 1.1 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Work with MCTC’s auditor to ensure deadlines enabling timely completion of operator TDA fiscal audits are included within the audit contract.	High	FY 2020/21
2	For any operator using STA funds for operating purposes, MCTC should include the test against the two qualifying efficiency standards as part of the TDA claim process.	High	FY 2022/23
Functional Recommendations		Importance	Timeline
1	MCTC should require its fiscal auditor to include farebox recovery ratio calculations within the transit operator TDA fiscal and compliance audits.	High	FY 2020/21

This page intentionally blank.

Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the Madera County Transportation Commission covers the three-year period ending June 30, 2020. The California Public Utilities Code requires all Regional Transportation Planning Agencies conduct an independent Triennial Performance Audit in order to be eligible for Transportation Development Act (TDA) funding.

In 2020, the Madera County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the three transit operators to which it allocates funding. Moore & Associates is a consulting firm specializing in public transportation. Selection of Moore & Associates followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of MCTC as the designated RTPA for Madera County. Direct benefits of a triennial performance audit include providing RTPA management with information on the economy, efficiency, and effectiveness of their programs across the prior three years; helpful insight for use in future planning; and assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized. Finally, the Triennial Performance Audit fulfills the requirement of PUC 99246(a) that the RTPA designate an independent entity other than itself to conduct a performance audit of its activities as well as those of each operator to whom it allocates TDA funding.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. We believe the evidence obtained provides a reasonable basis for our findings and conclusions.

The audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General.

Objectives

A Triennial Performance Audit has four primary objectives:

1. Assess compliance with TDA regulations,
2. Review actions taken by the RTPA to implement prior recommendations,
3. Evaluate the efficiency and effectiveness of the RTPA through a review of its functions, and
4. Provide sound, constructive recommendations for improving the efficiency and functionality of the RTPA.

Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the regional transportation planning agency. The audit of MCTC included five tasks:

1. Review of compliance with TDA requirements and regulations.
2. Assessment of the implementation status of recommendations included in the prior Triennial Performance Audit.
3. Analysis of MCTC's internal goal setting and strategic planning functions.
4. Examination of the following functions:
 - Administration and Management,
 - Transportation Planning and Regional Coordination,
 - Claimant Relationships and Oversight,
 - Marketing and Transportation Alternatives, and
 - Grant Applications and Management.
5. Recommendations to address opportunities for improvement based on analysis of the information collected and the review of the RTPA's core functions.

Methodology

The methodology for the Triennial Performance Audit of MCTC as the RTPA included thorough review of documents relevant to the scope of the review, as well as information contained on MCTC's website. The documents reviewed included the following (spanning the full three-year period):

- Triennial Performance Audit reports for the prior review period;
- Annual budgets;
- Audited financial statements;
- State Controller Reports;
- Agency organizational chart;
- Board meeting minutes and agendas;
- Policies and procedures manuals;
- Regional planning documents;
- Overall work plans;
- Article 8 Unmet Transit Needs documentation;
- TDA claims manual; and
- TDA and transit funding allocations to operators.

Due to the ongoing COVID-19 pandemic, the methodology for this review included a virtual site visit on January 14, 2021, with Patricia Taylor (Executive Director), Troy McNeil (Deputy Director/Fiscal Supervisor), and Dylan Stone (Principal Regional Planner).

The report is comprised of seven chapters divided into three sections:

1. Executive Summary: A summary of the key findings and recommendations developed during the Triennial Performance Audit process.
2. TPA Scope and Methodology: Methodology of the audit and pertinent background information.
3. TPA Results: In-depth discussion of findings surrounding each of the subsequent elements of the audit:
 - Compliance with statutory and regulatory requirements,
 - Progress in implementing prior recommendations,
 - Goal setting and strategic planning,
 - Functional review, and
 - Findings and recommendations.

This page intentionally blank.

Chapter 3 | Program Compliance

This section examines the Madera County Transportation Commission’s compliance with the State of California’s Transportation Development Act as well as relevant sections of California’s Public Utilities Commission code. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. Although compliance verification is not a Triennial Performance Audit function, several specific requirements concern issues relevant to the performance audit. The RTPA considers full use of funds under CCR Section 6754(a) to refer to operating funds but not capital funds. The Triennial Performance Audit findings and related comments are delineated in Exhibit 3.1.

Compliance was determined through discussions with MCTC staff as well as an inspection of relevant documents, including the fiscal audits for each year of the triennium. Also reviewed were planning documents, Board actions, and other related documentation.

With three exceptions, MCTC adheres to Transportation Development Act (TDA) regulations in an efficient and effective manner:

1. The RTPA did not exercise sufficient control over the contract for the TDA fiscal audits of the operators to enable the operators to submit their respective audits within the established timeframe.
2. MCTC did not conduct the qualifying tests prior to the allocation of STA funds.

Developments Occurring During the Audit Period

The last half of FY 2019/20 is markedly different from the rest of the audit period. The impacts of the COVID-19 pandemic resulted in significant declines in ridership and revenue. In many instances, transit operators strove to retain operations staff despite adopting a reduced schedule, resulting in significant changes to many cost-related performance metrics. While infusions of funding through the CARES Act have mitigated some of the lost revenues, most transit programs have yet to return to pre-pandemic ridership and fare levels. As a result, the Triennial Performance Audits will provide an assessment not only of how COVID-19 impacted each organization, as well as how it responded to the crisis.

In addition to the COVID-19 pandemic, recent changes to the TDA will result in audit reports that look somewhat different than in years past. In the nearly 50 years since the introduction of the Transportation Development Act, there have been many changes to public transportation in California. Many operators have faced significant challenges in meeting the farebox recovery ratio requirement, calling into question whether it remains the best measure for TDA compliance. In 2018, the chairs of California’s state legislative transportation committees requested the California Transit Association spearhead a policy task force to examine the TDA, which resulted in a draft framework for TDA reform released in early 2020. The draft framework maintains the farebox recovery ratio requirement, but eliminates financial penalties and allows more flexibility with respect to individual operator targets.

Assembly Bill 90, signed into law on June 29, 2020, provides temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio

thresholds in FY 2019/20 (the last year covered by this audit) and FY 2020/21. While the ability to maintain state mandates and performance measures is important, AB 90 offers much-needed relief from these requirements for these years affected by the COVID-19 pandemic while TDA reform continues to be discussed.

AB 90 includes the following provisions specific to transit operator funding through the TDA:

1. It prohibits the imposition of the TDA revenue penalty on an operator that does not maintain the required ratio of fare revenues to operating cost during FY 2019/20 or FY 2020/21.
2. It requires the Controller to calculate and publish the allocation of transit operator revenue-based funds made pursuant to the State Transit Assistance (STA) Program for FY 2020/21 and FY 2021/22 based on the same individual operator ratios published by the Controller in a specified transmittal memo, and would authorize the Controller to revise that transmittal memo, as specified. It requires the Controller to use specified data to calculate those individual operator ratios. Upon allocation of the transit operator revenue-based funds to local transportation agencies pursuant to this provision, the Controller will publish the amount of funding allocated to each operator.
3. It exempts an operator from having to meet either of the STA efficiency standards for FY 2020/21 and FY 2021/22 and authorizes the operator to use those funds for operating or capital purposes during that period.
4. It requires the Controller to allocate State of Good Repair (SOGR) program funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.
5. It requires the Controller to allocate Low Carbon Transit Operations Program (LCTOP) funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.

The first item, the only one specific to FY 2019/20, will be taken into consideration during all operator compliance reviews. Other provisions will be considered with respect to audit recommendations.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
All transportation operators and city or county governments which have responsibility for serving a given area, in total, claim no more than those Local Transportation Fund monies apportioned to that area.	PUC 99231	In compliance	
The RTPA has adopted rules and regulations delineating procedures for the submission of claims for facilities provided for the exclusive use of pedestrians and bicycles (Article 3).	PUC 99233, 99234	In compliance	Chapter 4 of MCTC's TDA Guidebook fulfills this requirement.
The RTPA has established a social services transportation advisory council. The RTPA must ensure that there is a citizen participation process that includes at least an annual public hearing.	PUC 99238, 99238.5	In compliance	Unmet Transit Needs hearings held on: April 19, 2017 April 18, 2018 April 17, 2019 May 20, 2020
The RTPA has annually identified, analyzed, and recommended potential productivity improvements which could lower operating cost of those operators, which operate at least 50 percent of their vehicle service miles within the RTPA's jurisdiction. Recommendations include, but are not being limited to, those made in the performance audit. <ul style="list-style-type: none"> A committee for the purpose of providing advice on productivity improvements may be formed. The operator has made a reasonable effort to implement improvements recommended by the RTPA as determined by the RTPA, or else the operator has not received an allocation that exceeds its prior year allocation. 	PUC 99244	In compliance	
The RTPA has ensured that all claimants to whom it allocated TDA funds submit to it and to the state controller an annual certified fiscal and compliance audit within 180 days after the end of the fiscal year.	PUC 99245	Not in compliance*	TDA audits of the operators were filed after the allowable 90-day extension in FY 2017/18 and FY 2018/19.
The RTPA has submitted to the state controller an annual certified fiscal audit within 12 months of the end of the fiscal year.	CCR 6662	In compliance	FY 2017/18: February 13, 2019 FY 2018/19: December 30, 2019 FY 2019/20: January 6, 2021
The RTPA has submitted within 90 days after the end of the fiscal year an annual financial transactions report to the state controller.**	CCR 6660	In compliance***	FY 2017/18: February 1, 2019 FY 2018/19: January 30, 2020 FY 2019/20: January 28, 2021

*At the time this audit was completed, FY 2020 TDA fiscal audits for all transit operators were pending, but still within the allowable 90-day extension deadline.

**Beginning with FY 2016, the due date for State Controller Reports for RTPAs was extended to seven months after the end of the fiscal year. Amended through Government Code Section 53891(a).

***Technically, the FY 2017/18 report was submitted one day late. However, as subsequent reports were submitted on time and given the report was only one day after the deadline, we are not including this as a finding.

Compliance Element	Reference	Compliance	Comments
The RTPA has designated an independent entity to conduct a performance audit of operators and itself (for the current and previous triennia). For operators, the audit was made and calculated the required performance indicators, and the audit report was transmitted to the entity that allocates the operator’s TDA money, and to the RTPA within 12 months after the end of the triennium. If an operator’s audit was not transmitted by the start of the second fiscal year following the last fiscal year of the triennium, TDA funds were not allocated to that operator for that or subsequent fiscal years until the audit was transmitted.	PUC 99246, 99248	In compliance	The prior audit was conducted by Moore & Associates, Inc. and was completed in February 2018. Moore & Associates was engaged to prepare the audits in 2021 as well.
The RTPA has submitted a copy of its performance audit to the Director of the California Department of Transportation. In addition, the RTPA has certified in writing to the Director that the performance audits of operators located in the area under its jurisdiction have been completed.	PUC 99246(c)	In compliance	Caltrans confirmed receipt of MCTC’s submittal. MCTC should ensure the submittal letter or email is filed where it can be easily retrieved.
For Article 8(c) claimants, the RTPA may adopt performance criteria, local match requirements, or fare recovery ratios. In such cases, the rules and regulations of the RTPA will apply.	PUC 99405	Not applicable	No alternative criteria have been adopted for Article 8(c) funding recipients.
The performance audit of the operator providing public transportation services shall include a verification of the operator’s cost per passenger, operating cost per vehicle service hour, passenger per vehicle service mile, and vehicle service hours per employee, as defined in Section 99247. The performance audit shall include consideration of the needs and types of passengers being served and the employment of part-time drivers and the contracting with common carriers of persons operating under a franchise or license to provide services during peak hours, as defined in subdivision (a) of section 99260.2.	PUC 99246(d)	In compliance	
The RTPA has established rules and regulations regarding revenue ratios for transportation operators providing services in urbanized and newly urbanized areas.	PUC 99270.1, 99270.2	In compliance	
The RTPA has adopted criteria, rules, and regulations for the evaluation of claims filed under Article 4.5 of the TDA and the determination of the cost effectiveness of the proposed community transit services.	PUC 99275.5	Not applicable	There are no designated Article 4.5 claimants in Madera County.

Compliance Element	Reference	Compliance	Comments
State transit assistance funds received by the RTPA are allocated only for transportation planning and mass transportation purposes.	PUC 99310.5, 99313.3, Proposition 116	In compliance	
Transit operators must meet one of two efficiency standards in order to use their full allocation of state transit assistance funds for operating purposes. If an operator does not meet either efficiency standard, the portion of the allocation that the operator may use for operations shall be the total allocation to the operator reduced by the lowest percentage by which the operator's total operating cost per revenue vehicle hour exceeded the target amount necessary to meet the applicable efficiency standard. The remaining portion of the operator's allocation shall be used only for capital purposes.	PUC 99314.6	Not in compliance	MCTC does not apply the efficiency test to transit operators as part of its STA allocation and claims process.
The amount received pursuant to the Public Utilities Code, Section 99314.3, by each RTPA for state transit assistance is allocated to the operators in the area of its jurisdiction as allocated by the State Controller's Office.	PUC 99314.3	In compliance	
<p>If TDA funds are allocated to purposes not directly related to public or specialized transportation services, or facilities for exclusive use of pedestrians and bicycles, the transit planning agency has annually:</p> <ul style="list-style-type: none"> • Consulted with the Social Services Transportation Advisory Council (SSTAC) established pursuant to PUC Section 99238; • Identified transit needs, including: <ul style="list-style-type: none"> ▪ Groups that are transit-dependent or transit-disadvantaged; ▪ Adequacy of existing transit services to meet the needs of groups identified; and ▪ Analysis of potential alternatives to provide transportation alternatives; • Adopted or reaffirmed definitions of "unmet transit needs" and "reasonable to meet"; • Identified the unmet transit needs and those needs that are reasonable to meet; and • Adopted a finding that there are no unmet transit needs, that there are no unmet transit needs that are reasonable to meet, or that there are unmet transit needs including needs that are reasonable to meet. <p>If a finding is adopted that there are unmet transit needs, these needs must have been funded before an allocation was made for streets and roads.</p>	PUC 99401.5	In compliance	

This page intentionally blank.

Chapter 4 | Prior Recommendations

This section reviews and evaluates the implementation of prior Triennial Performance Audit recommendations. This objective assessment provides assurance the Madera County Transportation Commission has made quantifiable progress toward improving both the efficiency and effectiveness of its programs.

The prior audit – completed in February 2018 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2017 – included five recommendations:

1. [Develop standardized demographic presentations \(maps, charts, etc.\) that can be updated annually via US Census Bureau and California Department of Finance data and included within the Unmet Transit Needs summary of findings.](#)

Discussion: This recommendation was carried forward from the previous audit. PUC 99401.5(b) requires RTPAs to conduct “an annual assessment of the size and location of identifiable groups likely to be transit dependent or transit disadvantaged.” Some of this information was incorporated into the Short Range Transit Development Plan (which is updated every five years), but it is not included in the annual unmet transit needs report. Traditionally, the unmet transit needs process has relied on public comment and guidance from the SSTAC’s citizen members to identify unmet transit needs. However, MCTC and the SSTAC cannot make well-rounded decisions if there is information to which they do not have access. When updated demographic data is not integrated into the unmet transit needs process, it is possible that some transit-disadvantaged populations with valid transit needs are overlooked because they could not or would not speak up.

The prior audit recommended standardized maps and charts be prepared and used as templates for integration into the unmet transit needs process. MCTC staff and SSTAC members who are working on the unmet transit needs findings would then have access to this information and would be able to determine if there are needs that have yet to be identified, based on population changes over time. These maps and charts could be easily updated each year using current data.

Progress: Staff has enhanced the assessment of transit-dependent population with data, maps, etc.

Status: Implemented.

2. [Analyze the potential for designating a Consolidated Transportation Services Agency for potential efficiencies.](#)

Discussion: This recommendation was carried forward from the previous audit. PUC 99275.5 requires the RTPA to adopt criteria, rules, and regulations for the evaluation of claims filed under Article 4.5 of the TDA and the determination of the cost effectiveness of the proposed community

transit services. Given there are no current Article 4.5 claimants, MCTC does not have such criteria, rules, and regulations. (This was presented as a functional finding given MCTC did not have any Article 4.5 claimants.)

The prior audits recommended MCTC analyze the potential for designating a consolidated transportation services agency (CTSA) in an effort to improve the quality of transportation services to low mobility groups, achieve cost savings, potentially lower insurance premiums, and more efficiently use county resources. The prior audit noted MCTC should evaluate the impact and potential for cost and other efficiencies the designation of a CTSA would have in Madera County. As part of this assessment, MCTC should develop criteria, rules, and regulations for the evaluation of claims filed under Article 4.5.

Progress: Staff reviewed what other agencies were doing, discussed the issue with local transit operators regarding having a CTSA, and met with a potential CTSA agency. It was deemed there was not sufficient interest to designate a CTSA.

Status: Implemented.

3. Enforce the requirement that transit operators submit semi-annual performance reports.

Discussion: PUC Section 99244 requires each RPTA to annually identify, analyze, and recommend potential productivity improvements which could lower the operating costs of its transit operators. These recommendations must include, but are not limited to, recommendations related to productivity made in the performance audit.

This was presented as a functional finding given MCTC had already incorporated the Productivity Improvement Plan into its TDA claims process, thereby meeting the minimum requirements of PUC Section 99244. It was included as a finding so that MCTC can enhance its monitoring of Madera County transit operators.

In its 2017 TDA Guidebook, Section 8.3 indicated that a semi-annual transit operators' report was required of MCTC's TDA claimants. This report, as described in the Guidebook, included data such as revenue vehicle miles, days of service, revenue vehicle hours, ridership, fare revenue, and operating cost, as well as performance measures calculated from that data. MCTC had not been enforcing this type of reporting, instead only collecting performance data as part of specific planning efforts.

The prior audit noted, even though future TDA claims would include Form C, which requires operators to update MCTC as to their progress regarding productivity-related audit recommendations, it is important for MCTC to receive and review regular performance data. This enables the RTPA to monitor each operator's progress toward improving productivity as well as raise awareness of operators that may not be on track to meet particular milestones (such as farebox recovery) before the end of the fiscal year while there is still an opportunity to take corrective action.

Progress: Staff has requested performance reports and usually receives at least one of the two semi-annual reports in a given year. Staff continues to work with agencies to comply with this requirement.

Status: Partially implemented.

4. Re-evaluate administrative funding requirements.

Discussion: While not specifically identified in the TDA legislation, which charges the RTPA with responsibilities regarding the allocation of funds and monitoring of productivity, it is common throughout California for RTPAs to provide support and training opportunities for the transit operators to which they allocate TDA funding. Historically, MCTC has not provided beyond basic support for its operators from a mentoring perspective. Instead, it may refer the operator to a transit consultant, which is an unplanned expense for the operator depending upon the level of support needed.

In order for MCTC to provide a higher level of support for operators, the prior audit recommended MCTC re-evaluate the administrative funding it is claiming. This would provide MCTC with additional resources to support the transit operators with training or educational opportunities, or could fund some consultant support for claimants.

Progress: Staff evaluated the amount of administrative funding being withheld. Starting in FY 2018/19, the amount was increased for the first time in many years to sufficiently cover the administrative costs of administering the TDA funds and other transit funds as well as costs to consult with and assist operators in completing the required paperwork for all transit programs.

Status: Implemented.

5. Identify industry experts for presentations/training regarding areas of interest to Madera County transit operators.

Discussion: While not specifically identified in the TDA legislation, which charges the RTPA with responsibilities regarding the allocation of funds and monitoring of productivity, it is common throughout California for RTPAs to provide support and training opportunities for the transit operators to which they allocate TDA funding. Historically, MCTC has not provided beyond basic support for its operators from a mentoring perspective. Instead, it may refer the operator to a transit consultant, which is an unplanned expense for the operator depending upon the level of support needed.

As part of its effort to provide additional support and education/training for its claimants, the prior audit recommended MCTC identify opportunities to provide outside experts in areas of interest to itself and the operators. For example, one option might be to invite a consultant with experience specific to CTSA formation, governance, and operation to a quarterly transit meeting.

This would allow the operators to learn about CTSA's while also contributing to MCTC's exploration of CTSA's as discussed in Functional Finding 1.

Progress: MCTC staff have discussed training opportunities with the transit operators. Some of the requested training was provided by MCTC staff. Staff will continue to explore other areas of training with outside experts. Due to the COVID-19 pandemic, training opportunities and workshops have temporarily been placed on hold.

Status: Partially implemented.

Chapter 5 | Goal Setting and Strategic Planning

This chapter analyzes the Madera County Transportation Commission’s goal setting and strategic planning process. The primary planning document is the Regional Transportation Plan and Sustainable Communities Strategy (RTP-SCS). The RTP is a long-range (26-year) transportation plan providing a vision for regional transportation investments. The most recent update, which was completed in 2018 (and the most recent Amendment No. 1 adopted in March 2019), considers the role of transportation including economic factors, quality of life issues, and environmental factors. The Sustainable Communities Strategy (SCS) element, required under SB 375, demonstrates the integration of land use, transportation strategies, and transportation investments that will help Madera County meet regional greenhouse gas reduction targets.

The 2018 RTP identified four key “Principles to Success” intended to help MCTC achieve its vision for “a sound multimodal transportation system facilitating a vibrant economy, enhancing the physical and cultural environment, and ensuring a high quality of life for citizens in Madera County.” Those four principles are:

1. **Improved quality of life** through the integration of transportation system that promote access to affordable housing, education, jobs, and recreation.
2. **Prosperity** via enhanced economic viability through access to education and job opportunities.
3. **Cultural diversity** through a range of transportation modes and housing choices reflective of the region’s cultures and subcultures.
4. **Health and environment** by supporting citizen health, enhancing cultural and economic resources, and equitably distributing transportation resources.

The RTP further identified nine overarching goals to support the Principles of Success, as well as 49 objectives that identify specific actions in moving toward those goals. The goals are:

1. To support equitable access to effective transportation options for all, regardless of race, income, national origin, age, location, physical ability, or any other factor.
2. To promote intermodal transportation systems that are fully accessible, encourage quality and sustainable growth and development, support the region’s environmental resource management strategies, and are responsive to the needs for current and future travelers.
3. To promote and develop transportation systems that stimulate, support, sustain, and enhance the movement of people and goods to foster economic competitiveness of the Madera region.
4. To enhance transportation system coordination, efficiency, and intermodal connectivity to keep people and good moving and meeting regional transportation goals.
5. To maintain the efficiency, safety, and security of the region’s transportation system.
6. To improve the quality and sustainability of the natural and human built environment through regional cooperation of transportation systems planning activities.
7. To maximize funding to maintain and improve the transportation network.

8. To identify reliable transportation choices through the public participation process approved by MCTC.
9. To protect the environment and health of our residents by improving air quality and encouraging active transportation (non-motorized transportation, such as bicycling and walking).

The 49 objectives cover a wide range of activities intended to support the above goals. These objectives (detailed in Exhibit 5.1) are specific and measurable. The current RTP address accomplishments and progress toward goals since the prior version within each separate element of the Plan. For the 2022 update, MCTC may wish to tie these accomplishments to specific goals and objectives so as to better document its progress.

Exhibit 5.1 RTP Objectives

Provide adequate public notice of public participation activities and time for public review and comment at key decision points.

Conduct effective outreach to ensure fiscally sound transportation investments that result in improved system mobility and safety.

Promote effective dialogue with agencies, developers, and users to help guide investment discussions and maintain and improve the effectiveness of the transportation system.

Coordinate land use decisions and transportation systems with other affected agencies and the public.

Ensure transparent planning for projects that benefit disadvantaged communities and vulnerable groups and actively engage affected communities.

Prioritize transportation improvement projects that benefit disadvantaged communities.

Identify transportation needs in disadvantaged communities through meaningful engagement.

Identify innovative solutions that address the needs of disadvantaged communities and vulnerable groups.

Support access to areas of opportunity, healthy food, clinics and hospitals, and parks, regardless of race, income, national origin, age, location, physical ability, or any other factor.

Maintain partnership-based planning to achieve a social, economic and environmental well-being.

Enhance the importance of transportation equity, public health, natural resource protection, and smart growth during update of the RTP/SCS.

Provide the Madera region with transportation mobility options necessary to carry out essential daily activities and support equitable access to the region's assets.

Shift investment strategies towards a variety of modes.

Improve and maintain an integrated transportation network that reduces congestion and minimizes safety issues.

Strive to create a fully "seamless" intermodal transportation system by addressing critical linkages between modes based upon public needs.

Maintain, repair and rehabilitate the existing and future regional transportation system.

Undertake transportation investments that enhance the future economic viability and performance of the transportation system.

Reduce the cost of doing business by providing for the efficient movement of goods, people and information.

Combine elements of priority projects to maximize funding and provide for a well-connected and seamless transportation system.

Support transportation improvements that connect residents to activity centers such as green spaces and community centers.

Invest in modern regional aviation, public transit, and passenger rail systems to maintain the region's economic competitiveness with other regions, and to ensure continued economic prosperity.

Support the study of first-mile last mile linkages near transit stops throughout the County.

Promote community design that supports transit use and increases non-motorized transportation while still meeting the mobility needs of residents and employees.

Support transportation improvements that provide access to affordable housing options connected to transit.

Support transportation improvements that provide healthy and safe routes to schools and between activity centers.

Support goals contained in city and county general plans that strive to enhance urban and community centers, promote the environmentally sensitive use of lands in Madera County, revitalize distressed areas, and collaborate with agencies to ensure that new growth areas are planned in a well-balanced manner focusing on walkability and livability.

Invest in the development of walkable communities that offer citizens the ability to access residences, jobs, retail, recreation, and other community amenities without the need to rely on an automobile.

Encourage transportation systems that enhance walking or bicycling and that can help people increase physical activity, resulting in significant potential health benefits and disease prevention.

Ensure that new project motorized, and active transportation or non-motorized transportation plans are enacted in the first phase of the project.

Improve the integration of land use, urban design, transportation, rural and environmental feature preservation, and economic development policies and decisions through incentives and/or policies.

Directly link land use, transportation, and air quality, thereby prompting reasonable growth management programs that effectively utilizes new transportation funds, alleviates traffic congestion and related impacts, and improves air quality.

Use the Regional Housing Needs Assessment (RHNA) to prioritize local resource allocation and decide how to address existing and future housing and transportation needs resulting growth.

Build communities that encourage healthy lifestyles and active living for all ages.

Increase efforts to improve the form and function of transportation corridors in order to contribute to the "sense of place."

Work with local agencies to minimize the loss of natural lands, working lands, and groundwater recharge areas related to construction of transportation projects.

Encourage local agencies to coordinate Transportation and Sustainable Communities Strategy Planning with Groundwater Sustainability Planning.

Fulfill national and State mandates for environmentally sensitive planning, including the development of attractive alternatives to single-occupant driving and support for walking and bicycling consistent with provisions.

Coordinate with Caltrans and local agencies to mitigate the potential environmental impacts of projects.

Support cooperative interagency and public-private environmental conservation efforts.

Make transportation decisions that are compatible with air quality conformity objectives and the preservation of key regional ecosystems.

Avoid disproportionately high adverse environmental impacts upon low-income individuals, the elderly, persons with disabilities or minority populations.

Consider how transportation policies, programs, and investment strategies affect the overall health of people and the environment including reduction of greenhouse gas and air quality emissions, physical activity, and other environmental resources.

Coordinate with Caltrans and the local agencies to protect the region's habitat, agricultural land and other natural resources for future and current generations.

Support accessible and effective transportation options for seniors and persons with physical disabilities.

Improve marketing and promotion of successful existing transportation services.

Embrace promising and fiscally responsible transportation and information technologies (Intelligent Transportation Systems) that serve to interconnect systems and provide information to residents and travelers.

Develop appropriate funding mechanisms to finance significant regional facilities.

Encourage development in existing communities.

Encourage local agencies to promote public transit, walking, bicycling, and ridesharing as viable and convenient alternatives to driving.

According to its FY 2020/21 Overall Work Program, MCTC's role is to foster intergovernmental coordination; undertake comprehensive regional planning with an emphasis on transportation issues; provide a forum for citizen input into the planning process; and to provide technical services to its member agencies. In all these activities MCTC works to develop a consensus among its members with regards to multi-jurisdictional transportation issues.

MCTC's annual Overall Work Program focuses on addressing State and Federal planning emphasis areas through a series of work elements. Each work element features clearly defined objectives, planned activities, and performance monitoring measures.

MCTC also prepares a Short Range Transit Development Plan (SRTDP) for Madera County transit operators. The most recent SRTDP was adopted in March 2017 and spans the period FY 2017/18 through FY 2021/22. It identifies county-wide goals and objectives, sets mode-specific performance standards, assesses recent transit system performance, makes recommendations based on a needs analysis, provides a financial plan, and identifies marketing strategies. The SRTDP is the primary planning document for Madera County transit operators.

The SRTDP sets forth five goals for transit programs county-wide. Each goal is supported by multiple objectives.

Goal 1: Provide safe, reliable, high quality, and economical public transportation.

Objectives:

1. Provide safe transit.
2. Provide reliable transit.
3. Provide service when and where it is needed.
4. Operate transit efficiently and economically.
5. Coordinate transit services with other regional transit operations.
6. Increase the level of public information about transit services.

Goal 2: Operate an efficient and effective system that maximizes service and minimizes cost impacts.

Objectives:

1. Provide productive transit service.
2. Maximize operating and capital costs.
3. Minimize overhead costs.
4. Maximize farebox recovery.
5. Take advantage of available external funds to support local transit.

Goal 3: Evaluate, monitor, and improve transit systems on an ongoing basis.

Objectives:

1. Implement a sound data collection process.
2. Undertake onboard ridership surveys on a regular basis.

3. Develop up-to-date management information.
4. Undertake regular monitoring of system data and management information.
5. Undertake ongoing performance evaluation.
6. Initiate service improvements as warranted.

Goal 4: Undertake effective marketing, outreach, and public participation.

Objectives:

1. Implement proactive marketing, outreach, and public participation strategies.
2. Coordinate with other regional transit systems, social service agencies, and other interested parties to ensure wide dissemination of transit information.
3. Present information directly to existing and potential riders through public presentations and participation at special community events.

Goal 5: Coordinate transit system development with community planning and development efforts and land use policy.

Objectives:

1. Encourage new facilities that may have public transit impacts to locate in current service areas, with pedestrian access from current stops.
2. Coordinate with appropriate jurisdictions to accommodate public transit, including provision for bus turnouts and other passenger amenities.
3. Encourage the reduction in vehicle trips by public transit usage. Trip reduction can have noticeable reductions in overall particulate matter and greenhouse gas emissions.

As with the RTP, the SD RTP highlights notable achievements and accomplishments during the prior five-year period, but does not tie these achievements to individual goals or objectives or report on specific progress toward the goals and objectives. MCTC should consider including such a review when it undertakes its next SRTDP update in FY 2021/22.

This page intentionally blank.

Chapter 6 | Functional Review

A functional review of the Madera County Transportation Commission determines the extent and efficiency of the following functional activities:

- Administration and Management;
- Transportation Planning and Regional Coordination;
- Claimant Relationships and Oversight;
- Marketing and Transportation Alternatives; and
- Grant Applications and Management; and
- Impact of COVID-19 pandemic.

Administration and Management

The Madera County Transportation Commission (MCTC) is a state-designated regional transportation planning agency and federally recognized metropolitan planning organization created to address regional transportation issues. Its member agencies include the City of Chowchilla, City of Madera, and County of Madera.

MCTC's role as the RTPA is to foster intergovernmental coordination, undertake comprehensive regional planning with an emphasis on transportation issues, provide a forum for citizen input into the planning process, and provide technical services to its member agencies. MCTC is also responsible for administering Transportation Development Act (TDA) funds, including both State Transit Assistance (STA) funds and Local Transportation Funds (LTF).

The MCTC Policy Board is comprised of three members from the Madera County Board of Supervisors, one member from the City of Chowchilla city council, and two members from the City of Madera city council. The Board meets monthly on the third Wednesday at 3:00 p.m. Meetings typically take place in the MCTC Board Room at the MCTC offices (2001 Howard Road, Suite 201, Madera), which is served by Madera Metro Routes 2 and 3. However, during the COVID-19 pandemic, Board meetings have been conducted virtually using the GoToWebinar platform.

Members of the MCTC Policy Board serving during the audit period included:

- Brett Frazier, Supervisor, Madera County
- Max Rodriguez, Supervisor, Madera County
- Tom Wheeler, Supervisor, Madera County
- Robert Poythress, Supervisor, Madera County (alternate)
- David Rogers, Supervisor, Madera County (alternate)
- Waseem Ahmed, Councilmember, City of Chowchilla
- Ray Barragan, Councilmember, City of Chowchilla (alternate)
- Andrew Medellin, Mayor, City of Madera
- William Oliver, Councilmember, City of Madera (2017-2018)

- Jose Rodriguez, Councilmember, City of Madera (2019-2020)
- Donald Holley, Councilmember, City of Madera (alternate)

MCTC Board members participate in, or receive guidance from, the following committees:

Policy Advisory Committee

The Policy Advisory Committee (PAC) reviews transportation plans and programs prior to action by the commission. The PAC is comprised of the full MCTC Board plus one member representing the Caltrans District 6 Director. The PAC meets on an as-needed basis.

Technical Advisory Committee

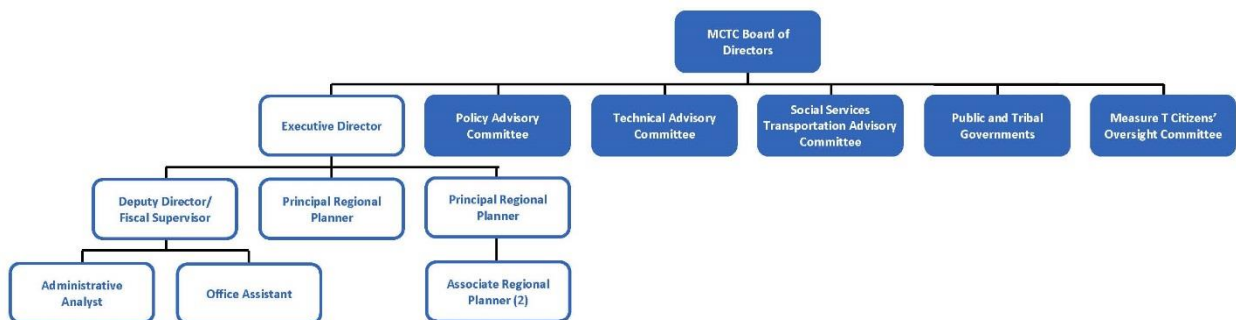
The Technical Advisory Committee (TAC) reviews staff work with respect to the Overall Work Program, advises the Board on transportation issues, and makes recommendations regarding planning and programming actions. The TAC is comprised of representatives from the County of Madera, City of Madera, City of Chowchilla, Tribal Governments, and one representative from Caltrans District 6. Representatives from the North Fork Rancheria of Mono Indians of California and the Picayune Rancheria of Chukchansi Indians of California, as well as representatives of other local tribes, are also invited to attend. The TAC meets monthly on the second Monday at 1:30 pm.

Social Services Transportation Advisory Council

The Social Services Transportation Advisory Council (SSTAC) addresses the needs of the transit-dependent, including the elderly, disabled, and low-income individuals. The SSTAC is comprised of citizens and meets two to three times annually, with the first meeting taking place in March prior to the annual unmet transit needs hearing and the second following the unmet transit needs hearing. The SSTAC works with staff to develop recommendations regarding unmet transit needs.

Reporting directly to the MCTC board is the Executive Director, who oversees a staff of seven. An organizational chart is presented in Exhibit 6.1.

Exhibit 6.1 Organizational Chart (FY 2019/20)



MCTC currently has one open position for an Associate Regional Planner. With the exception of this open position, the remaining level of staffing is sufficient. MCTC encourages staff to pursue professional development opportunities. Generally, the turnover rate is fairly low. MCTC staff are not represented

and all are full-time employees. All full-time staff are eligible for the agency’s comprehensive benefits package.

MCTC serves as the Regional Transportation Planning Agency (RTPA), Metropolitan Planning Organization (MPO), and Local Transportation Commission (LTC) for Madera County. As the RTPA, MCTC is responsible for adopting a regional transportation plan and a regional transportation improvement program. As the federally designated Metropolitan Planning Organization (MPO), MCTC receives state and federal transportation funds for regional activities detailed in its Overall Work Program (OWP).

MCTC is also a party to a number of cooperative agreements with State, local, and regional agencies as part of its commitment to a continuing, cooperative, and comprehensive transportation planning program:

- Caltrans and Madera County Transportation Commission MOU (comprehensive transportation planning);
- San Joaquin Valley Transportation Planning Agencies, Caltrans, and the San Joaquin Valley Air Pollution Control District MOU (cooperative agreement between agencies located within non-attainment boundaries);
- Madera County Transportation Commission and Member Agency Working Agreements;
- CalVans Joint Powers Agreement (California Vanpool Authority);
- San Joaquin Valley 511 MOU (traveler information); and
- San Joaquin Joint Powers Authority MOU (San Joaquin Rail Service).

Budget Process and Internal Controls

MCTC’s annual budget is provided in its Overall Work Program (OWP), which details specific work activities for the upcoming fiscal year. The OWP addresses MCTC’s state and federal planning requirements as well as local planning priorities.

The fiscal supervisor regularly reviews monthly reports and bank statements against project progress. MCTC uses Quickbooks for accounting. TDA claims are processed in a timely manner.

Claimant Relationships and Oversight

As the designated RTPA and a trusted source of transportation-related knowledge (as well as the conduit through which funding passes), MCTC staff interacts with its claimants on a regular basis. Monthly TAC meetings offer information on a broad range of topics, while quarterly transit meetings provide an additional opportunity for interactions specific to transit.

Traditionally, MCTC has been primarily involved in transit specific to funding and grant administration, rather than operations. Since the prior audit, there has been some interest on behalf of the transit operators in receiving more operational support from the RTPA. MCTC has become more hands-on and provides the transit operators with more resources and avenues for obtaining this guidance.

Transit Operator Productivity Monitoring

Historically, MCTC has only received operator performance data as part of a specific planning process (such as the SRTDP). However, the TDA Guidebook developed during the last triennial performance audit cycle includes a Productivity Improvement Plan (Form C), which requires operators to provide information regarding progress made toward implementing performance audit recommendations.

In addition, per the TDA Guidebook (page 8), operators are to submit to MCTC a semi-annual transit operators report, inclusive of performance data and performance measures. MCTC has been lax about collecting this data outside of a specific planning process but intends to become more stringent with delivery of the operator’s productivity deliverables. Doing so will open the dialogue for conversation for offering feedback and recommendations for improvement.

Transportation Planning and Regional Coordination

Each year, MCTC prepares its Overall Work Program (OWP), which documents past accomplishments, identifies scheduled work for the program year, and provides detailed budget information. The OWP represents a comprehensive record of the agency’s activities, major projects, and significant milestones.

During the audit period, MCTC adopted a number of updated regional planning documents, including:

- Regional Transportation Plan and Sustainable Communities Strategy, Amendment 1, 2018;
- Environmental Impact Report, 2018; and
- Federal Transportation Improvement Program, 2019.

In addition, MCTC’s Regional Transportation Improvement Plan was adopted in November 2019.

Transit Planning

MCTC prepares a Short Range Transit Development Plan (SRTDP) for Madera County transit operators. The SRTDP, which covers a five-year planning horizon, identifies county-wide goals and objectives, sets mode-specific performance standards, assesses recent transit system performance, makes recommendations based on a needs analysis, provides a financial plan, and identifies marketing strategies. The SRTDP is the primary planning document for Madera County transit operators. The next SRTDP update is scheduled for FY 2021/22.

Marketing and Transportation Alternatives

Each year, MCTC conducts an annual unmet transit needs hearing per PUC Section 99401.5, which requires all unmet transit needs determined to be “reasonable to meet” be met before LTF funds can be used for streets and roads. In 2020, the Unmet Transit Needs Hearing was held virtually on May 20, 2020. Historically there have been very few requests which are determined to be “reasonable to meet” in Madera County. During the Unmet Needs process, MCTC conducted surveys online via Facebook, on Survey Monkey, and at college fairs. These efforts proved to be helpful in understanding usage of transit, biking, and unmet transportation needs.

MCTC’s regional marketing program is limited and consists of information on its website and a printed Guidebook, which is currently out of date. Most marketing and information have gone digital so MCTC has decided not to update or print anymore Guidebooks. The 2020 Merced County Grand Jury findings revealed bus schedule information is not readily available and bus schedules are difficult to read and understand. MCTC is currently working on a response to these findings and intend to address the discussed issues.

In 2020, MCTC also updated its Public Participation Plan to ensure compliance with the FAST Act. MCTC also serves on the City of Madera’s Transit Advisory Board (TAB), which routinely addresses public feedback and makes recommendations to improve existing transit services. MCTC is exploring options to host virtual public participation opportunities during the pandemic.

MCTC’s website (www.maderactc.org) provides an online presence for the RTPA. It features a library of planning documents as well as information about Madera County transit services, transportation planning and funding, CMAQ, Measure T, the unmet transit needs process, and Title VI. Current and archived (2017-2021) Board agendas and meeting minutes are available as well. MCTC has a presence on social media (Facebook and Twitter).

Grant Applications and Management

MCTC manages its own grants and handles distribution of TDA funds to the transit operators. All federal funds go through operators and Caltrans. Operators don’t necessarily apply for discretionary grants. MCTC is indirectly involved with grant applications. They provide some consultation regarding transportation improvements.

In March, 2020 MCTC’s Policy Board approved a revised Transportation Development Act Guidebook. The purpose of the document is to provide an overview of the TDA funding and claims processes and explain statutory provisions, policies, procedures, and administrative instructions in an effort to increase understanding and expedite the administrative process. The Guidebook is intended to supplement the TDA Statutes and California Codes of Regulations published by Caltrans.

In conjunction with the development of the TDA Guidebook, MCTC also added standard assurances to its TDA claims process. This arose from a prior audit recommendation. The claim forms also include a Productivity Improvement Progress Report (Form C), which tracks progress with respect to prior TDA audit recommendations.

Impact of COVID-19 pandemic

The greatest impact of the pandemic on MCTC was the disruption of momentum. In response to the COVID-19 pandemic, all staff is now working remotely. MCTC staff has targeted its focus on setting up staff to work at home and upgrading its network to improve security. The goal is to transition back to concentrate on performance metrics and regional planning.

This page intentionally blank.

Chapter 7 | Findings and Recommendations

Conclusions

With two exceptions, we find the Madera County Transportation Commission, functioning as the RTPA, to be in compliance with the requirements of the Transportation Development Act. In addition, the entity generally functions in an efficient, effective, and economical manner. The compliance finding and the recommendation for its resolution, as well as modest recommendations intended to improve the effectiveness of the organization as the RTPA, are detailed below.

Findings and Recommendations

Based on the current review, we submit the following TDA compliance findings:

1. The RTPA did not exercise sufficient control over the contract for the TDA fiscal audits of the operators to enable the operators to submit their respective audits within the established timeframe.
2. MCTC did not conduct the qualifying tests prior to the allocation of STA funds.

We also identified one additional functional finding. While this finding is not a compliance finding, the auditors believe it is significant enough to be addressed within this review:

1. Transit operator audits contracted by MCTC do not include a detailed assessment of compliance with farebox recovery ratio requirements.

In completing this Triennial Performance Audit, we submit the following findings and recommendations for the Madera County Transportation Commission. They have been divided into two categories: TDA Program Compliance Findings and Recommendations and Functional Findings and Recommendations. TDA Program Compliance Findings and Recommendations are intended to assist in bringing the agency into compliance with the requirements and standards of the TDA, while Functional Findings and Recommendations address issues identified during the TPA that are not specific to TDA compliance. Each finding is presented with the elements identified within the 2011 *Government Auditing Standards* as well as one or more recommendations.

Compliance Finding 1: The RTPA did not exercise sufficient control over the contract for the TDA fiscal audits of the operators to enable the operators to submit their respective audits within the established timeframe.

Criteria: CCR 6662 requires the RTPA submit an annual audit of its accounts and records to the State Controller within 12 months of the end of the fiscal year. However, PUC 99245 requires the RTPA ensure a fiscal audit of transit operator TDA funds is completed within 180 days following the end of the fiscal year (generally December 31). The RTPA may grant an extension of up to 90 days (generally March 31) as it deems necessary.

Condition: MCTC was in compliance with submittal of its own annual fiscal audit throughout the audit period. However, MCTC also contracts for the single-year TDA fiscal audits for all transit operators. During the audit period, none of the operator audits were completed or submitted within the allowable 270-day period. This is due primarily to the late start of the auditors, who for FY 2019/20 had not started the audits at the time this report was prepared.

Cause: The cause for the late operator submittals is likely two-fold. First, the RTPA’s auditor may not contractually be held to the TDA-stipulated deadline, and therefore has no incentive to complete the audits by March 31. Second, the transit operators (cities and county) may close out their own books too late to complete the TDA audits by March 31.

Effect: Late submittal of the TDA fiscal audits, regardless of the cause, results in the transit operator and the RTPA being out of compliance with the TDA.

Recommendation: Work with MCTC’s auditor to ensure deadlines enabling timely completion of operator TDA fiscal audits are included within the audit contract.

Recommended Action: Ultimately, under PUC 99245, it is the RTPA’s responsibility to ensure on-time completion of the TDA fiscal audits of the transit operators, whether contracted by the RTPA or the individual entities. However, the RTPA does not have control over when the individual operators close out their books for the fiscal year. Therefore, it is important that both parties commit to timely completion of the TDA fiscal audits – the operators by ensuring financial data is available well before the submittal deadline, and the RTPA by ensuring the contracted auditor is held to that deadline to the greatest extent possible.¹ The RTPA should also document any extensions it grants beyond the 180-day deadline and ensure those are communicated to the State Controller’s Office.

Timeline: Beginning with TDA fiscal audits for FY 2020/21. Alternately, if the RTPA has an existing contract with an auditor, revisions to contracted timelines should be incorporated when the contract is renewed or rebid.

Anticipated Cost: Negligible.

Compliance Finding 2: MCTC did not conduct the qualifying tests prior to the allocation of STA funds.

Criteria: PUC 99314.6 sets forth qualifying criteria for using State Transit Assistance (STA) funds for operating purposes. The transit operator must meet at least one of two efficiency standards in order to use its full allocation for operating purposes. If the operator does not meet either efficiency standard, the amount available for operating is reduced by the lowest percentage by which the cost per revenue hours exceeded the target amount necessary to meet the efficiency standard. This remaining portion of the allocation may only be used for capital purposes.

¹ Corresponding findings have been included in the FY 2018 – FY 2020 TDA Triennial Performance Audits of the City of Chowchilla, City of Madera, and County of Madera..

Condition: Despite this requirement being in place since FY 2016/17, there is no evidence MCTC conducted the qualifying tests prior to allocating STA funding. As a result, all operators were considered free to use their full STA allocation for operating purposes as desired.

There are two tests to determine if an entity meets the qualifying criteria for using the full allocation of STA funds for operating purposes. One compares the operating cost per vehicle service hour for the most recent two years for which audited data is available, adjusted for CPI. The other compares cost per vehicle service hour for the two most recent three-year periods for which audited data is available, adjusted for CPI.

For FY 2017/18, the STA allocation would have been based on audited data from FY 2015/16 (because FY 2016/17 audited data would not have been available when the claim was prepared).

The two efficiency standards are as follows:

Efficiency Standard 1:

Z must be less than or equal to $[Y + (Y) * (CPI\%)]$ [CPI% = average percentage change in the CPI%]

Efficiency Standard 2:

$[(X + Y + Z) / 3]$ must be less than or equal to $[(W + X + Y) / 3] + \{[(W + X + Y) / 3] * (3\text{-year CPI}\%)\}$

Cause: It is likely the qualifying test was not conducted because it was not the way MCTC had allocated its STA funds in prior years, and was still getting used to its new claim process.

Effect: Allocation of the full amount when an entity is not eligible to use the full amount for operating purposes can result in an over-allocation.

Recommendation: For any operator using STA funds for operating purposes, MCTC should include the test against the two qualifying efficiency standards as part of the TDA claim process.

Recommended Action(s): The STA worksheet (provided separately in Excel format) should be utilized as part of the TDA claims process for operators receiving STA for operating. If an operator does not meet either standard, the allocation should be reduced by the smallest percentage by which the standard is not met. That amount is then only eligible for capital uses.

AB 90, in addition to waiving the penalty for noncompliance with the farebox recovery ratio for two years, also waived the STA qualifying test for FY 2020/21 and FY 2021/22. Therefore this recommendation will not be relevant until 2022/23.

Timeline: FY 2022/23.

Anticipated Cost: Variable.

Functional Finding 1: Transit operator audits contracted by MCTC do not include a detailed assessment of compliance with farebox recovery ratio requirements.

Criteria: PUC 99245 requires the RTPA ensure all claimants submit a TDA fiscal audit to the State Controller. In addition, CCR 6667 identifies a series of compliance audit tasks that should be included in the fiscal audits of all transit claimants. Items (f) through (h) under that section require the auditor to include a calculation of fare revenue, local support, operating cost, and the amount required to meet the stipulated farebox recovery ratio.

Condition: Currently, none of the transit operator fiscal audits include such calculations, and only one included mention of the farebox recovery ratio at all.

Cause: Lack of awareness of this requirement may be the cause of the omission, especially if the auditor is not experienced in conducting TDA fiscal and compliance audits.

Effect: Failure to include this information in the TDA fiscal audit not only means the audit is missing this information, but that there is no “official” calculation of the farebox recovery ratio to be used in determining compliance and, where necessary, financial penalties.

Recommendation: MCTC should require its fiscal auditor to include farebox recovery ratio calculations within the transit operator TDA fiscal and compliance audits.

Recommended Action: Ideally beginning with the operator audits for FY 2019/20, MCTC’s auditor should include a farebox recovery ratio calculation and compliance assessment as part of the TDA fiscal and compliance audits. Examples of such calculations and findings are provided in Exhibits 7.1 and 7.2. Calculations should be included for the current and prior fiscal years.

Exhibit 7.1 Farebox Recovery Ratio Determination and Compliance (single mode)

3. COMPLIANCE REQUIREMENTS OF LOCAL TRANSPORTATION FUNDS

The TDA is defined at Chapter 4 of the *California Public Utilities Code* commencing with Section 99200. Funds received pursuant to Section 99260 of the TDA (Article 4) may only be used for specific purposes including the support of public transportation systems. Article 4 funds are the primary funding source for the Transit Fund. TDA funds are apportioned, allocated, and paid in accordance with allocation instructions from the Commission for specific transportation purposes.

The Transit Services Fund is subject to the provision of Section 6633.2 of Title 21, Division 3, Chapter 2, Article 4 of the *California Code of Regulations* requiring the calculation and adherence of fare and local support ratios for TDA transit funding. Accordingly, the Transit Services Fund must maintain a ratio equaling or exceeding 10%. The Transit Services Fund's fare ratio of operating revenues to operating expenses, as calculated below, indicates the Transit Services Fund was in compliance with the provisions of the TDA for the fiscal years ended June 30, 2016 and 2015. The fare ratio calculations are as follows:

June 30	2016	2015
Passenger fares	\$ 319,030	\$ 340,043
LCTOP fare supplement	17,711	-
Advertising income	3,150	2,400
Applicable Operating Revenues	\$ 339,891	\$ 342,443
Operating expenses	\$ 3,134,452	\$ 3,563,749
Less: Depreciation	(278,611)	(138,139)
Less: Vehicle lease expense	(144,000)	(144,000)
Applicable Operating Expenses	\$ 2,711,841	\$ 3,281,610
Actual Fare Ratio	12.53%	10.44%

Exhibit 7.2 Farebox Recovery Ratio Determination and Compliance (two modes/system)

NOTE 9 – REVENUE RATIO

The District is required under the TDA to maintain a fare revenue ratio of 10% for the elderly/handicapped Demand Response System and 20% for the Fixed Route System. The calculations of the ratios for 2016 and 2015 are as follows:

	Demand Response	Fixed Route	Combined
Fares fiscal year ended June 30, 2016	\$ 158,102	\$ 4,700,685	\$ 4,858,787
Operating expenses	\$ 2,445,320	\$ 27,597,500	\$ 30,042,820
Less: Depreciation	391,251	4,969,523	5,360,774
Net operating costs	\$ 2,054,069	\$ 22,627,977	\$ 24,682,046
Fare revenue ratio	7.7%	20.8%	19.7%

	Demand Response	Fixed Route	Combined
Fares fiscal year ended June 30, 2015	\$ 122,459	\$ 4,075,710	\$ 4,198,169
Operating expenses	\$ 2,131,949	\$ 26,706,287	\$ 28,838,236
Less: Depreciation	392,641	5,203,868	5,596,509
Net operating costs	\$ 1,739,308	\$ 21,502,419	\$ 23,241,727
Fare revenue ratio	7.0%	19.0%	18.1%

Per the calculation, the District did not meet the required 10% fare revenue ratio for Demand Response in fiscal year 2016 or 2015. However, per Section 6633.5 of the TDA, if the services of Demand Response and Fixed Route combined meet the 20% fare revenue ratio, the District would be compliant. The District's combined ratio for 2016 and 2015 is 19.7% and 18.1%, respectively, but does not meet the fare revenue ratio required by the TDA. If the District does not meet the required fare revenue ratios in future years, penalties may be assessed.

While some audits include more detail than others, the audit team recommends including as much detail as possible. This will enable the RTPA, transit operator, the Triennial Performance Audit auditor, and others to easily identify what revenues have been counted toward or excluded from the farebox recovery ratio calculation, as well as what expenses may have been excluded. In addition, this provides an “official” calculation of the farebox recovery ratio that can be used during the following year’s TDA claim process.

Timeline: Ideally beginning with FY 2019/20, as those audits have not yet been completed. If this is not possible, then beginning with audits for FY 2020/21.

Anticipated Cost: Negligible.

Exhibit 7.3 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Work with MCTC’s auditor to ensure deadlines enabling timely completion of operator TDA fiscal audits are included within the audit contract.	High	FY 2020/21
2	For any operator using STA funds for operating purposes, MCTC should include the test against the two qualifying efficiency standards as part of the TDA claim process.	High	FY 2022/23
Functional Recommendations		Importance	Timeline
1	MCTC should require its fiscal auditor to include farebox recovery ratio calculations within the transit operator TDA fiscal and compliance audits.	High	FY 2020/21

This page intentionally left blank.



Madera County Transportation Commission

Triennial Performance Audit, FY 2018 - FY 2020 County of Madera

FINAL REPORT
FEBRUARY 25, 2021



Table of Contents

Chapter 1 Executive Summary	1
Chapter 2 Audit Scope and Methodology	5
Chapter 3 Program Compliance	8
Chapter 4 Prior Recommendations	14
Chapter 5 Data Reporting Analysis	18
Chapter 6 Performance Analysis	21
Chapter 7 Functional Review	28
Chapter 8 Findings and Recommendations	46

This page intentionally blank.

Table of Exhibits

Exhibit 1.1 Summary of Audit Recommendations 4

Exhibit 3.1 Transit Development Act Compliance Requirements 11

Exhibit 5.1 Data Reporting Comparison..... 20

Exhibit 6.1 System Performance Indicators 24

Exhibit 6.2 System Ridership 25

Exhibit 6.3 System Operating Cost/VSH 25

Exhibit 6.4 System Operating Cost/VSM..... 25

Exhibit 6.5 System VSM/VSH..... 25

Exhibit 6.6 System Operating Cost/Passenger 26

Exhibit 6.7 System Passengers/VSH 26

Exhibit 6.8 System Passengers/VSM..... 26

Exhibit 6.9 System VSH/FTE 26

Exhibit 6.10 System Farebox Recovery 27

Exhibit 6.11 System Fare/Passenger..... 27

Exhibit 6.12 Fixed-Route Performance Indicators..... 29

Exhibit 6.13 Fixed-Route Ridership..... 30

Exhibit 6.14 Fixed-Route Operating Cost/VSH 30

Exhibit 6.15 Fixed-Route Operating Cost/VSM 30

Exhibit 6.16 Fixed-Route VSM/VSH 30

Exhibit 6.17 Fixed-Route Operating Cost/Passenger..... 31

Exhibit 6.18 Fixed-Route Passengers/VSH 31

Exhibit 6.19 Fixed-Route Passengers/VSM 31

Exhibit 6.20 Fixed-Route VSH/FTE..... 31

Exhibit 6.21 Fixed-Route Farebox Recovery..... 32

Exhibit 6.22 Fixed-Route Fare/Passenger 32

Exhibit 6.23 Demand-Response Performance Indicators 34

Exhibit 6.24 Demand-Response Ridership 35

Exhibit 6.25 Demand-Response Operating Cost/VSH..... 35

Exhibit 6.26 Demand-Response Operating Cost/VSM..... 35

Exhibit 6.27 Demand-Response VSM/VSH..... 35

Exhibit 6.28 Demand-Response Operating Cost/Passenger 36

Exhibit 6.29 Demand-Response Passengers/VSH..... 36

Exhibit 6.30 Demand-Response Passengers/VSM..... 36

Exhibit 6.31 Demand-Response VSH/FTE 36

Exhibit 6.32 Demand-Response Farebox Recovery 37

Exhibit 6.33 Demand-Response Fare/Passenger..... 37

Exhibit 7.1 MCC Fixed-Route Fare Structure..... 40

Exhibit 7.2 Demand-Response Fare Structure 40

Exhibit 7.3 Organizational Chart..... 42
Exhibit 7.4 County of Madera Transit Fleet 45
Exhibit 8.1 Summary of Audit Recommendations..... 54

Chapter 1 | Executive Summary

In 2020, the Madera County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the three transit operators to which it allocates TDA funding.

The California Public Utilities Code requires all recipients of Transit Development Act (TDA) Article 4 funding to undergo an independent performance audit on a three-year cycle in order to maintain funding eligibility. As it receives no funding under Article 4, the County of Madera is not statutorily required to undergo a Triennial Performance Audit, nor has it traditionally been held to the requirements of the TDA. However, in 2017, the Madera County Transportation Commission (MCTC), as the RTPA, requested the County be audited to provide a comprehensive and objective review to offer beneficial insights into program performance and to establish a baseline for future audits. This is the second TDA Triennial Performance Audit of the County of Madera.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the County of Madera as a public transit operator, providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three fiscal years. In addition to assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of the County of Madera's public transit program for the period:

- Fiscal Year 2017/18,
- Fiscal Year 2018/19, and
- Fiscal Year 2019/20.

The County of Madera provides fixed-route and demand-response transit services to areas of Madera County outside of the cities of Chowchilla and Madera.

The Madera County Connection (MCC) provides fixed-route service along four routes: Eastern Madera County (serving downtown Madera to South Fork via Oakhurst), College (serving Valley Children's Hospital, Madera Community College, and downtown Madera), Eastin Arcola-Ripperdan-La Vina (serving the area primarily southwest of Madera), and Chowchilla-Fairmead (serving the Highway 99 corridor between Madera and Chowchilla via Fairmead). MCC service operates from approximately 6:00 a.m. to 9:30 p.m., Monday through Friday. MCC connects with other transit services in the area, including Fresno Area Express (FAX), Yosemite Area Regional Transportation System (YARTS), Chowchilla Area Transit (CATX), Madera Metro and Dial-A-Ride.

MCC also provides general public demand-response service to County areas surrounding the cities of Madera and Chowchilla. The cities are responsible for providing trips that start or end within their

respective city limits. MCC Madera Area Dial-A-Ride service is provided Monday through Friday from 7:00 a.m. to 6:30 p.m., Saturday from 9:00 a.m. to 4:00 p.m., and Sunday from 8:30 a.m. to 2:30 p.m. MCC Chowchilla Area Dial-A-Ride service is provided Monday through Friday from 8:30 a.m. to 3:30 p.m.

The County's specialized services include the Senior Bus and Medical Escort Van programs. The Senior Bus program operates from 9:00 a.m. to 4:00 p.m., Monday through Friday. Residents of Ahwahnee, Bass Lake, Coarsegold, and Oakhurst who are age 60 or older and persons with disabilities are eligible to use the service. Trips may be scheduled for any purpose. The Medical Escort Van program provides service to Madera, Fresno, and Clovis for residents of Ahwahnee, Bass Lake, Coarsegold, North Fork, and Oakhurst on Tuesdays and Thursdays, and for residents of Raymond on Wednesdays. While trips are not eligibility-based, they are limited to doctor appointments and/or medical-related purposes. All Senior Bus and Escort trips are reservation-based. Senior Bus reservations must be placed the day before. Escort reservations must be requested 24 hours in advance and medical appointments must be scheduled for the morning.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. Moore & Associates believes the evidence obtained provides a reasonable basis for our findings and conclusions.

This audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*.

The Triennial Performance Audit includes five elements:

- Compliance requirements,
- Prior recommendations,
- Analysis of program data reporting,
- Performance Audit, and
- Functional review.

Test of Compliance

The County of Madera does not use TDA Article 4 funds, but does receive Article 8 funds, some of which are used for transit. The audit team presents three compliance findings:

1. The County of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.
2. The County of Madera did not submit its TDA fiscal audits within the stipulated timeframe.
3. It is unclear as to whether the County of Madera met either of the STA efficiency standards, thereby being eligible to use its full STA allocation for operating purposes.

Status of Prior Recommendations

The prior audit – completed in February 2018 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2017 – included four recommendations:

1. Continue to submit reports to the State Controller’s Office each year by the established deadline.
Status: Implemented.
2. Identify strategies to increase fare revenue so as to bring the farebox recovery ratio to at least 10 percent or higher annually.
Status: Partially implemented.
3. Develop and utilize a process to ensure system-wide data is compiled and reported consistently, and can be easily reviewed as part of triennial audits.
Status: Implemented.
4. Revise CAPMC invoices to reflect proper data labeling and calculations.
Status: Implemented.

Findings and Recommendations

Based on discussions with County staff, analysis of program performance, and a review of program compliance and function, the audit team submits the aforementioned three compliance findings for the County of Madera.

The audit team has identified three functional findings. While these findings are not compliance findings, we feel they are significant enough to be addressed within this audit.

1. The County does not currently receive FTA Section 5307 funding claimed by the City of Madera, even though it is entitled to a share of that funding.
2. The County reports full-time equivalent (FTE) employees incorrectly to the State Controller, though it has demonstrated use of the TDA definition.
3. Operating cost is reported inconsistently to the State Controller and National Transit Database.

In completing this Triennial Performance Audit, we submit the following recommendations for the County of Madera’s public transit program. They have been divided into two categories: TDA Program compliance recommendations and functional recommendations. TDA program compliance recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the TPA that are not specific to TDA compliance.

Exhibit 1.1 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Work toward meeting the 10 percent farebox recovery ratio requirement stipulated by the TDA.	High	FY 2021/22
2	Work with the County’s Finance department to ensure the County’s financial reporting is completed in a timely manner, thereby enabling the TDA fiscal audit to be completed within the established timeframe	Medium	FY 2020/21
3	Ensure one or both efficiency standards are met before claiming the full allocation of STA funding for operations.	Medium	F 2022/23
Functional Recommendations		Importance	Timeline
1	The City and the County should work together to ensure the County receives the Section 5307 funding to which it is entitled.	High	FY 2020/21
2	The County should ensure the FTE data reported on its State Controller Report is consistent with the TDA definition.	Medium	FY 2020/21
3	Ensure operating cost reported to the National Transit Database and State Controller is consistent.	High	FY 2020/21

Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the County of Madera’s public transit program covers the three-year period ending June 30, 2020. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain funding eligibility.

In 2020, the Madera County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the three transit operators to which it allocates TDA funding. Moore & Associates is a consulting firm specializing in public transportation, including audits of non-TDA Article 4 recipients. Selection of Moore & Associates followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the County of Madera as a public transit operator. Direct benefits of a Triennial Performance Audit include providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three years; helpful insight for use in future planning; and assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized. Finally, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

As it does not receive TDA Article 4 funding for transit, the County of Madera is not statutorily required to undergo a Triennial Performance Audit, nor has it traditionally been held to the requirements of the TDA. However, in 2017, the Madera County Transportation Commission (MCTC), as the RTPA, requested the County be audited to provide a comprehensive and objective review to offer beneficial insights into program performance and to establish a baseline for future audits.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. The auditors believe the evidence obtained provides a reasonable basis for our findings and conclusions.

The audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General.

Objectives

A Triennial Performance Audit (TPA) has four primary objectives:

1. Assess compliance with TDA regulations;
2. Review improvements subsequently implemented as well as progress toward adopted goals;
3. Evaluate the efficiency and effectiveness of the transit operator; and
4. Provide sound, constructive recommendations for improving the efficiency and functionality of the transit operator.

Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of the County of Madera included five tasks:

1. A review of compliance with TDA requirements and regulations.
2. A review of the status of recommendations included in the prior Triennial Performance Audit.
3. A verification of the methodology for calculating performance indicators including the following activities:
 - Assessment of internal controls,
 - Test of data collection methods,
 - Calculation of performance indicators, and
 - Evaluation of performance.
4. Comparison of data reporting practices:
 - Internal reports,
 - State Controller Reports, and
 - National Transit Database.
5. Examination of the following functions:
 - General management and organization;
 - Service planning;
 - Scheduling, dispatching, and operations;
 - Personnel management and training;
 - Administration;
 - Marketing and public information; and
 - Fleet maintenance.
6. Conclusions and recommendations to address opportunities for improvement based upon analysis of the information collected and the audit of the transit operator's major functions.

Methodology

The methodology for the Triennial Performance Audit of the County of Madera included a thorough review of documents relevant to the scope of the audit, as well as information contained on the County's website. The documents reviewed included the following (spanning the full three-year period):

- Monthly performance reports;
- State Controller Reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- California Highway Patrol Terminal Inspection reports;
- National Transit Database reports;
- Accident/road call logs; and
- Organizational chart.

Given impacts of the ongoing COVID-19 pandemic, the methodology for this review included a virtual site visit with County of Madera representatives on January 15, 2021. The audit team met with Ellen Moy (County transit consultant), Monty Cox (Fresno Economic Opportunities Commission, Transit Services Director) and Rosalind Esqueda (Fresno Economic Opportunities Commission, General Manager – Madera) and reviewed materials germane to the triennial audit.

This report is comprised of eight chapters divided into three sections:

1. Executive Summary: A summary of the key findings and recommendations developed during the Triennial Performance Audit process.
2. TPA Scope and Methodology: Methodology of the review and pertinent background information.
3. TPA Results: In-depth discussion of findings surrounding each of the subsequent elements of the audit:
 - Compliance with statutory and regulatory requirements,
 - Status of prior recommendations,
 - Consistency among reported data,
 - Performance measures and trends,
 - Functional audit, and
 - Findings and recommendations.

This page intentionally blank.

Chapter 3 | Program Compliance

This section examines the County of Madera’s compliance with the Transportation Development Act as well as relevant sections of the California Code of Regulations. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. The Madera County Transportation Commission considers full use of funds under California Code of Regulations (CCR) 6754(a) as referring to operating funds but not capital funds. The TPA findings and related comments are delineated in Exhibit 3.1.

The County of Madera does not use any TDA Article 4 funding for transit and is not statutorily required to be audited, nor has it historically been held to the requirements of the TDA. However, the Madera County Transportation Commission (MCTC), as the RTPA, requested the County be audited to support a comprehensive and objective review to provide beneficial insights into program performance.

Status of compliance items was determined through discussions with County representatives as well as a physical inspection of relevant documents including the fiscal audits for each year of the triennium, State Controller annual filings, California Highway Patrol terminal inspections, year-end performance reports, and other compliance-related documentation.

Three compliance items were identified for the County of Madera:

1. The County of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.
2. The County of Madera did not submit its TDA fiscal audits within the stipulated timeframe.
3. It is unclear whether the County of Madera met either of the STA efficiency standards, thereby being eligible to use its full STA allocation for operating purposes.

Developments Occurring During the Audit Period

The last half of FY 2019/20 is markedly different from the rest of the audit period. The impacts of the COVID-19 pandemic resulted in significant declines in ridership and revenue. In many instances, transit operators strove to retain operations staff despite adopting a reduced schedule, resulting in significant changes to many cost-related performance metrics. While infusions of funding through the CARES Act have mitigated some of the lost revenues, most transit programs have yet to return to pre-pandemic ridership and fare levels. As a result, the Triennial Performance Audits will provide an assessment not only of how COVID-19 impacted each organization, as well as how it responded to the crisis.

In addition to the COVID-19 pandemic, recent changes to the TDA will result in audit reports that look somewhat different than in prior years. In the nearly 50 years since introduction of the Transportation Development Act, there have been many changes to public transportation in California. Many operators have faced significant challenges in meeting the farebox recovery ratio requirement, calling into question whether it remains the best measure for TDA compliance. In 2018, the chairs of California’s state legislative transportation committees requested the California Transit Association spearhead a policy task force to examine the TDA, which resulted in a draft framework for TDA reform released in early 2020. The

draft framework maintains the farebox recovery ratio requirement, but eliminates financial penalties and allows more flexibility with respect to individual operator targets. These changes have yet to be implemented.

Assembly Bill 90, signed into law on June 29, 2020, provides temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio thresholds in FY 2019/20 (the last year covered by this audit) and FY 2020/21. While the ability to maintain state mandates and performance measures is important, AB 90 offers much-needed relief from these requirements for these years impacted by the COVID-19 pandemic while TDA reform continues to be discussed.

AB 90 includes the following provisions specific to transit operator funding through the TDA:

1. It prohibits the imposition of the TDA revenue penalty on an operator that does not maintain the required ratio of fare revenues to operating cost during FY 2019/20 or FY 2020/21.
2. It requires the Controller to calculate and publish the allocation of transit operator revenue-based funds made pursuant to the State Transit Assistance (STA) Program for FY 2020/21 and FY 2021/22 based on the same individual operator ratios published by the Controller in a specified transmittal memo, and would authorize the Controller to revise that transmittal memo, as specified. It requires the Controller to use specified data to calculate those individual operator ratios. Upon allocation of the transit operator revenue-based funds to local transportation agencies pursuant to this provision, the Controller will publish the amount of funding allocated to each operator.
3. It exempts an operator from having to meet either of the STA efficiency standards for FY 2020/21 and FY 2021/22 and authorizes the operator to use those funds for operating or capital purposes during that period.
4. It requires the Controller to allocate State of Good Repair (SOGR) program funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.
5. It requires the Controller to allocate Low Carbon Transit Operations Program (LCTOP) funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.

The first item, the only one specific to FY 2019/20, will be taken into consideration during the compliance review. Other provisions will be considered with respect to audit recommendations.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2017/18: January 31, 2019 FY 2018/19: January 30, 2020 FY 2019/20: January 28, 2021
Fiscal and compliance audits submitted within 180 days following the end of the fiscal year (or with up to 90-day extension).	PUC 99245	Not in compliance*	FY 2017/18: August 7, 2019 FY 2018/19: April 28, 2020 FY 2019/20: Pending
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	<i>Merced Transportation Co.:</i> January 17, 2017 January 30, 2018 January 17, 2019 <i>CAPMC:</i> April 19, 2016 April 19, 2017 April 6, 2018 April 3, 2019 <i>FEOC:</i> January 7, 2020
Operator's claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	
If operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	PUC 99270.1	Not applicable	The transit program operates only in a non-urbanized area.
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	The County is not subject to alternative criteria.
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).	PUC 99266	In compliance	FY 2017/18: -1.39% FY 2018/19: +6.50% FY 2019/20: +7.57%

*Also a finding for the RTPA.

Compliance Element	Reference	Compliance	Comments
The operator’s definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	County uses the TDA definition, but FTE reported to the State Controller appears to be based on headcount.
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	Not applicable	The transit program operates only in a non-urbanized area.
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating cost at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	Not in compliance	FY 2017/18: 3.76% FY 2018/19: 4.48% FY 2019/20: 4.46%
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	Not in compliance	Senior Bus and Escort Program: FY 2017/18: 7.35% FY 2018/19: 6.20% FY 2019/20: Data insufficient to calculate
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 for 40 years.	PUC 99271	In compliance	County staff are eligible for retirement benefits through CalPERS.
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.	CCR 6754 (a) (3)	In compliance	
In order to use State Transit Assistance funds for operating assistance, the operator’s total operating cost per revenue hour does not exceed the sum of the preceding year’s total plus an amount equal to the product of the percentage change in the CPI for the same period multiplied by the preceding year’s total operating cost per revenue hour. An operator may qualify based on the preceding year’s operating cost per revenue hour or the average of the three prior years. If an operator does not meet these qualifying tests, the operator may only use STA funds for operating purposes according to a sliding scale.	PUC 99314.6	Unable to verify compliance*	

*Also a finding for the RTPA.

Compliance Element	Reference	Compliance	Comments
<p>A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant's capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.</p>	<p>CCR 6634</p>	<p>In compliance</p>	

This page intentionally blank.

Chapter 4 | Prior Recommendations

This section reviews and evaluates the implementation of prior Triennial Performance Audit recommendations. This objective assessment provides assurance the County of Madera has made quantifiable progress toward improving both the efficiency and effectiveness of its public transit program.

The prior audit – completed in February 2018 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2017 – included four recommendations:

1. Continue to submit reports to the State Controller’s Office each year by the established deadline.

Discussion: The County did not submit State Controller Reports for transit in FY 2014/15 and FY 2015/16. As such, on-time submittal could not be assessed as part of the prior audit. The County resumed submitting the reports in FY 2016/17, and that report was submitted on time.

The requirement to submit a State Controller Report is in the TDA code under Chapter 3, which refers to Local Transportation Funds. It does not differentiate between Article 4 and Article 8. No further action was required provided the County continued submitting reports on-time as it did in FY 2016/17.

Progress: The County has continued to file State Controller Reports as required.

Status: Implemented.

2. Identify strategies to increase fare revenue so as to bring the farebox recovery ratio to at least 10 percent or higher annually.

Discussion: PUC Section 99268 establishes a 10 percent farebox recovery minimum for rural transit systems and programs providing services exclusively to seniors and persons with disabilities in order to remain compliant with TDA. While other locally generated funds may be used to subsidize farebox recovery, the standard is also used as a measure of efficiency and productivity.

During the prior audit, the farebox recovery ratio for MCC ranged between 7.2 percent and 8.0 percent. For Senior Bus, farebox recovery ranged from 6.1 percent to 6.9 percent. The Escort program saw the highest farebox recovery (between 7.4 percent and 8.9 percent), though it still fell short of the 10 percent threshold. The farebox recovery target for all County transit services (as detailed in MCTC’s most recent Short Range Transit Development Plan) is 10 percent, which is consistent with the TDA standard for such services.

The prior audit recommended the County consider and explore strategies that could be employed to increase its modal farebox recovery ratio to 10 percent. These strategies could include additional marketing of MCC, route guarantees, and/or a fare increase. (Increasing MCC ridership

should also have a positive effect on passengers/VSH and aid in bringing MCC up to the standard presented in the SRTDP.) The County should also consider what additional local funds may now be eligible to supplement its farebox recovery ratio (per the changes to PUC Section 99268.19). The goal prior to the next Triennial Performance Audit should be steady improvement in the farebox recovery ratio, even if it does not reach 10 percent by the time of the next audit.

Progress: Various strategies are being considered to increase fare revenue and improve cost effectiveness in service delivery. These strategies include identifying and improving high-demand corridors; increasing trip frequencies at peak periods; improving marketing and outreach; increasing fares; eliminating unproductive trips and/or route segments. However, the overall farebox recovery ratio has continued to stand below 10 percent.

Status: Partially implemented.

3. [Develop and utilize a process to ensure system-wide data is compiled and reported consistently, and can be easily reviewed as part of triennial audits.](#)

Discussion: During the preparation of the audit, it was difficult to determine, based on the documents provided, accurate performance measures and cost figures for each of the County's transit programs. While the underlying methodology appeared sound, the manner of reporting the data on the documents provided was inconsistent, and it was unclear with respect to what costs beyond the operations contractors were being included.

The auditor recommended the County develop a process to clearly document performance, operating, and fare data that is used to complete State Controller and NTD reports. Variances from data reported by the operations contractors should be noted, as should additional County costs for transit (e.g., consulting contract, web design, overhead, etc.). It should also clearly identify what costs are related to Amtrak rather than the County's bus programs.

Progress: The County has refined its system-wide data that include MCC, the Senior Bus and Escort Program that are consistent and allow for performance monitoring and for easier review for triennial audit purposes.

Status: Implemented.

4. [Revise CAPMC invoices to reflect proper data labeling and calculations.](#)

Discussion: The TDA defines "vehicle service hours" (alternately called "revenue service hours") as the hours a vehicle is actually providing revenue service (see Chapter 5). In addition, the TDA precludes excluding all insurance costs, but does allow the exclusion of "cost increases beyond the change in the Consumer Price Index for...insurance premiums and payments in settlement of claims arising out of the operators liability" (see Chapter 4).

On CAPMC’s monthly invoices, the contractor included a line item for vehicle service hours on the first (summary) page of the invoice. However, that figure actually reflected total hours of service, not revenue service hours as identified later in the document.

In addition, farebox percentage was identified on the first (summary) page. However, this calculation did not appear to be a straight calculation of fares divided by the invoiced cost. The contractor was incorrectly excluding vehicle insurance costs from its farebox calculation, resulting in the higher ratio. As a result, monthly invoices inaccurately represent the farebox recovery ratio for the County’s demand-response services.

The auditor noted the “vehicle service hours” line item on the first page should accurately reflect what is being displayed on that page by calling it “total hours” or “billable hours,” depending on the purpose of that data item. Otherwise the contractor should ensure anything identified as “vehicle service hours” accurately reflects vehicle revenue hours.

With respect to the exclusion of insurance costs, the auditor recommended CAPMC either confirm it is correctly excluding the costs by providing details as to the difference between the current and prior years’ costs and demonstrating that the cost is above and beyond the change in the Consumer Price Index, or adjust its calculation methodology so as not to exclude the insurance costs from the farebox recovery ratio calculation on its invoices.

Progress: This recommendation was addressed prior to finalizing the prior audit. Management noted the CAPMC Monthly Report first page (invoice) had been corrected to reflect “Total Billable Hours,” and the second page farebox calculation to include insurance in operating costs.

Status: Implemented.

This page intentionally blank.

Chapter 5 | Data Reporting Analysis

An important aspect of the Triennial Performance Audit process is assessing how effectively and consistently the transit operator reports performance statistics to local, state, and federal agencies. Often as a condition of receipt of funding, an operator must collect, manage, and report data to different entities. Ensuring such data are consistent can be challenging given the differing definitions employed by different agencies as well as the varying reporting timeframes. This chapter examines the consistency of performance data reported by the County of Madera both internally as well as to outside entities during the audit period.

Overall, data reporting for County of Madera was consistent between internal and external reports. The one area where inconsistencies were noted was operating cost. In FY 2017/18 and FY 2018/19, operating cost reported to the State Controller was roughly double that reported elsewhere. It appears that the State Controller Report includes the total TDA (LTF and STA) revenues allocated to the County, and those funds that were paid to the cities of Chowchilla and Madera are reported under Purchased Transportation. This led to a significantly higher operating cost. This should be a moot point beginning in FY 2019/20, as the services formerly purchased from the cities of Chowchilla and Madera have been consolidated into the single County transit operations contract.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)			
<i>Monthly Performance Reports</i>	\$641,435	\$664,109	\$948,391
<i>National Transit Database</i>	\$629,823	\$666,360	\$1,059,515
<i>State Controller Report</i>	\$1,380,115	\$1,239,751	<i>Pending</i>
Fare Revenue (Actual \$)			
<i>Monthly Performance Reports</i>	\$51,927	\$55,595	\$46,124
<i>National Transit Database</i>	\$51,883	\$55,595	\$46,123
<i>State Controller Report</i>	\$51,883	\$55,595	<i>Pending</i>
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	9,483	9,372	10,909
<i>National Transit Database</i>	9,483	9,374	10,909
<i>State Controller Report</i>	9,483	9,374	<i>Pending</i>
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	244,351	245,396	260,558
<i>National Transit Database</i>	244,351	245,396	260,538
<i>State Controller Report</i>	237,443	245,396	<i>Pending</i>
Passengers			
<i>Monthly Performance Reports</i>	31,036	31,358	25,090
<i>National Transit Database</i>	31,036	31,358	25,090
<i>State Controller Report</i>	31,036	31,358	<i>Pending</i>
Full-Time Equivalent Employees			
<i>State Controller Report</i>	11	11	<i>Pending</i>
<i>Per TDA methodology</i>	8	8	8

Chapter 6 | Performance Analysis

Performance indicators are typically employed to quantify and assess the efficiency of a transit operator’s activities. Such indicators provide insight into current operations as well as trend analysis of operator performance. Through a review of indicators, relative performance as well as possible inter-relationships between major functions is revealed.

The Transportation Development Act (TDA) requires recipients of TDA funding to track and report five performance indicators:

- Operating Cost/Passenger,
- Operating Cost/Vehicle Service Hour,
- Passengers/Vehicle Service Hour,
- Passengers/Vehicle Service Mile, and
- Vehicle Service Hours/Employee.

To assess the validity and use of performance indicators, the audit team performed the following activities:

- Assessed internal controls in place for the collection of performance-related information,
- Validated collection methods of key data,
- Calculated performance indicators, and
- Evaluated performance indicators.

The procedures used to calculate TDA-required performance measures for the current triennium were verified and compared with indicators included in similar reports to external entities (i.e., State Controller and Federal Transit Administration).

Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667¹. The annual independent financial audit should confirm the use of the Uniform System of Accounts and Records. *Operating cost* – as defined by PUC Section 99247(a) – excludes the following:

¹ CCR Section 6667 outlines the minimum tasks which must be performed by an independent auditor in conducting the annual fiscal and compliance audit of the transit operator.

- Cost in the depreciation and amortization expense object class adopted by the State Controller pursuant to PUC Section 99243,
- Subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission,
- Direct costs of providing charter service, and
- Vehicle lease costs.

Vehicle Service Hours and Miles

Vehicle Service Hours (VSH) and *Miles* (VSM) are defined as the time/distance during which a revenue vehicle is available to carry fare-paying passengers, and which includes only those times/miles between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability.² For example, demand-response service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to driver breaks or lunch. For both demand-response and fixed-route services, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route service, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (i.e., subtracting driver lunch and breaks but including scheduled layovers).

Passenger Counts

According to the Transportation Development Act, *total passengers* is equal to the total number of unlinked trips (i.e., those trips that are made by a passenger that involve a single boarding and departure), whether revenue-producing or not.

Employees

Employee hours is defined as the total number of hours (regular or overtime) which all employees have worked, and for which they have been paid a wage or salary. The hours must include transportation system-related hours worked by persons employed in connection with the system (whether or not the person is employed directly by the operator). Full-Time Equivalent (FTE) is calculated by dividing the number of person-hours by 2,000.

Fare Revenue

Fare revenue is defined by California Code of Regulations Section 6611.2 as revenue collected from the farebox plus sales of fare media.

² A vehicle is considered to be in revenue service despite a no-show or late cancellation if the vehicle remains available for passenger use.

TDA Required Indicators

To calculate the TDA indicators for the County of Madera, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via NTD reports for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported in the County's audited financial reports monthly performance reports and was determined to be consistent with TDA guidelines and accurately reflects the costs for the County's transit services. In accordance with PUC Section 99247(a), the reported costs excluded depreciation and other allowable expenses.
- Fare Revenue was not independently calculated as part of this audit. Fare revenue data were obtained via NTD reports and monthly performance reports for each fiscal year covered by this audit. This is consistent with TDA guidelines as well as the uniform system of accounts.
- Vehicle Service Hours (VSH) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The County calculates VSH using driver trip sheets. The County's calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The County calculates VSM by subtracting deadhead and out-of-service miles from total vehicle mileage (as noted on each vehicle's odometer). This methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The County's calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from State Controller Reports for each fiscal year covered by this review. Use of the TDA definition regarding FTE calculation was verified through documents provided by the County. However, this data appears to have been incorrectly reported on the State Controller Reports for all three years of the audit period.

System Performance Trends

Data for the performance evaluation was obtained from National Transit Database (NTD) reports, which segregates costs and fare revenues by mode. As a result, some data may be inconsistent with that reported to the State Controller, as operating costs differed significantly (as discussed in Chapters 5 and 8).

System-wide, operating cost saw a significant increase in FY 2019/20, following several years of modest (less than six percent) annual increases. This is concurrent with the County's new transit operations and maintenance contract with Fresno EOC as well as the County's resumed operation of Chowchilla and Madera area Dial-A-Ride programs.

Fare revenue saw a notable increase of 20.3 percent in FY 2017/18, and the increase continued the following year. A 17 percent decrease in FY 2019/20 can be attributed to the COVID-19 pandemic, which also led to a significant decline in ridership.

Vehicle service hours and vehicle service miles remained consistent through the first two years of the audit period. During FY 2019/20, increases in both metrics can be attributed to the County’s assumption of county Dial-A-Ride service in the Madera and Chowchilla areas. Beginning in FY 2016/17, the County saw an annual increase in ridership. The 20 percent ridership decline in FY 2019/20, as noted above, can be attributed to the COVID-19 pandemic.

Cost-related metrics increased throughout the audit period, reflecting a decline in efficiency. Passenger-related metrics decreased throughout the same period, reflecting a decline in productivity. The greatest changes occurred in FY 2019/20. That year saw the “perfect storm” of higher costs due to a new operations contract and declining ridership and fare revenue due to the COVID-19 pandemic. The farebox recovery ratio failed to meet the 10 percent threshold at any time during the current or prior audit period.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)	\$566,325	\$598,578	\$607,375	\$629,823	\$666,380	\$1,059,515
<i>Annual Change</i>		5.7%	1.5%	3.7%	5.8%	59.0%
Fare Revenue (Actual \$)	\$44,109	\$41,693	\$43,111	\$51,883	\$55,595	\$46,123
<i>Annual Change</i>		-5.5%	3.4%	20.3%	7.2%	-17.0%
Vehicle Service Hours (VSH)	7,393	8,098	9,453	9,483	9,372	10,909
<i>Annual Change</i>		9.5%	16.7%	0.3%	-1.2%	16.4%
Vehicle Service Miles (VSM)	213,826	224,088	246,012	244,351	245,396	260,558
<i>Annual Change</i>		4.8%	9.8%	-0.7%	0.4%	6.2%
Passengers	26,012	24,116	27,131	31,036	31,358	25,090
<i>Annual Change</i>		-7.3%	12.5%	14.4%	1.0%	-20.0%
Employees	9	9	10	9	9	8
<i>Annual Change</i>		0.0%	11.1%	-10.0%	0.0%	-11.1%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$76.60	\$73.92	\$64.25	\$66.42	\$71.10	\$97.12
<i>Annual Change</i>		-3.5%	-13.1%	3.4%	7.1%	36.6%
Operating Cost/Passenger (Actual \$)	\$21.77	\$24.82	\$22.39	\$20.29	\$21.25	\$42.23
<i>Annual Change</i>		14.0%	-9.8%	-9.4%	4.7%	98.7%
Passengers/VSH	3.52	2.98	2.87	3.27	3.35	2.30
<i>Annual Change</i>		-15.4%	-3.6%	14.0%	2.2%	-31.3%
Passengers/VSM	0.12	0.11	0.11	0.13	0.13	0.10
<i>Annual Change</i>		-11.5%	2.5%	15.2%	0.6%	-24.6%
Farebox Recovery	7.8%	7.0%	7.1%	8.2%	8.3%	4.4%
<i>Annual Change</i>		-10.6%	1.9%	16.1%	1.3%	-47.8%
Hours/Employee	821.4	899.8	945.3	1,053.7	1,041.3	1363.6
<i>Annual Change</i>		9.5%	5.1%	11.5%	-1.2%	30.9%
TDA Non-Required Indicators						
Operating Cost/VSM	\$2.65	\$2.67	\$2.47	\$2.58	\$2.72	\$4.07
<i>Annual Change</i>		0.9%	-7.6%	4.4%	5.4%	49.7%
VSM/VSH	28.92	27.67	26.02	25.77	26.18	23.88
<i>Annual Change</i>		-4.3%	-6.0%	-1.0%	1.6%	-8.8%
Fare/Passenger	\$1.70	\$1.73	\$1.59	\$1.67	\$1.77	\$1.84
<i>Annual Change</i>		2.0%	-8.1%	5.2%	6.1%	3.7%

Exhibit 6.2 System Ridership

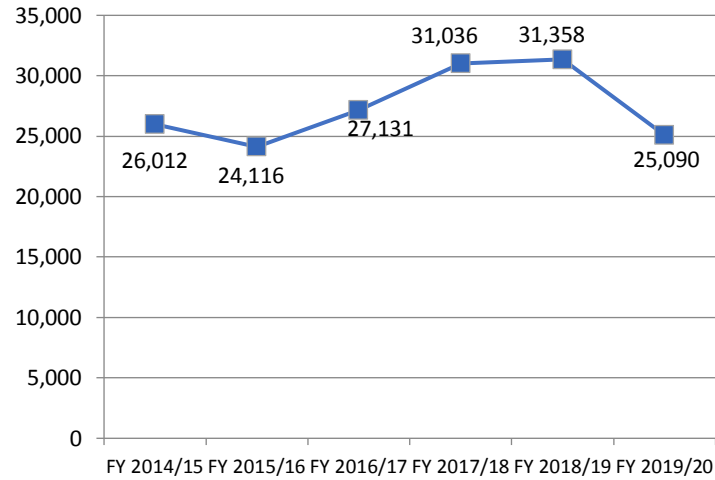


Exhibit 6.3 System Operating Cost/VSH

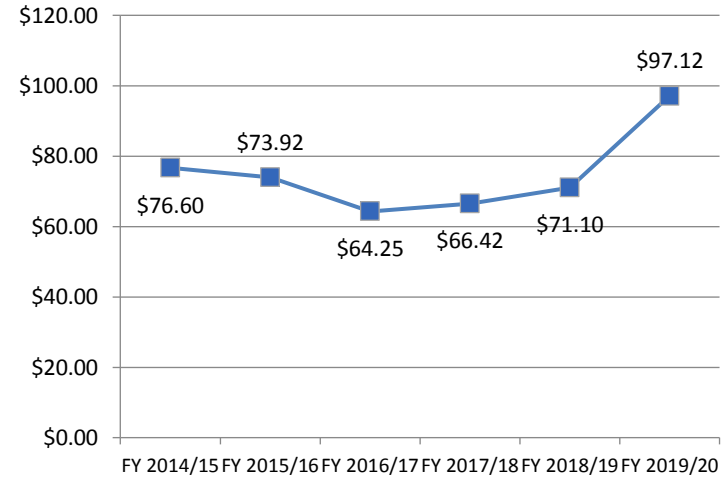


Exhibit 6.4 System Operating Cost/VSM

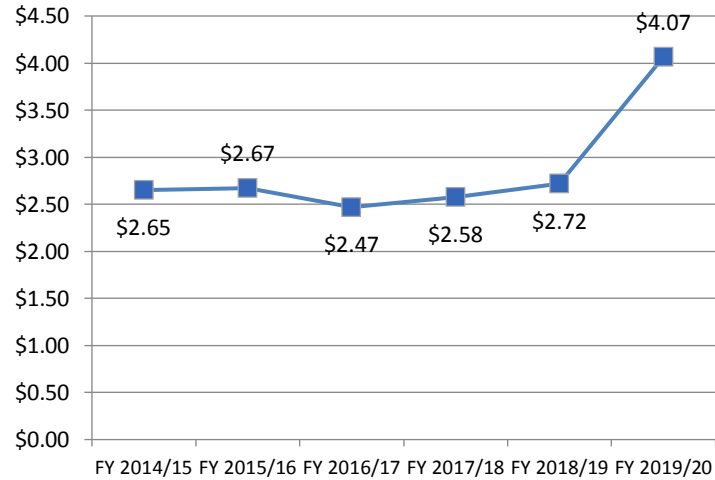


Exhibit 6.5 System VSM/VSH

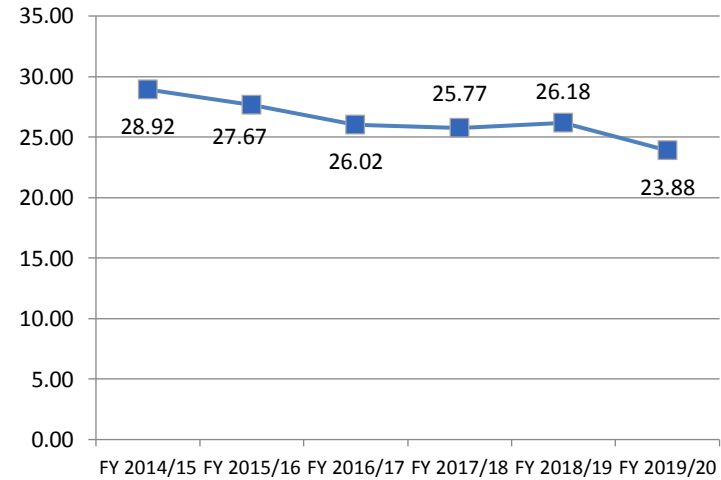


Exhibit 6.6 System Operating Cost/Passenger

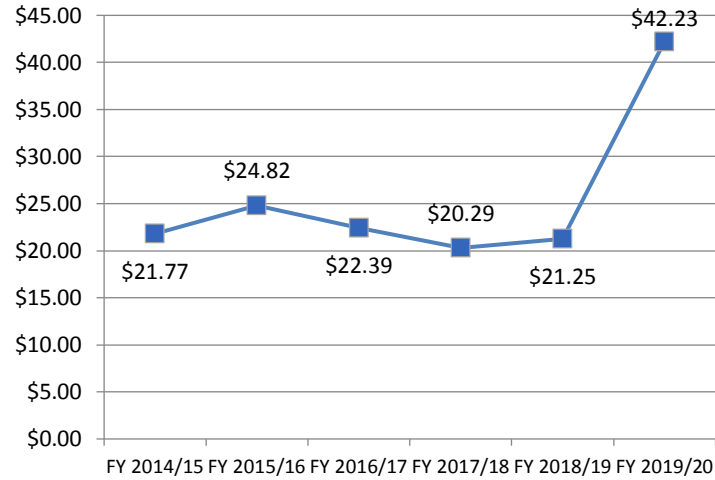


Exhibit 6.7 System Passengers/VSH

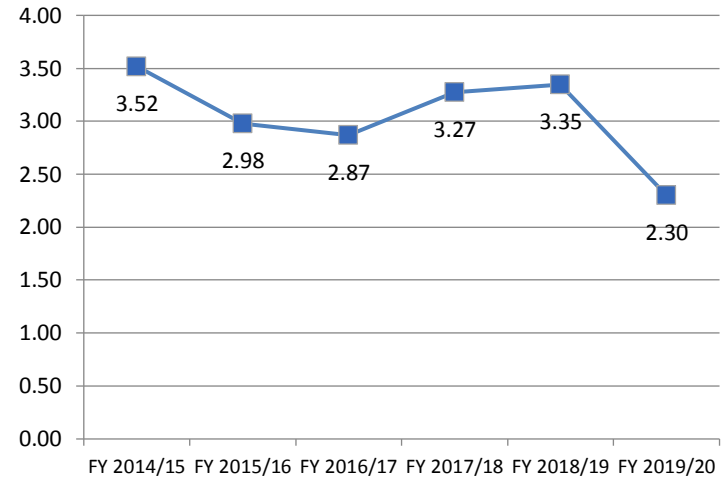


Exhibit 6.8 System Passengers/VSM

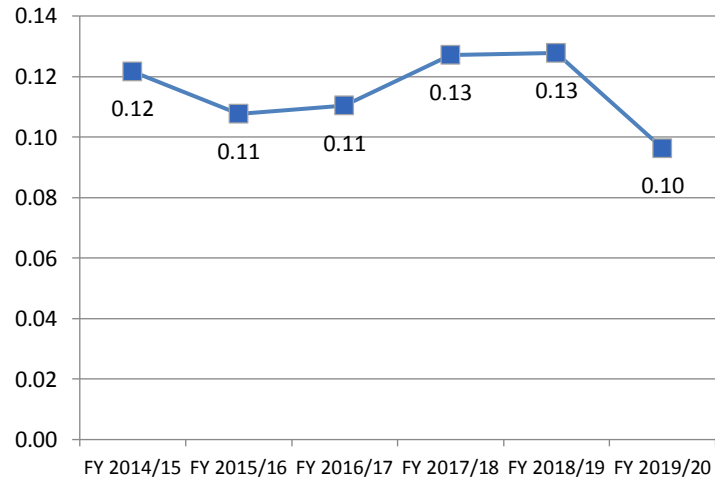


Exhibit 6.9 System VSH/FTE

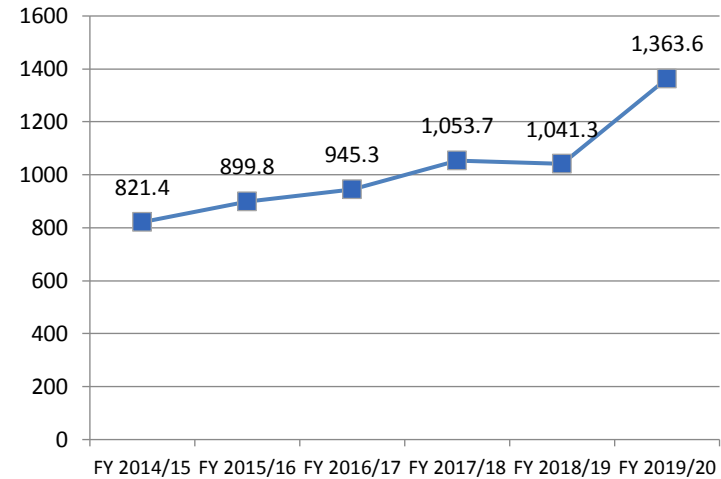


Exhibit 6.10 System Farebox Recovery

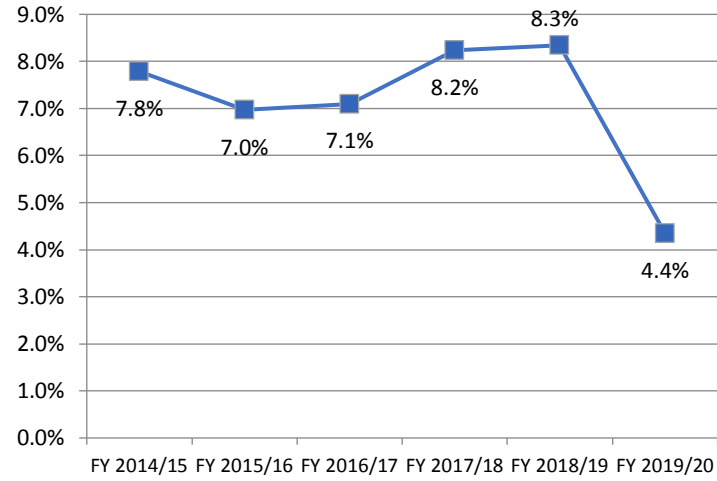
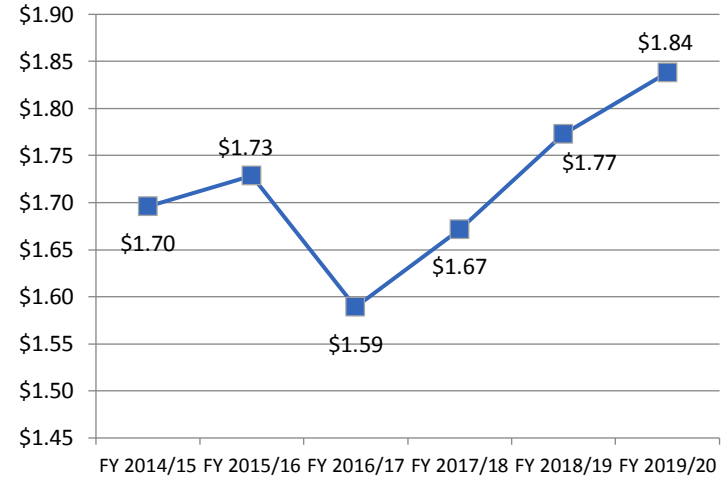


Exhibit 6.11 System Fare/Passenger



Fixed-Route Performance Trends

Fixed-route operating cost saw a significant increase (26.6 percent) in FY 2019/20, following several years of modest annual increases. This is concurrent with the County's new transit operations and maintenance contract with Fresno EOC. Fare revenue saw a notable increase of 22 percent in FY 2017/18, and the increase continued the following year. An 18.7 percent decrease in FY 2019/20 can be attributed to the COVID-19 pandemic, which also led to a significant decline in ridership.

Vehicle service hours and vehicle service miles remained consistent through the audit period. Beginning in FY 2016/17, the County saw an annual increase in ridership. The 26.4 percent ridership decline in FY 2019/20, as noted above, can be attributed to the COVID-19 pandemic. Prior to FY 2019/20, fixed-route ridership had been increasing for several years.

Cost-related metrics increased throughout the audit period, reflecting a decline in efficiency. Passenger-related metrics decreased throughout the same period, reflecting a decline in productivity. The greatest changes occurred in FY 2019/20. The farebox recovery ratio failed to meet the 10 percent threshold at any time during the current or prior audit period.

COUNTY OF MADERA
TDA TRIENNIAL PERFORMANCE AUDIT, FY 2018 – FY 2020
Final Report

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)	\$445,219	\$489,463	\$492,827	\$513,520	\$529,382	\$670,219
<i>Annual Change</i>		9.9%	0.7%	4.2%	3.1%	26.6%
Fare Revenue (Actual \$)	\$35,580	\$34,184	\$35,376	\$43,170	\$47,238	\$38,410
<i>Annual Change</i>		-3.9%	3.5%	22.0%	9.4%	-18.7%
Vehicle Service Hours (VSH)	5,426	6,171	7,541	7,481	7,393	7,477
<i>Annual Change</i>		13.7%	22.2%	-0.8%	-1.2%	1.1%
Vehicle Service Miles (VSM)	180,590	193,209	215,371	214,341	214,648	215,469
<i>Annual Change</i>		7.0%	11.5%	-0.5%	0.1%	0.4%
Passengers	22,063	20,409	22,986	26,532	27,010	19,885
<i>Annual Change</i>		-7.5%	12.6%	15.4%	1.8%	-26.4%
Employees	7	7	8	7	7	6
<i>Annual Change</i>		0.0%	14.3%	-12.5%	0.0%	-14.3%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$82.05	\$79.32	\$65.35	\$68.64	\$71.61	\$89.64
<i>Annual Change</i>		-3.3%	-17.6%	5.0%	4.3%	25.2%
Operating Cost/Passenger (Actual \$)	\$20.18	\$23.98	\$21.44	\$19.35	\$19.60	\$33.70
<i>Annual Change</i>		18.8%	-10.6%	-9.7%	1.3%	72.0%
Passengers/VSH	4.07	3.31	3.05	3.55	3.65	2.66
<i>Annual Change</i>		-18.7%	-7.8%	16.4%	3.0%	-27.2%
Passengers/VSM	0.12	0.11	0.11	0.12	0.13	0.09
<i>Annual Change</i>		-13.5%	1.0%	16.0%	1.7%	-26.7%
Farebox Recovery	7.99%	6.98%	7.18%	8.41%	8.92%	5.73%
<i>Annual Change</i>		-12.6%	2.8%	17.1%	6.1%	-35.8%
Hours/Employee	775.1	881.6	942.6	1068.7	1056.1	1246.2
<i>Annual Change</i>		13.7%	6.9%	13.4%	-1.2%	18.0%
TDA Non-Required Indicators						
Operating Cost/VSM	\$2.47	\$2.53	\$2.29	\$2.40	\$2.47	\$3.11
<i>Annual Change</i>		2.8%	-9.7%	4.7%	2.9%	26.1%
VSM/VSH	33.28	31.31	28.56	28.65	29.03	28.82
<i>Annual Change</i>		-5.9%	-8.8%	0.3%	1.3%	-0.7%
Fare/Passenger	\$1.61	\$1.67	\$1.54	\$1.63	\$1.75	\$1.93
<i>Annual Change</i>		3.9%	-8.1%	5.7%	7.5%	10.4%

Exhibit 6.13 Fixed-Route Ridership

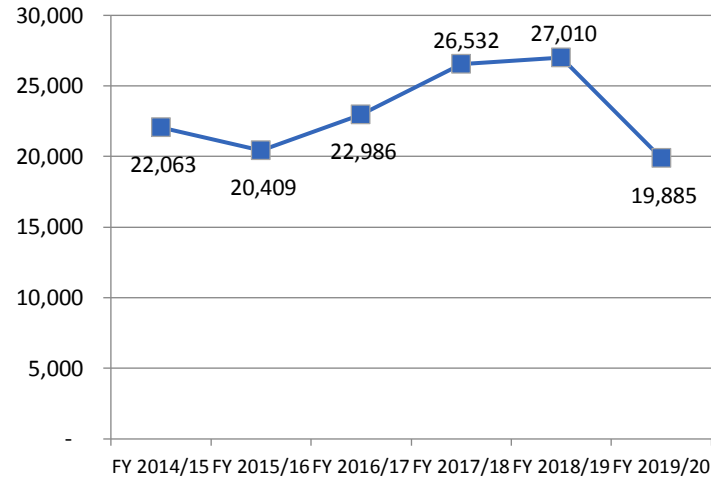


Exhibit 6.14 Fixed-Route Operating Cost/VSH

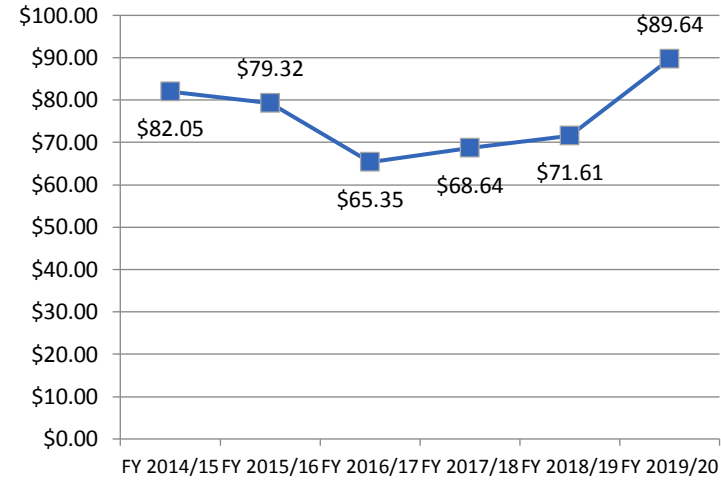


Exhibit 6.15 Fixed-Route Operating Cost/VSM

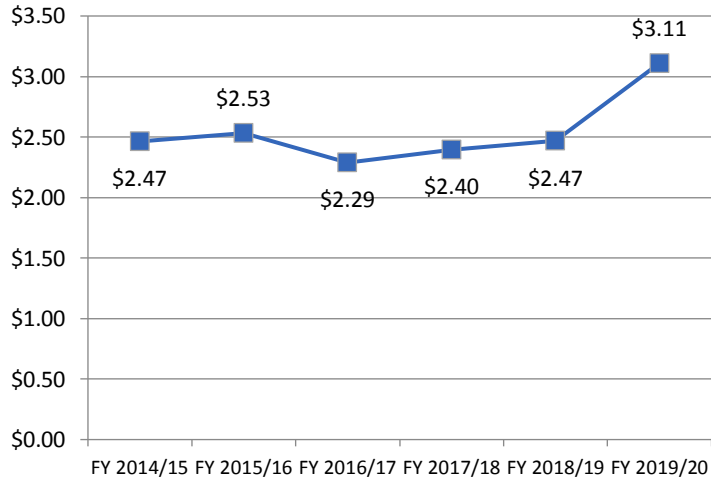


Exhibit 6.16 Fixed-Route VSM/VSH

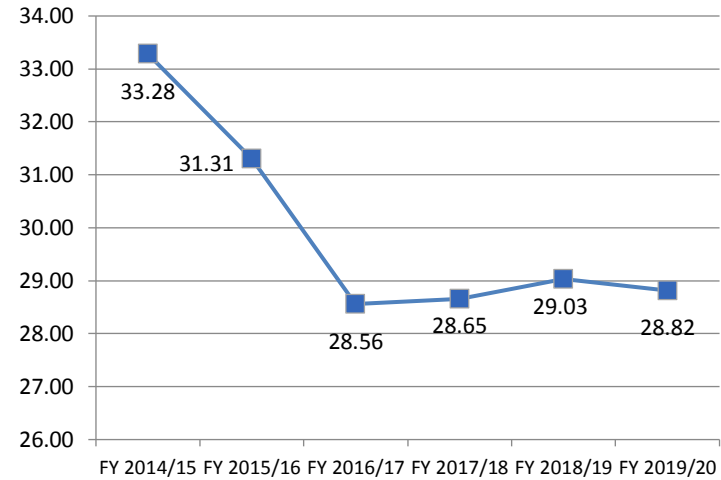


Exhibit 6.17 Fixed-Route Operating Cost/Passenger

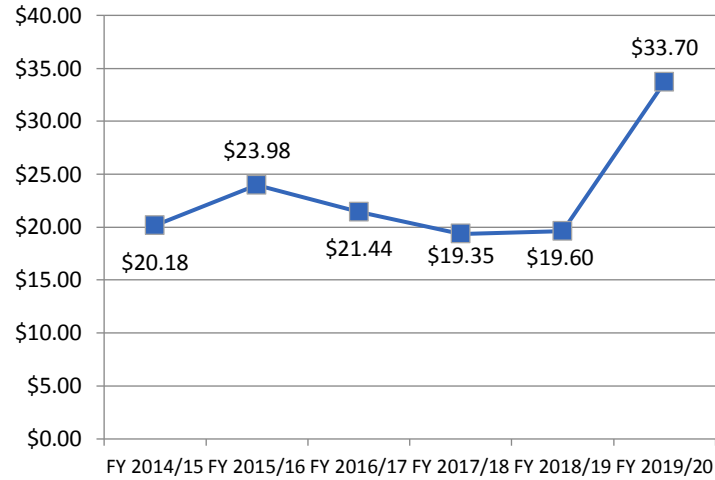


Exhibit 6.18 Fixed-Route Passengers/VSH

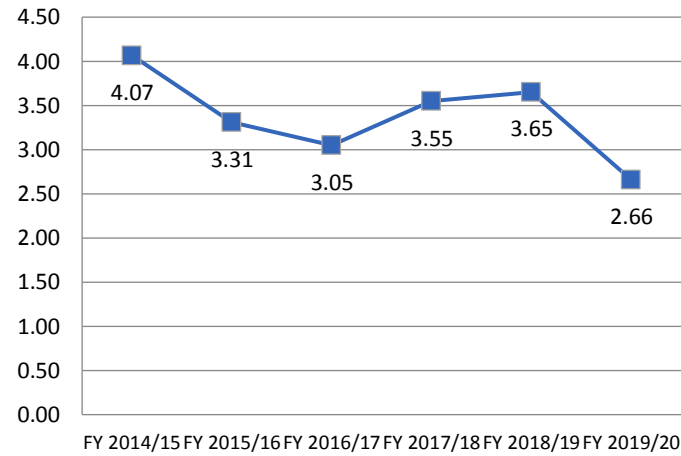


Exhibit 6.19 Fixed-Route Passengers/VSM

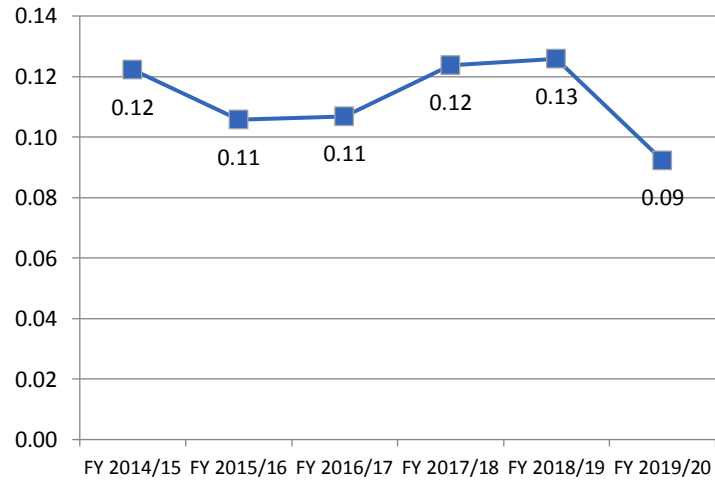


Exhibit 6.20 Fixed-Route VSH/FTE

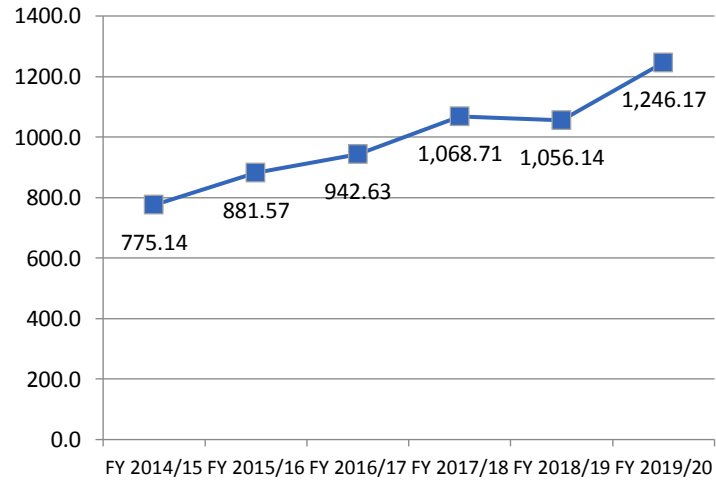


Exhibit 6.21 Fixed-Route Farebox Recovery

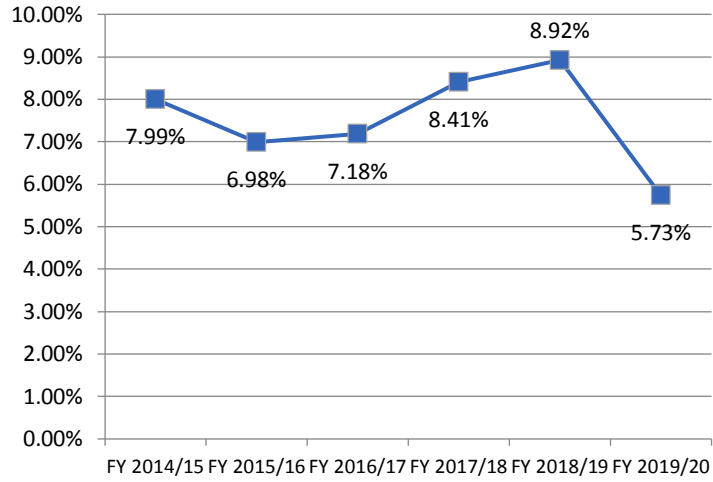
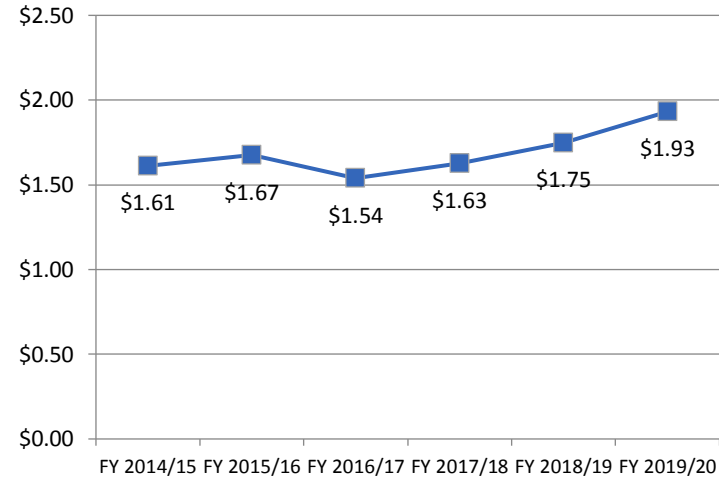


Exhibit 6.22 Fixed-Route Fare/Passenger



Demand-Response Performance Trends

Demand-response operating cost saw the greatest increase (184.2 percent) in FY 2019/20. This is concurrent with the County's new transit operations and maintenance contract with Fresno EOC as well as the County's resumed operation of Chowchilla and Madera area Dial-A-Ride programs.

Fare revenue saw an increase of 12.6 percent in FY 2017/18, followed by two years of declines. The 7.7 percent decline in fare revenue was likely tempered by the addition of Chowchilla and Madera area Dial-A-Rides into the calculation.

Vehicle service hours and vehicle service miles remained consistent through the first two years of the audit period. During FY 2019/20, increases in both metrics can be attributed to the County's assumption of county Dial-A-Ride service in the Madera and Chowchilla areas. Ridership increased in FY 2016/17 and FY 2017/18, but declined in FY 2018/19. A 19.7 percent increase in FY 2019/20 speaks to the essential nature of the demand-response services as well as reflects ridership on the County Dial-A-Ride services.

Cost-related metrics increased throughout the audit period, reflecting a decline in efficiency. Passenger-related metrics decreased throughout the same period, reflecting a decline in productivity. The greatest changes occurred in FY 2019/20. The farebox recovery ratio failed to meet the 10 percent threshold at any time during the current or prior audit period.

TDA TRIENNIAL PERFORMANCE AUDIT, FY 2018 – FY 2020

Final Report

Exhibit 6.23 Demand-Response Performance Indicators

Performance Measure	Demand-Response					
	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)	\$121,106	\$109,115	\$114,548	\$116,303	\$136,998	\$389,296
<i>Annual Change</i>		-9.9%	5.0%	1.5%	17.8%	184.2%
Fare Revenue (Actual \$)	\$8,529	\$7,509	\$7,735	\$8,713	\$8,357	\$7,713
<i>Annual Change</i>		-12.0%	3.0%	12.6%	-4.1%	-7.7%
Vehicle Service Hours (VSH)	1,967	1,927	1,912	2,002	1,979	3,432
<i>Annual Change</i>		-2.0%	-0.8%	4.7%	-1.1%	73.4%
Vehicle Service Miles (VSM)	33,236	30,879	30,641	30,010	30,748	45,089
<i>Annual Change</i>		-7.1%	-0.8%	-2.1%	2.5%	46.6%
Passengers	3,949	3,707	4,145	4,504	4,348	5,205
<i>Annual Change</i>		-6.1%	11.8%	8.7%	-3.5%	19.7%
Employees	2	2	2	2	2	2
<i>Annual Change</i>		0.0%	0.0%	0.0%	0.0%	0.0%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$61.57	\$56.62	\$59.91	\$58.09	\$69.23	\$113.43
<i>Annual Change</i>		-8.0%	5.8%	-3.0%	19.2%	63.9%
Operating Cost/Passenger (Actual \$)	\$30.67	\$29.43	\$27.64	\$25.82	\$31.51	\$74.79
<i>Annual Change</i>		-4.0%	-6.1%	-6.6%	22.0%	137.4%
Passengers/VSH	2.01	1.92	2.17	2.25	2.20	1.52
<i>Annual Change</i>		-4.2%	12.7%	3.8%	-2.3%	-31.0%
Passengers/VSM	0.12	0.12	0.14	0.15	0.14	0.12
<i>Annual Change</i>		1.0%	12.7%	10.9%	-5.8%	-18.4%
Farebox Recovery	7.0%	6.9%	6.8%	7.5%	6.1%	2.0%
<i>Annual Change</i>		-2.3%	-1.9%	10.9%	-18.6%	-67.5%
Hours/Employee	983.5	963.5	956.0	1001.0	989.5	1716.0
<i>Annual Change</i>		-2.0%	-0.8%	4.7%	-1.1%	73.4%
TDA Non-Required Indicators						
Operating Cost/VSM	\$3.64	\$3.53	\$3.74	\$3.88	\$4.46	\$8.63
<i>Annual Change</i>		-3.0%	5.8%	3.7%	15.0%	93.8%
VSM/VSH	16.90	16.02	16.03	14.99	15.54	13.14
<i>Annual Change</i>		-5.2%	0.0%	-6.5%	3.6%	-15.4%
Fare/Passenger	\$2.16	\$2.03	\$1.87	\$1.93	\$1.92	\$1.48
<i>Annual Change</i>		-6.2%	-7.9%	3.7%	-0.6%	-22.9%

Exhibit 6.24 Demand-Response Ridership

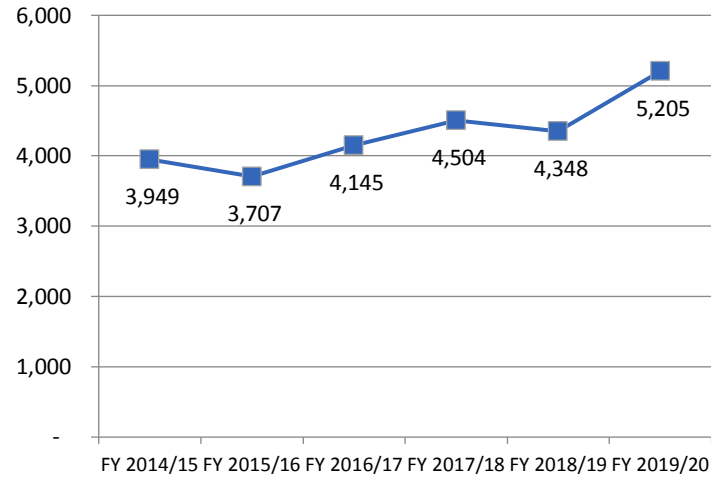


Exhibit 6.25 Demand-Response Operating Cost/VSH

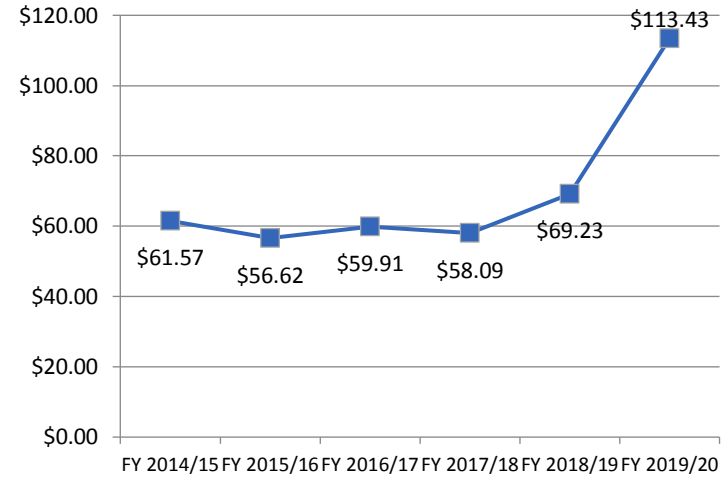


Exhibit 6.26 Demand-Response Operating Cost/VSM

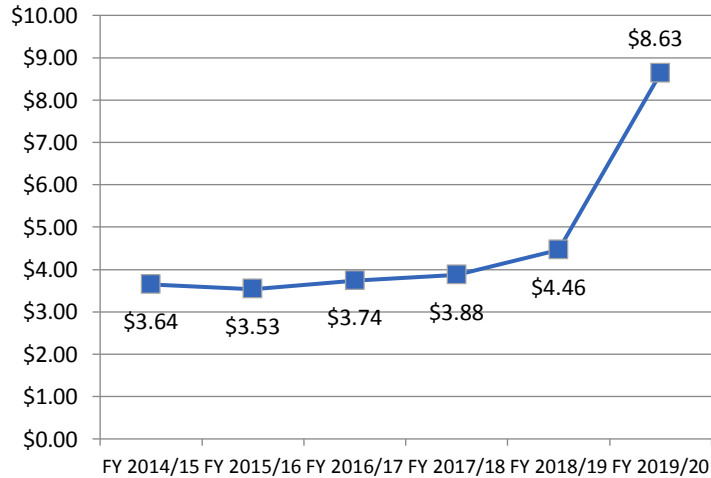


Exhibit 6.27 Demand-Response VSM/VSH

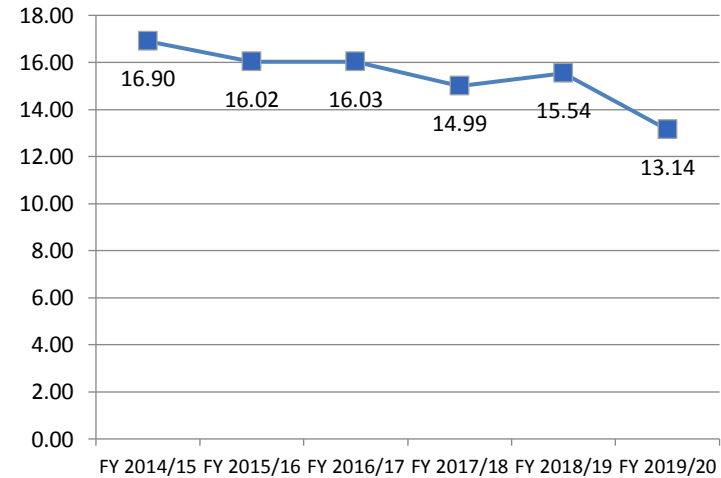


Exhibit 6.28 Demand-Response Operating Cost/Passenger

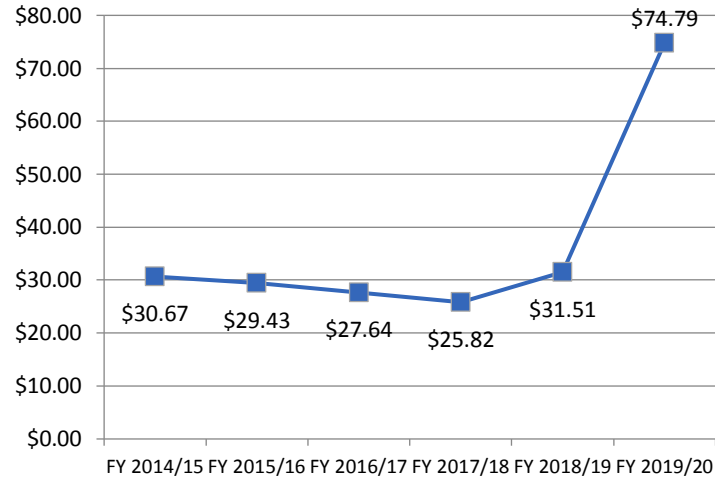


Exhibit 6.29 Demand-Response Passengers/VSH

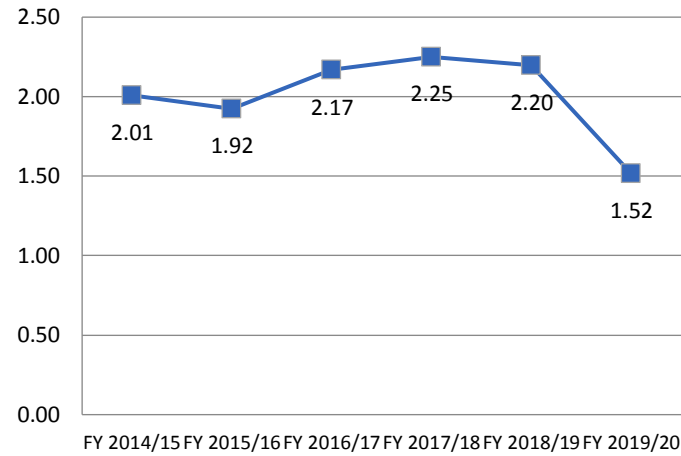


Exhibit 6.30 Demand-Response Passengers/VSM

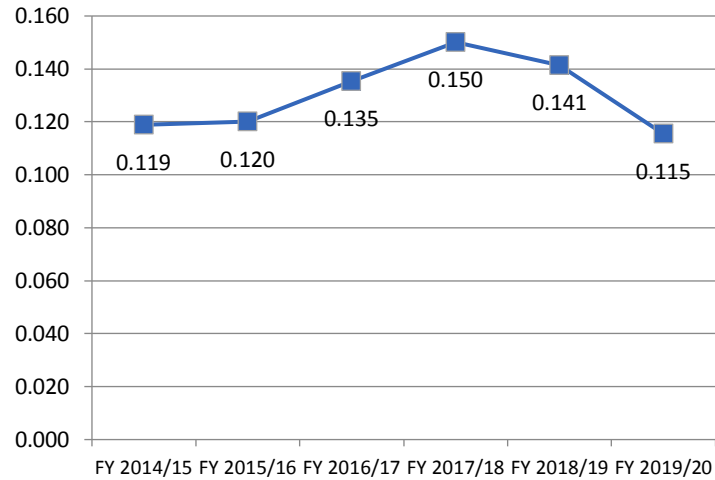


Exhibit 6.31 Demand-Response VSH/FTE

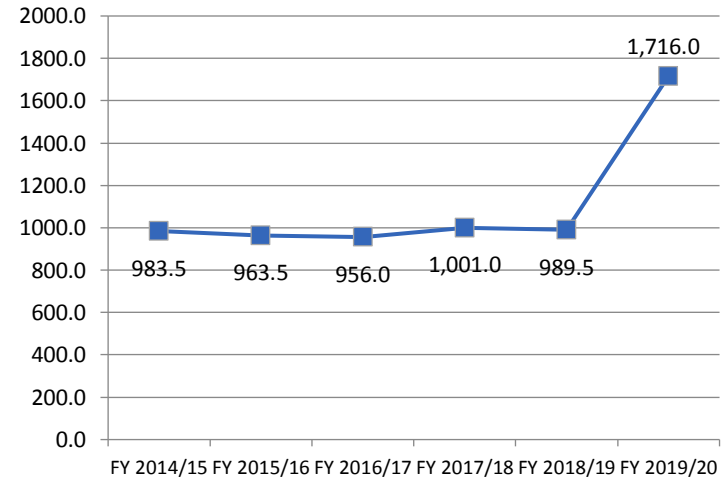


Exhibit 6.32 Demand-Response Farebox Recovery

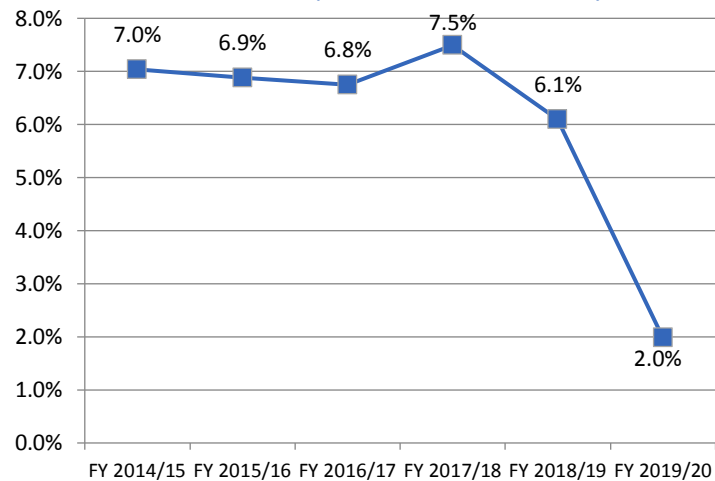
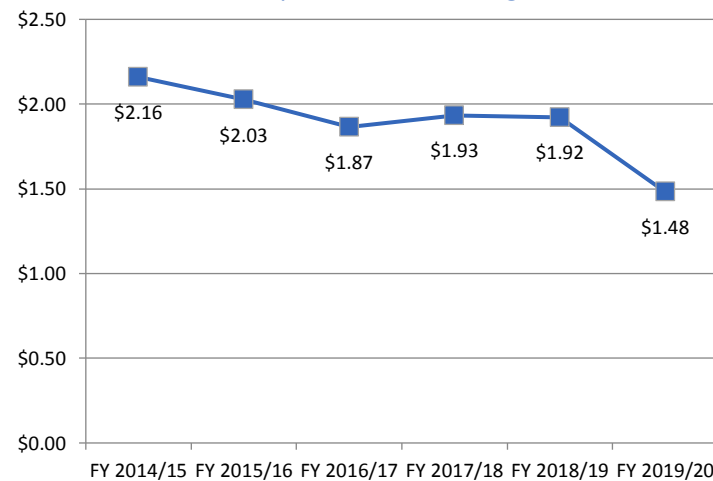


Exhibit 6.33 Demand-Response Fare/Passenger



This page intentionally blank.

Chapter 7 | Functional Review

A functional review of the County of Madera’s public transit program is intended to assess the effectiveness and efficiency of the operator. Following a general summary of the County’s transit services, this chapter addresses seven functional areas. The list, taken from Section III of the *Performance Audit Guidebook* published by Caltrans, reflects those transit services provided by the County of Madera through its transit program:

- General management and organization;
- Service planning;
- Scheduling, dispatch, and operations;
- Personnel management and training;
- Administration;
- Marketing and public information; and
- Fleet maintenance.

Service Overview

The County of Madera provides fixed-route and demand-response services to areas of Madera County outside of the cities of Chowchilla and Madera.

Madera County Connection (MCC) provides fixed-route service along four routes: Eastern Madera County (serving downtown Madera to South Fork via Oakhurst), College (serving Valley Children’s Hospital, Madera Community College, and downtown Madera), Eastin Arcola-Ripperdan-La Vina (serving the area primarily southwest of Madera), and Chowchilla-Fairmead (serving the Highway 99 corridor between Madera and Chowchilla via Fairmead). MCC service operates from approximately 6:00 a.m. to 9:30 p.m., Monday through Friday. MCC connects with other transit services in the area, including Fresno Area Express (FAX), Yosemite Area Regional Transportation System (YARTS), Chowchilla Area Transit (CATX), Madera Metro and Dial-A-Ride.



MCC also provides general public demand-response service to County areas surrounding the cities of Madera and Chowchilla. The cities are responsible for providing trips that start or end within city limits. MCC Madera Area Dial-A-Ride service is provided Monday through Friday from 7:00 a.m. to 6:30 p.m., Saturday from 9:00 a.m. to 4:00 p.m., and Sunday from 8:30 a.m. to 2:30 p.m. MCC Chowchilla Area Dial-A-Ride service is provided Monday through Friday from 8:30 a.m. to 3:30 p.m.

The County’s specialized services include the Senior Bus and Medical Escort Van programs. The Senior Bus program operates from 9:00 a.m. to 4:00 p.m., Monday through Friday. Residents of Ahwahnee, Bass

Lake, Coarsegold, and Oakhurst who are age 60 or older and persons with disabilities are eligible to use the service. Trips may be scheduled for any purpose. The Medical Escort Van program provides service to Madera, Fresno, and Clovis for residents of Ahwahnee, Bass Lake, Coarsegold, North Fork, and Oakhurst on Tuesdays and Thursdays, and for residents of Raymond on Wednesdays. While the trips are not eligibility-based, they are limited to doctor appointments and/or medical-related purposes. All Senior Bus and Escort trips are reservation-based. Senior Bus reservations must be placed the day before. Escort reservations must be requested 24 hours in advance and medical appointments must be scheduled for the morning.

Prior to FY 2019/20, the County’s transit service was provided under four separate contracts. MCC fixed-route service was contracted to Merced Transportation Company; Merced and Chowchilla county Dial-A-Ride services were contracted to the cities; and Senior Bus and Escort were contracted to the Community Action Partnership of Madera County (CAPMC). Beginning in FY 2019/20, the four separate contracts were consolidated under a single contract with the Fresno Economic Opportunities Commission (FEOC) for transit operations and maintenance.

Both the MCC fixed-route and Dial-A-Ride services accept cash fares as well as passes and ticket books. Fixed-route passes and ticket books can be purchased from the driver or at the County’s transit offices at 201 W. Almond Avenue in Madera. Dial-A-Ride ticket books can be purchased at the same locations. For the Senior Bus, cash fares are required upon boarding. Medical Escort fares may be paid by cash or check.

Exhibit 7.1 MCC Fixed-Route Fare Structure

Fare Type	Cost
Cash fare	\$2.00
Transfer to FAX	Free
Children 5 and under	Free
Book of 10 tickets	\$20.00
Monthly pass (unlimited rides)	\$40.00

Exhibit 7.2 Demand-Response Fare Structure

Fare Type	Cost
Dial-A-Ride general public one-way fare	\$3.00
Dial-A-Ride senior/disabled one-way fare	\$1.00
Dial-A-Ride children under 3	Free
Dial-A-Ride general public book of 20 tickets	\$40.00
Dial-A-Ride senior book of 10 tickets	\$5.00
Dial-A-Ride disabled book of 10 tickets	\$9.00
Senior Bus one-way fare (per person)	\$1.50
Senior Bus round trip fare (per person)	\$3.00
Escort round trip fare (per person)	\$10.00

General Management and Organization

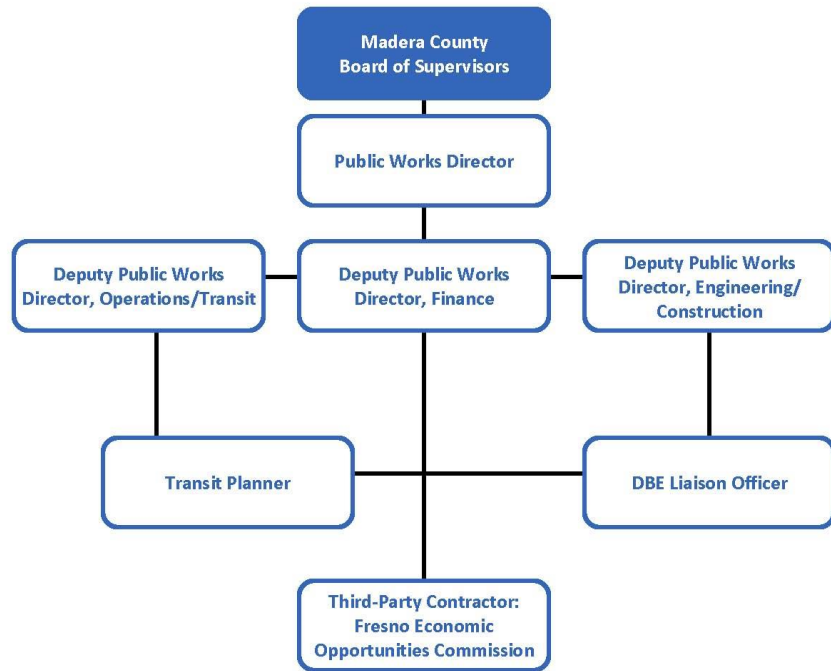
All County of Madera transit operations are currently contracted to the Fresno EOC. The Deputy Public Works Director, Operations/Transit oversees the transit programs, which are managed on behalf of the County by a transit consultant. The County has contracted with a transit consultant for more than ten years to provide contract oversight, grant management, and budgeting for its transit programs.

The transit consultant meets regularly with the transit operations contractor, each month at a minimum, with more informal contact typically occurring weekly. The operations contractor submits a comprehensive monthly performance report, which is reviewed by the transit consultant. The level of staffing currently provided at the County level is sufficient and is expected to remain so provided the system does not grow significantly. The transit consultant can also draw on additional County resources as necessary.

The County Board of Supervisors (BOS) is the policy-making entity for the County's transit programs. BOS meetings are held at 10:00 a.m. two Tuesdays per month in the Board Chambers of the County Administration Building in Madera. The BOS currently has shown specific interest with the M-Line service to the college, although this is on hold due to the COVID-19 pandemic. The County does not have a transit advisory board.

The Madera County Transportation Commission (MCTC) holds monthly Technical Advisory Committee (TAC) meetings and quarterly Transit meetings. The transit consultant currently attends TAC meetings. The transit consultant and operations contractor's transit manager attend the Transit meetings. Contractor representatives also attend annual TDA Article 8 "unmet transit needs" public hearings. The County belongs to the California Association for Coordinated Transportation (CalACT), which gives it access to professional development, networking and educational opportunities, and access to the CalACT/MBTA Purchasing Cooperative. The transit consultant also participates in meetings and activities of the Central California Transit Managers group and interacts with FTA and Caltrans staff as needed.

Exhibit 7.3 Organizational Chart



Source: County of Madera.

Budgeting for the County’s transit program is the responsibility of the transit consultant, who coordinates with County staff. The consultant compares actual versus forecast for the prior year and assesses what is anticipated in terms of service. The consultant also reviews the budget monthly compared to the contractor’s invoices and advises the County if a mid-year review is necessary.

Service Planning

MCTC produces a county-wide Short Range Transit Development Plan, which was last updated in March 2017. The County is aware of, and abides, by the goals and performance measures contained in that document. The County actively participates in the unmet transit needs process. The County is active with MCTC and provides inputs for their models.

The County has not undertaken any significant local service planning in recent years. For ad hoc changes, the transit consultant and operations contractor work together to identify areas warranting service due to development or increased activity level, such as at the local college which is monitored closely. There is also proactive action on the part of the Deputy Public Works Director to identify new residential developments through cooperation with the Planning department.

No fare changes were introduced during the audit period. Subsequent to the current audit period, the County introduced two additional morning and afternoon runs to its Madera – Eastin Arcola – Ripperdan – La Vina route. These extra trips were offered on a trial basis beginning July 1, 2020. They were discontinued due to lack of ridership in December 2020.

The County has a vehicle replacement program in effect and follows it robustly. During the audit period the County purchased eight new vehicles. Vehicles in service range from 2007 to 2020 models. All fixed-route and Senior Bus vehicles have two wheelchair spots and between seven and 15 capacity seating. Escort Vans have capacity of five seats and one wheelchair spot.

Scheduling, Dispatch, and Operations

The new operations contractor, Fresno EOC, retained all the same fixed-route and on-demand drivers from the prior contractor. Back-up drivers are available from pool drivers for FEOC's other contracts. The County believes this is a good structure and meets its staffing needs.

County drivers are assigned to routes on a seniority basis through a traditional bidding process. There are currently five full-time fixed-route drivers, one full-time and one part-time Dial-A-Ride driver, and one full-time Senior Bus driver. To reduce overtime, the County is discussing hiring one additional driver. There are no special requirements for drivers of particular routes or vehicles, so all drivers are trained to be on all routes or drive all vehicles.

Dispatching is done remotely from Fresno EOC's office in Fresno. A team of seven dispatchers cover all FEOC transportation contracts. One dispatcher was retained from the prior contract who is very familiar with Madera County and has helped train the other dispatchers. The operations contractor is currently working to add the County's services to its electronic dispatch program.

Drivers do not fill out timesheets but punch in and out with a timeclock. Direct deposit is available to all employees. All MCC buses are equipped with radios, first aid kits, fire extinguishers, back-up warning, horns, etc. MCC pre-trip inspections are conducted using pen and paper.

Revenue collection takes place at the County's Operations Office in Madera. All buses are equipped with vault-style fareboxes. Drivers pull the locked vaults and deliver them to the General Manager or Road Supervisor. The money is then reconciled in front of the driver. The General Manager or Road Supervisor takes the paperwork along with the vault and places it in a locked filing cabinet in an office with controlled access. Once the money is counted, it is taken to the Fresno EOC office in Fresno. The Fresno clerk counts again then prepares deposit slip. Bags are sealed and put in a safe. Two people take the money to the bank about twice a week. Fares are deducted from the County's invoice.

Risk management lies with the County. Fresno EOC is self-insured and also has a risk management department. If an injury occurs, the driver files a report at the time of the incident and collects the passenger's information. The transit manager pulls the onboard camera and reviews the video, involving senior operations staff as warranted. An incident report is generated and both the transit consultant and Deputy Public Works Director are notified. Law enforcement is advised as needed.

When a complaint is received, it is reviewed and discussed with appropriate parties. The complaint is documented via a formal complaint form and corrections are made as necessary. The transit manager addresses the incident immediately and follow ups with customers within a 72-hour period.

Personnel Management and Training

Fixed-route drivers in Madera are represented by the International Union of Operating Engineers (IUOE) Local 39. The Fresno and Madera DAR drivers are represented by Amalgamated Transit Union (ATU) Local 1027. The current transit operator would prefer to have a single union. Drivers and dispatchers have distinct functions and are recruited separately. Drivers are cross-trained to operate all routes. With Fresno EOC's pool of available drivers, there is never an issue with a back-up or stand-in driver. Full-time employees are offered a benefits package negotiated with the union. Typically, the starting pay has been a little low but the benefit package is competitive and serves to attract and retain drivers. The benefit program includes good health insurance coverage, keeping the employee contribution low; educational and professional development opportunities; life insurance; holiday pay (13 holidays); and an average of three weeks' vacation after a year of employment.

The County's training team consists of a state certified instructor and her assistant. Fresno EOC's general manager is also a state-certified instructor and serves as a backup trainer. Fresno EOC has a dedicated training program with both classroom and behind-the-wheel training. Retraining is available at the County's operations facility as needed. The contractor holds monthly safety meetings, and trainers provide quarterly training opportunities. All drivers receive first aid and CPR training.

Employee performance evaluations are used to set goals to provide opportunities for professional development (CPR renewal, defensive driving, etc.). The union contracts outline progressive disciplinary policies.

Marketing and Public Information

Current marketing collateral includes separate brochures for MCC, Senior Bus, and the Escort Van program. MCC's website (www.mcctransit.com) features a trip planning function and provides news alerts. In 2018, MCC began partnering with Swiftly App to provide customers with real-time information about bus routes. Fresno EOC maintains a user-friendly website with information about all Madera County Connection services. Senior Bus and Escort Van brochures are also provided on the County's website (<https://www.maderactc.org/transportation/page/public-transportation-providers>). The County's website does not include any information about the Madera and Chowchilla Area Dial-A-Ride services. The MCTC website mentions both programs, but links back to the main MCC site.

All program brochures are available on all service vehicles and distributed throughout the county, at seven different locations. Eastern Madera County Transportation Services are promoted primarily through the County's website and word-of-mouth.

Maintenance

The County owns all of the transit vehicles used to provide its transit services, with maintenance provided by the operations contractor. Fresno EOC does the majority of its fleet maintenance at its Fresno facility. Some major work (such as engine rebuilds and transmission work) are outsourced to a local vendor. The County is satisfied with the adequacy of the contractor’s maintenance capabilities. Maintenance does not conflict with regular vehicle use as there are sufficient spare vehicles available.



The maintenance program is designed to track warranty work. MCC is currently using Impulse software program that tracks daily mileage and several levels of inspection (A/oil change, etc. through D/transmission).

Exhibit 7.4 County of Madera Transit Fleet

Vehicle #	Model Year	Make/Model	Fuel Type	Capacity	Mileage (12/1/20)	Service	Status
15-01	2015	Ford E-450 Starcraft Allstar	Gas	15+2	255,421	MCC/DAR	Backup
15-02	2015	Ford E-450 Starcraft Allstar	Gas	15+2	221,884	MCC/DAR	Backup
15-03	2015	Ford E-450 Starcraft Allstar	Gas	15+2	229,840	MCC/DAR	Backup
19-01	2019	Ford E-450 Starcraft Allstar	Gas	15+2	71,111	MCC/DAR	Active
19-02	2019	Ford E-450 Starcraft Allstar	Gas	15+2	73,208	MCC/DAR	Active
20-01	2020	Ford E-450 Starcraft Allstar	Gas	15+2	TBD	MCC/DAR	Active
20-02	2020	Ford E-450 Starcraft Allstar	Gas	15+2	TBD	MCC/DAR	Active
20-03	2020	Ford E-450 Starcraft Allstar	Gas	15+2	TBD	MCC/DAR	Active
20-04	2020	Ford E-450 Starcraft Allstar	Gas	15+2	TBD	MCC/DAR	Active
408	2015	Ford E-450 Starcraft Allstar	Gas	15+2	104,399	Senior Bus	Backup
19-03	2019	Ford E-450 Starcraft Allstar	Gas	15+2	27,022	Senior Bus	Active
T-101	2011	Dodge Grand Caravan	Gas	5+1	153,301	Escort	Active
T-102	2018	National Amerivan (low-floor)	Gas	5+1	9,569	Escort	Active

Impact of the COVID-19 Pandemic

MCC is committed to caring for the well-being of its staff and passengers during this unprecedented pandemic. MCC has increased cleaning and sanitizing of facilities; increased cleaning and sanitized of all vehicles three to four times per day; posted a “Stop the Spread of Germs” signage on all vehicles; and provided disinfectant wipes, gloves, and PPE to all staff and drivers.

This page intentionally blank.

Chapter 8 | Findings and Recommendations

Conclusions

The County of Madera does not receive any TDA Article 4 funds for transit and has not historically been required to be in compliance with the requirements of the Transportation Development Act. Three findings that would normally be considered compliance findings during a Triennial Performance Audit have been identified, as well as one functional finding. Recommendations intended to improve the effectiveness and efficiency of the operator are detailed below.

Findings

Based on discussions with County staff, analysis of program performance, and an audit of program compliance and function, the audit team presents three compliance findings:

1. The County of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.
2. The County of Madera did not submit its TDA fiscal audits within the stipulated timeframe.
3. It is unclear as to whether the County of Madera met either of the STA efficiency standards, thereby being eligible to use its full STA allocation for operating purposes.

The audit team has identified three functional findings. While these findings are not compliance findings, the audit team believes they warrant inclusion in this audit:

1. The County does not currently receive FTA Section 5307 funding claimed by the City of Madera, even though it is entitled to a share of that funding.
2. The County reports full-time equivalent (FTE) employees incorrectly to the State Controller, though it has demonstrated use of the TDA definition.
3. Operating cost is reported inconsistently to the State Controller and National Transit Database.

Program Recommendations

In completing this Triennial Performance Audit, the auditors submit the following recommendations for the County of Madera's public transit program. They are divided into two categories: TDA Program Compliance Recommendations and Functional Recommendations. TDA Program Compliance Recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the audit that are not specific to TDA compliance.

The Madera County Transportation Commission requested the County be included in its Triennial Performance Audit process to support a comprehensive and objective review to provide objective insights into program performance. As such, the same tests of compliance will be applied to the County as if it received TDA Article 4 funds.

Compliance Finding 1: The County of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.

Criteria: PUC 99268.4 states that transit operators serving non-urbanized areas must maintain a ratio of fare revenues to operating cost at least equal to one-tenth, or 10 percent. PUC 99268.5 states that transit operators providing exclusive services for seniors and persons with disabilities must also maintain a farebox recovery ratio of 10 percent.

Condition:

One of the challenges of determining compliance with the farebox recovery ratio is the lack of a detailed farebox recovery ratio calculation in the annual TDA fiscal audit. A separate recommendation has been included in MCTC's audit recommending the TDA fiscal auditor include this information (inclusive of all supplemental revenues and allowable exclusions) in each transit operator's annual TDA audit.

Cause: Failure to maintain the required farebox recovery ratio can have a number of causes. These include insufficient ridership to generate sufficient fare revenues, increased operating costs, lack of supplemental locally generated revenues, or a combination of causes. In FY 2019/20, the COVID-19 pandemic significantly impacted the farebox recovery ratio. However, in response to the pandemic, AB 90 waived penalties for not meeting the farebox recovery ratio threshold for FY 2019/20 and FY 2020/21.

Effect: Regardless of the cause, failing to maintain the minimum farebox recovery ratio results in the operator being out of compliance with the TDA and, except for a one-time grace year, makes the operator subject to a financial penalty as discussed in CCR 6633.9.

Recommendation: Work toward meeting the 10 percent farebox recovery ratio requirement stipulated by the TDA.

Recommended Action: This recommendation is complicated for a number of reasons, the first of which is the COVID-19 pandemic. While the farebox recovery ratio penalty has been waived statewide for FY 2019/20 and FY 2020/21, social distancing requirements, capacity limitations, and reduced ridership are likely to continue into the next fiscal year. As such, it is unknown as to whether there will be an additional year for which the penalty is waived, whether federal CARES Act funding (some of which is intended to backfill lost fare revenue) will be allowed to be counted toward the farebox recovery ratio, or if further progress will be made toward the implementation of alternative performance measures and/or the elimination of the financial penalty. Regardless, across the next audit period, the County should continue to work to improve its farebox recovery ratio to meet the TDA requirement by increasing fare revenues, identifying supplemental revenues that can be applied to the farebox recovery ratio calculation, and controlling operating expenses. Supplemental revenues are locally generated funds that may include general fund contributions, developer fees, revenue from the sale of surplus vehicles, advertising revenues, interest income, rental/lease income, etc. The County should also bear in mind that operating costs and fare revenues for a pilot or demonstration project can be excluded from the farebox recovery ratio calculation if desired, provided the conditions of PUC 99268.8 are met.

Timeline: Beginning with FY 2021/22, or as soon as is feasible considering the COVID-19 pandemic.

Anticipated Cost: Variable.

Compliance Finding 2: The County of Madera did not submit its TDA fiscal audits within the stipulated timeframe.

Criteria: PUC 99245 requires the RTPA ensure a fiscal audit of TDA funds within 180 days following the end of the fiscal year (generally December 31). The RTPA may grant an extension of up to 90 days (generally March 31) as it deems necessary.

Condition: In Madera County, the MCTC contracts for the single-year TDA fiscal audits for all transit operators. However, none of the operator audits were completed or submitted within the allowable 270-day period. This is due primarily to the late start of the auditors, who for FY 2019/20 had not started the audits at the time this report was prepared.

Cause: The cause for the late submittals is likely two-fold. First, the auditor may not contractually be held to the TDA-stipulated deadline, and therefore has no incentive to complete the audits by March 31. Second, the transit operators (cities and county) may close out their own books too late to complete the TDA audits by March 31.

Effect: Late submittal of the TDA fiscal audits, regardless of the cause, results in the transit operator and the RTPA being out of compliance with the TDA.

Recommendation: Work with the County's Finance department to ensure the County's financial reporting is completed in a timely manner, thereby enabling the TDA fiscal audit to be completed within the established timeframe.

Recommended Action: It is not the County's responsibility to ensure on-time completion of the TDA fiscal audits when contracted by the RTPA.³ However, the County should ensure it can provide the required financial information to MCTC's auditor in a timely enough manner that the auditor is able to complete the TDA fiscal audit on time. Transit staff should ensure County financial staff are aware of the time constraint specific to transit under the TDA. Typically, local government agencies have until March 31 to file their audits for the prior fiscal year.⁴ This can create problems in filing TDA fiscal audits if County Finance staff are unaware of the earlier deadline for transit operators.

Timeline: Beginning with TDA fiscal audits for FY 2020/21. Alternately, if the County has an existing contract with an auditor, revisions to contracted timelines should be incorporated when the contract is renewed or rebid.

Anticipated Cost: Negligible.

³ A corresponding finding has been included in the FY 2018 – FY 2020 TDA Triennial Performance Audit of MCTC.

⁴ Due to COVID-19, that deadline was extended by six months for FY 2018/19 and FY 2019/20 audits. However, the requirement for transit operators was not extended for FY 2019/20.

Compliance Finding 3: It is unclear as to whether the County of Madera met either of the STA efficiency standards, thereby being eligible to use its full STA allocation for operating purposes.

Criteria: PUC 99314.6 sets forth qualifying criteria for using State Transit Assistance (STA) funds for operating purposes. The transit operator must meet at least one of two efficiency standards in order to use its full allocation for operating purposes. If the operator does not meet either efficiency standard, the amount available for operating is reduced by the lowest percentage by which the cost per revenue hours exceeded the target amount necessary to meet the efficiency standard. This remaining portion of the allocation may only be used for capital purposes.

Condition: The audit team was unable to determine, based on the data available, whether the County met either of the qualifying tests for the three years of the audit period. It is also unclear as to whether the County used its full STA allocation for operating purposes or if any of it was applied to capital purposes.

Cause: This was caused by the RTPA failing to incorporate the test of efficiency standards into its TDA claims process.⁵

Effect: The County of Madera may have been allowed to use funds for operating purposes that should have been restricted to capital uses.

Recommendation: Ensure one or both efficiency standards are met before claiming the full allocation of STA funding for operations.

Recommended Action: Working with the RTPA, the County should ensure it meets one or both STA efficiency standards before claiming the full allocation of STA funding for operating purposes. If the County does not meet either standard, then the balance will need to be used for capital purposes only.⁶

AB 90, in addition to waiving the penalty for noncompliance with the farebox recovery ratio for two years, also waived the STA qualifying test for FY 2020/21 and FY 2021/22. Therefore this recommendation will not be relevant until 2022/23.

Timeline: Beginning with STA allocations for FY 2022/23.

Anticipated Cost: Variable.

Functional Finding 1: The County of Madera does not receive the share of FTA Section 5307 (urbanized area) funding to which it is entitled.

Criteria: Both “Financial and Grants Management” and “Communications with Other Government Agencies” are included as functional areas to be reviewed as part of the Triennial Performance Audit.

⁵ A similar recommendation has been included in MCTC’s FY 2018 – FY 2020 Triennial Performance Audit.

⁶ A full discussion of how to test for STA eligibility using the efficiency standards is included in MCTC’s FY 2018 – FY 2020 Triennial Performance Audit.

Condition: As it provides service within the Madera Urbanized Area, the County of Madera is entitled to a share of the FTA 5307 (urbanized area) funding claimed by the City of Madera. Prior to FY 2019/20, the County purchased transportation services from the City to provide demand-response service within the unincorporated areas surrounding the city of Madera. The County's share of Section 5307 funding could be retained by the City as payment for services. However, in FY 2019/20, the County consolidated its services into a single contract and no longer purchased services from the City. As a result, the City has not passed through to the County funding it is entitled to under FTA Section 5307.

According to the RTPA, initial guidance from the FTA was for the City to reimburse the County using local funds, thereby retaining the federal funds. This would be the simplest solution. A far more complicated solution would entail the County becoming an official subrecipient to the City, which would result in significantly more reporting and compliance requirements for the County and added oversight responsibilities for the City. No action has yet been taken.

Cause: A combination of changes in the County's operations contract and recent turnover in City staffing likely contributed to the failure to resolve this issue.

Effect: The County is not receiving the share of FTA Section 5307 funding to which it is entitled.

Recommendation: The City and the County should work together to ensure the County receives the Section 5307 funding to which it is entitled.

Recommended Action: The City and County (and RTPA, if desired) should work together to identify an appropriate split for the County's share of the funding. Making the County a formal subrecipient to the City is not recommended at this time. Rather, the audit team recommends the City follow the FTA's guidance with respect to how the funding should be passed through to the County. As an FTA direct recipient, the City should work closely with the FTA to ensure all actions are in compliance with federal guidance.

Timeline: FY 2020/21, or depending on funding source for the County share. It should include funding for FY 2019/20 as soon as is allowable, and for future shares based on the receipt of funds by the City.

Anticipated Cost: Equivalent to the County's share of FTA Section 5307 funding as determined by the City and County.

Functional Finding 2: The County reports full-time equivalent (FTE) employees incorrectly to the State Controller, though it has demonstrated use of the TDA definition.

Criteria: PUC 99247(j) identifies "full-time equivalent" (FTE) using the assumption that 2,000 annual labor hours constitutes one employee.

Condition: In documentation provided during this audit, the County has demonstrated an understanding of how to calculate FTE by mode based on the TDA definition. However, State Controller Reports do not reflect these calculations.

	FY 2017/18	FY 2018/19	FY 2019/20
County-provided calculation			
Fixed-route	6.54	6.46	6.25
Demand-response	1.74	1.72	2.04
Total	8.28	8.18	8.39
State Controller Reports			
Fixed-route	8	8	10
Demand-response	3	3	2
Total	11	11	12
Based on headcount*			
Fixed-route	8.5	10.5	7.0
Demand-response	2.3	2.4	5.0
Total	10.8	12.9	12.0

*Headcount does not include County hours, only contractor hours.

While the County’s FTE is calculated using decimals, data can only be reported to the State Controller as whole numbers. When rounding is taken into account, total FTE should range from eight to 10 depending on how mode-specific numbers are rounded. However, the data actually reported is not consistent with either the calculated FTE or a person-count (headcount).

Cause: The most common cause of the disconnect between calculation and reporting is a lack of communication between the individual who calculates FTE and participates in the Triennial Performance Audit and the individual responsible for filing the State Controller Report.

Effect: This can result in incorrect data reported to the State Controller.

Recommendation: The County should ensure the FTE data reported on its State Controller Report is consistent with the TDA definition.

Recommended Action: The County’s transit consultant should work directly with the individual preparing the State Controller Report so that there is a clear understanding of how full-time equivalents should both be calculated and reported.

Timeline: FY 2020/21 reporting to the State Controller.

Anticipated Cost: None.

Functional Finding 3: Operating cost is reported inconsistently to the State Controller and National Transit Database.

Criteria: Operating cost is reported to the National Transit Database and State Controller on an annual basis. This data reflects the cost of operating the transit program excluding capital costs.

Condition: In FY 2017/18 and FY 2018/19, the operating cost reported to the National Transit Database was 54.3 percent and 46.3 percent lower than that reported to the State Controller, even once depreciation is excluded from the operating cost. In FY 2019/20, operating cost was reported more consistently, with a variance of just 2.4 percent between the two reports.

Cause: The cause of the inconsistent reporting is unclear. The audit team could not determine which costs may have been excluded from the NTD reporting.

Effect: When operating cost is not reported consistently, it can be difficult to determine what the actual operating cost is. This can result in confusion regarding the farebox recovery ratio.

Recommendation: Ensure operating cost reported to the National Transit Database and State Controller is consistent.

Recommended Action: Operating cost reported to the National Transit Database and State Controller should be consistent and based on actual expenses. While there may be some costs that are not reported to one of these entities, it should be relatively easy to determine where the difference lies.

Another related action that may help with farebox recovery ratio calculation is the inclusion of a compliance assessment specific to farebox recovery ratio in the TDA fiscal audit. Given MCTC contracts for these audits, this recommendation is included within MCTC's FY 2018 – FY 2020 Triennial Performance Audit.

Timeline: FY 2020/21.

Anticipated Cost: Negligible.

Exhibit 8.1 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Work toward meeting the 10 percent farebox recovery ratio requirement stipulated by the TDA.	High	FY 2021/22
2	Work with the County’s Finance department to ensure the County’s financial reporting is completed in a timely manner, thereby enabling the TDA fiscal audit to be completed within the established timeframe	Medium	FY 2020/21
3	Ensure one or both efficiency standards are met before claiming the full allocation of STA funding for operations.	Medium	F 2022/23
Functional Recommendations		Importance	Timeline
1	The City and the County should work together to ensure the County receives the Section 5307 funding to which it is entitled.	High	FY 2020/21
2	The County should ensure the FTE data reported on its State Controller Report is consistent with the TDA definition.	Medium	FY 2020/21
3	Ensure operating cost reported to the National Transit Database and State Controller is consistent.	High	FY 2020/21



Madera County Transportation Commission

Triennial Performance Audit, FY 2018 - FY 2020 City of Madera

FINAL REPORT
FEBRUARY 25, 2021



Table of Contents

Chapter 1 Executive Summary	1
Chapter 2 Audit Scope and Methodology	5
Chapter 3 Program Compliance	9
Chapter 4 Prior Recommendations	13
Chapter 5 Data Reporting Analysis	19
Chapter 6 Performance Analysis	23
Chapter 7 Functional Review	41
Chapter 8 Findings and Recommendations	49

This page intentionally blank.

Table of Exhibits

Exhibit 1.1 Summary of Audit Recommendations	4
Exhibit 3.1 Transit Development Act Compliance Requirements	11
Exhibit 5.1 Data Reporting Comparison.....	21
Exhibit 6.1 System Performance Indicators	27
Exhibit 6.2 System Ridership	28
Exhibit 6.3 System Operating Cost/VSH	28
Exhibit 6.4 System Operating Cost/VSM.....	28
Exhibit 6.5 System VSM/VSH.....	28
Exhibit 6.6 System Operating Cost/Passenger	29
Exhibit 6.7 System Passengers/VSH	29
Exhibit 6.8 System Passengers/VSM.....	29
Exhibit 6.9 System VSH/FTE	29
Exhibit 6.10 System Farebox Recovery	30
Exhibit 6.11 System Fare/Passenger.....	30
Exhibit 6.12 Fixed-Route Performance Indicators.....	32
Exhibit 6.13 Fixed-Route Ridership.....	33
Exhibit 6.14 Fixed-Route Operating Cost/VSH	33
Exhibit 6.15 Fixed-Route Operating Cost/VSM	33
Exhibit 6.16 Fixed-Route VSM/VSH	33
Exhibit 6.17 Fixed-Route Operating Cost/Passenger.....	34
Exhibit 6.18 Fixed-Route Passengers/VSH	34
Exhibit 6.19 Fixed-Route Passengers/VSM	34
Exhibit 6.20 Fixed-Route VSH/FTE.....	34
Exhibit 6.21 Fixed-Route Farebox Recovery.....	35
Exhibit 6.22 Fixed-Route Fare/Passenger	35
Exhibit 6.23 Demand-Response Performance Indicators	37
Exhibit 6.24 Demand-Response Ridership	38
Exhibit 6.25 Demand-Response Operating Cost/VSH.....	38
Exhibit 6.26 Demand-Response Operating Cost/VSM.....	38
Exhibit 6.27 Demand-Response VSM/VSH.....	38
Exhibit 6.28 Demand-Response Operating Cost/Passenger	39
Exhibit 6.29 Demand-Response Passengers/VSH.....	39
Exhibit 6.30 Demand-Response Passengers/VSM.....	39
Exhibit 6.31 Demand-Response VSH/FTE	39
Exhibit 6.32 Demand-Response Farebox Recovery	40
Exhibit 6.33 Demand-Response Fare/Passenger.....	40
Exhibit 7.1 Fixed-Route Fare Structure	42
Exhibit 7.2 Demand-Response Fare Structure	42

Exhibit 7.3 Organizational Chart..... 43
Exhibit 7.4 City of Madera Transit Fleet 47
Exhibit 8.1 Summary of Audit Recommendations..... 54

Chapter 1 | Executive Summary

In 2020, the Madera County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the three transit operators to which it allocates TDA funding.

The California Public Utilities Code requires all recipients of Transit Development Act (TDA) Article 4 funding to undergo an independent performance audit on a three-year cycle in order to maintain funding eligibility. As it receives no funding under Article 4, the City of Madera is not statutorily required to undergo a Triennial Performance Audit, nor has it traditionally been held to the requirements of the TDA. However, in 2017, the Madera County Transportation Commission (MCTC), as the RTPA, requested the City be audited to provide a comprehensive and objective review to offer beneficial insights into program performance and to establish a baseline for future audits. This is the second Triennial Performance Audit of the City of Madera.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the City of Madera as a public transit operator, providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three fiscal years. In addition to assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of the City of Madera’s public transit program for the period:

- Fiscal Year 2017/18,
- Fiscal Year 2018/19, and
- Fiscal Year 2019/20.

The City of Madera currently provides local fixed-route and general public demand-response service. During the audit period, fixed-route service, marketed as Madera Metro, consisted of three routes operating between 7:00 a.m. and 6:30 p.m. on weekdays and between 9:00 a.m. and 4:00 p.m. on Saturday. No service is provided on six designated holidays.

General public Dial-A-Ride service mirrors fixed-route service hours, but is also available on Sunday from 8:30 a.m. to 2:30 p.m. Certified ADA customers receive priority Dial-A-Ride service. Curb-to-curb service is provided within city limits as well as to areas of the county south of Avenue 13, east of Road 29, north of Ellis Street, and west of Road 24½. Customers are advised to call at least one day in advance, but service is provided on a space-available basis for reservations made two hours prior to the requested pick-up time. A 30-minute pick-up window is provided, and drivers will wait no more than five minutes at the pick-up location. Subscription trips are also available.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. Moore & Associates believes the evidence obtained provides a reasonable basis for our findings and conclusions.

This audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*.

The Triennial Performance Audit includes five elements:

- Compliance requirements,
- Prior recommendations,
- Analysis of program data reporting,
- Performance Audit, and
- Functional review.

Test of Compliance

The City of Madera does not use TDA Article 4 funds, but does receive Article 8 funds, some of which are used for transit. Based on discussions with City staff, analysis of program performance, and an audit of program compliance and function, the audit team presents two compliance findings:

1. The City of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.
2. The City did not submit its TDA fiscal audits within the stipulated timeframe.

Status of Prior Recommendations

The prior audit – completed in February 2018 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2017 – included five recommendations:

1. [Identify and implement strategies for increasing ridership and fare revenue so as to achieve the mandated 15 percent farebox recovery ratio.](#)
Status: Partially implemented.
2. [Work with City staff responsible for preparing State Controller Reports to ensure submittal confirmations are appropriately saved for easy retrieval during Triennial Performance Audits.](#)
Status: Not implemented.
3. [Develop and utilize a process to ensure data is compiled and reported consistently.](#)
Status: Not implemented.

4. The operations contractor should improve its security with respect to cash handling.
Status: No longer relevant.

5. Prepare and implement a marketing plan to support growth in ridership and fare revenue.
Status: Implemented.

Findings and Recommendations

Based on discussions with City staff, analysis of program performance, and a review of program compliance and function, the audit team submits the aforementioned compliance findings for the City of Madera.

The audit team has identified two functional findings. While these findings are not compliance findings, we feel they are significant enough to be addressed within this audit:

1. The City of Madera does not pass through the share of FTA Section 5307 (urbanized area) funding to which the County of Madera is entitled.
2. The City does not report performance data consistently on internal and external reports.

In completing this Triennial Performance Audit, we submit the following recommendations for the City of Madera's public transit program. They have been divided into two categories: TDA Program compliance recommendations and functional recommendations. TDA program compliance recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the triennial audit that are not specific to TDA compliance.

Exhibit 1.1 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Work toward meeting the farebox recovery ratio requirement stipulated by the TDA.	High	FY 2021/22
2	Work with the City’s Finance department to ensure the City’s financial reporting is completed in a timely manner, thereby enabling the TDA fiscal audit to be completed within the established timeframe.	Medium	FY 2020/21
Functional Recommendations		Importance	Timeline
1	The City and the County should work together to ensure the County receives the Section 5307 funding to which it is entitled.	High	FY 2020/21
2	Develop and utilize a process to ensure data is compiled and reported consistently.	High	FY 2020/21

Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the City of Madera’s public transit program covers the three-year period ending June 30, 2020. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain funding eligibility.

In 2020, the Madera County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the three transit operators to which it allocates TDA funding. Moore & Associates is a consulting firm specializing in public transportation, including audits of non-TDA Article 4 recipients. Selection of Moore & Associates followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the City of Madera as a public transit operator. Direct benefits of a Triennial Performance Audit include providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three years; helpful insight for use in future planning; and assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized. Finally, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

As it does not receive TDA Article 4 funding for transit, the City of Madera is not statutorily required to undergo a Triennial Performance Audit, nor has it traditionally been held to the requirements of the TDA. However, in 2017, the Madera County Transportation Commission (MCTC), as the RTPA, requested the City be audited to provide a comprehensive and objective review to offer beneficial insights into program performance and to establish a baseline for future audits.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. The auditors believe the evidence obtained provides a reasonable basis for our findings and conclusions.

The audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General.

Objectives

A Triennial Performance Audit (TPA) has four primary objectives:

1. Assess compliance with TDA regulations;
2. Review improvements subsequently implemented as well as progress toward adopted goals;
3. Evaluate the efficiency and effectiveness of the transit operator; and
4. Provide sound, constructive recommendations for improving the efficiency and functionality of the transit operator.

Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of the City of Madera included five tasks:

1. A review of compliance with TDA requirements and regulations.
2. A review of the status of recommendations included in the prior Triennial Performance Audit.
3. A verification of the methodology for calculating performance indicators including the following activities:
 - Assessment of internal controls,
 - Test of data collection methods,
 - Calculation of performance indicators, and
 - Evaluation of performance.
4. Comparison of data reporting practices:
 - Internal reports,
 - State Controller Reports, and
 - National Transit Database.
5. Examination of the following functions:
 - General management and organization;
 - Service planning;
 - Scheduling, dispatching, and operations;
 - Personnel management and training;
 - Administration;
 - Marketing and public information; and
 - Fleet maintenance.
6. Conclusions and recommendations to address opportunities for improvement based upon analysis of the information collected and the audit of the transit operator's major functions.

Methodology

The methodology for the Triennial Performance Audit of the City of Madera included thorough review of documents relevant to the scope of the audit, as well as information contained on the City's website. The documents reviewed included the following (spanning the full three-year period):

- Monthly performance reports;
- State Controller Reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- California Highway Patrol Terminal Inspection reports;
- National Transit Database reports;
- Accident/road call logs; and
- Organizational chart.

Given impacts of the ongoing COVID-19 pandemic, the methodology for this audit included a virtual site visit with City of Madera representatives on January 15, 2021. The audit team met with Ivette Iraheta (Grants Administrator), David Huff (Transit Manager), Michelle Avalos (Grants Specialist), Randy Collins (Maintenance Operations Manager), and Annie Self (MV Transportation General Manager), and reviewed materials germane to the triennial audit.

This report is comprised of eight chapters divided into three sections:

1. Executive Summary: A summary of the key findings and recommendations developed during the Triennial Performance Audit process.
2. TPA Scope and Methodology: Methodology of the review and pertinent background information.
3. TPA Results: In-depth discussion of findings surrounding each of the subsequent elements of the audit:
 - Compliance with statutory and regulatory requirements,
 - Status of prior recommendations,
 - Consistency among reported data,
 - Performance measures and trends,
 - Functional audit, and
 - Findings and recommendations.

This page intentionally blank.

Chapter 3 | Program Compliance

This section examines the City of Madera’s compliance with the Transportation Development Act as well as relevant sections of the California Code of Regulations. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. The Madera County Transportation Commission considers full use of funds under California Code of Regulations (CCR) 6754(a) as referring to operating funds but not capital funds. The TPA findings and related comments are delineated in Exhibit 3.1.

The City of Madera does not use any TDA Article 4 funding for transit and is not statutorily required to be audited, nor has it traditionally been held to the requirements of the TDA. However, the Madera County Transportation Commission (MCTC), as the RTPA, requested the City be audited to support a comprehensive and objective review to provide beneficial insights into program performance.

Status of compliance items was determined through discussions with City staff as well as a physical inspection of relevant documents including the fiscal audits for each year of the triennium, State Controller annual filings, California Highway Patrol terminal inspections, year-end performance reports, and other compliance-related documentation.

Two compliance items were identified for the City of Madera:

1. The City of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.
2. The City did not submit its TDA fiscal audits within the stipulated timeframe.

Developments Occurring During the Audit Period

The last half of FY 2019/20 is markedly different from the rest of the audit period. The impacts of the COVID-19 pandemic resulted in significant declines in ridership and revenue. In many instances, transit operators strove to retain operations staff despite adopting a reduced schedule, resulting in significant changes to many cost-related performance metrics. While infusions of funding through the CARES Act have mitigated some of the lost revenues, most transit programs have yet to return to pre-pandemic ridership and fare levels. As a result, the Triennial Performance Audits will provide an assessment not only of how COVID-19 impacted each organization, as well as how it responded to the crisis.

In addition to the COVID-19 pandemic, recent changes to the TDA will result in audit reports that look somewhat different than in prior years. In the nearly 50 years since introduction of the Transportation Development Act, there have been many changes to public transportation in California. Many operators have faced significant challenges in meeting the farebox recovery ratio requirement, calling into question whether it remains the best measure for TDA compliance. In 2018, the chairs of California’s state legislative transportation committees requested the California Transit Association spearhead a policy task force to examine the TDA, which resulted in a draft framework for TDA reform released in early 2020. The draft framework maintains the farebox recovery ratio requirement, but eliminates financial penalties and allows more flexibility with respect to individual operator targets.

Assembly Bill 90, signed into law on June 29, 2020, provides temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio thresholds in FY 2019/20 (the last year covered by this audit) and FY 2020/21. While the ability to maintain state mandates and performance measures is important, AB 90 offers much-needed relief from these requirements for these years impacted by the COVID-19 pandemic while TDA reform continues to be discussed.

AB 90 includes the following provisions specific to transit operator funding through the TDA:

1. It prohibits the imposition of the TDA revenue penalty on an operator that does not maintain the required ratio of fare revenues to operating cost during FY 2019/20 or FY 2020/21.
2. It requires the Controller to calculate and publish the allocation of transit operator revenue-based funds made pursuant to the State Transit Assistance (STA) Program for FY 2020/21 and FY 2021/22 based on the same individual operator ratios published by the Controller in a specified transmittal memo, and would authorize the Controller to revise that transmittal memo, as specified. It requires the Controller to use specified data to calculate those individual operator ratios. Upon allocation of the transit operator revenue-based funds to local transportation agencies pursuant to this provision, the Controller will publish the amount of funding allocated to each operator.
3. It exempts an operator from having to meet either of the STA efficiency standards for FY 2020/21 and FY 2021/22 and authorizes the operator to use those funds for operating or capital purposes during that period.
4. It requires the Controller to allocate State of Good Repair (SOGR) program funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.
5. It requires the Controller to allocate Low Carbon Transit Operations Program (LCTOP) funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.

The first item, the only one specific to FY 2019/20, will be taken into consideration during the compliance review. Other provisions will be considered with respect to audit recommendations.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2017/18: January 15, 2019 FY 2018/19: January 22, 2020 FY 2019/20: January 27, 2021
Fiscal and compliance audits submitted within 180 days following the end of the fiscal year (or with up to 90-day extension).	PUC 99245	Not in compliance*	FY 2017/18: September 16, 2019 FY 2018/19: August 5, 2020 FY 2019/20: <i>Pending</i>
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	April 12, 2017 April 5, 2018 March 28, 2019 March 24, 2020
Operator's claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	
If operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	PUC 99270.1	Not in compliance	FY 2017/18: 13.69% FY 2018/19: 9.71% FY 2019/20: 6.97%
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	The City is not subject to alternative criteria.
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).	PUC 99266	In compliance	FY 2017/18: +4.45% FY 2018/19: -2.42% FY 2019/20: +13.04%
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	Not applicable	The transit program operates only in a blended (urbanized/non-urbanized) environment.

*Also a finding for MCTC.

Compliance Element	Reference	Compliance	Comments
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating cost at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	Not applicable	The transit program does not operate in a rural environment.
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	Not applicable	The transit program does not provide services limited to seniors and persons with disabilities.
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 for 40 years.	PUC 99271	In compliance	City staff are eligible for retirement benefits through CalPERS.
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.	CCR 6754 (a) (3)	In compliance	
In order to use State Transit Assistance funds for operating assistance, the operator's total operating cost per revenue hour does not exceed the sum of the preceding year's total plus an amount equal to the product of the percentage change in the CPI for the same period multiplied by the preceding year's total operating cost per revenue hour. An operator may qualify based on the preceding year's operating cost per revenue hour or the average of the three prior years. If an operator does not meet these qualifying tests, the operator may only use STA funds for operating purposes according to a sliding scale.	PUC 99314.6	In compliance	
A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant's capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.	CCR 6634	In compliance	

Chapter 4 | Prior Recommendations

This section reviews and evaluates the implementation of prior Triennial Performance Audit recommendations. This objective assessment provides assurance the City of Madera has made quantifiable progress toward improving both the efficiency and effectiveness of its public transit program.

The prior audit – completed in February 2018 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2017 – included five recommendations:

1. [Identify and implement strategies for increasing ridership and fare revenue so as to achieve the mandated 15 percent farebox recovery ratio.](#)

Discussion: PUC Section 99268 says if an operator serves urbanized and non-urbanized areas, it must maintain a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA. Given the City provides some service to the County areas surrounding the city limits of Madera, the TDA allows MCTC to determine an alternative farebox recovery ratio. Since the City does not operate a separate eligibility-based service for seniors and persons with disabilities, the system-wide farebox recovery goal should be 15 percent to achieve compliance with the TDA. While other locally generated funds may be used to subsidize farebox recovery, the standard is also used as a measure of efficiency and productivity.

The prior auditor noted it was difficult to determine the City’s actual farebox recovery ratio due to the way financial data was reported on various internal and external reports. System-wide farebox recovery ranged between 11.4 percent and 18.0 percent (based on data reported to the State Controller) and between 7.0 percent and 10.9 percent (based on data reported to the NTD).

The auditor also noted it was unclear as to whether the revenues identified as “non-transportation revenues” in the City’s State Controller Reports or “Directly Generated Revenues” in the NTD reports were eligible to be counted as local subsidies, but observed that the farebox recovery would likely still fall short even if these other funds were taken into account.

The prior audit recommended the City identify and implement strategies that can be used to increase its system-wide farebox recovery ratio to 15 percent. These strategies could include targeted marketing of the fixed-route service, a fare increase, or a reassessment of service delivery to transition to a more robust fixed-route service and convert the Dial-A-Ride program to an eligibility-based service for seniors and persons with disabilities. The City should also consider what additional local funds may now be eligible to supplement its farebox recovery ratio (per the changes to PUC Section 99268.19). The City should ensure any revenues from the sale of surplus vehicles (such as the 2009 vehicle currently being prepared for auction) are counted as local revenues and applied toward the farebox recovery ratio.

Finally, the auditor noted the City should also clearly identify what revenues are being claimed as fare revenue (i.e., cash fares, ticket sales, Area Agency on Aging contribution, Madera Community College contribution) and what other revenues can be counted toward farebox recovery.

Progress: The City received a grant for a robust outreach program which included rebranding, outreach, and marketing. Since the prior audit, the City has developed a new name and logo for its transit program, developed a marketing plan, purchased branded promotional items, created a Facebook account separate from the City, and published new brochures. A significant amount of direct outreach to promote the service was planned for the community and the college. However, this was impacted by the COVID-19 pandemic, and the City was not able to conduct most of the outreach it had planned.

Status: Partially implemented.

2. [Work with City staff responsible for preparing State Controller Reports to ensure submittal confirmations are appropriately saved for easy retrieval during Triennial Performance Audits.](#)

Discussion: Public Utilities Code Section 99243 requires transit operators in receipt of TDA Article 4 funds to submit annual reports to the State Controller within 90 days following the end of the fiscal year (110 days if filing electronically). Effective for FY 2016/17 reporting, that deadline was changed to seven months following the end of the fiscal year (or January 31 of the following year). During the prior audit, the City could not provide a submittal date for its FY 2016/17 submittal.

The prior audit noted the manner in which State Controller Reports are submitted results in the dated submittal confirmation being separate from the .pdf version of the report itself. Therefore the submittal confirmation may not be filed with the report and may become misfiled or lost, and timely submittal of the report cannot be verified. In addition, given the Finance Department completes the form and the Grants Department is responsible for overseeing transit, a lack of communication between the two departments can result in information not being communicated in a timely manner.

The prior auditor recommended all City staff responsible for preparing the State Controller Report be mindful of submittal deadlines and ensure timely submittal of the reports is documented. It recommended the City have a designated electronic and/or physical location where documentation can be maintained and easily located. This storage location should be consistent and should be able to be accessed by both the Finance Department (which prepares the report) and the Grants Department (which manages transit).

At the time of the prior audit, the City's Transit Manager repeatedly contacted the Finance Department to confirm the submittal date for the FY 2016/17 report. However, she was unable to secure the information in a timely manner as the Finance Department was working with a new software system and her request was not given priority.

Progress: There have been significant personnel changes since the prior audit. The current Transit Manager has been in the position since April 2020, having served in the Parks Department for five years. The current Grants Specialist has been with the Grants Department for two years, though she has a total of 18 years with the City. In addition, there has been turnover in the Finance Department, with a new Finance Director starting in January 2020 and a new Finance Manager shortly after that. As such, there has been little continuity with respect to reporting. City staff have had difficulty locating signature pages for the State Controller Reports and risked missing the deadline for the FY 2019/20 report due to the staffing changes.

Status: Not implemented.

3. Develop and utilize a process to ensure data is compiled and reported consistently.

Discussion: Operators report performance data using multiple formats (State Controller and NTD reports, as well as internal reports and audits). While data may be prepared at different times and using slightly different definitions, it should be able to be tracked consistently across multiple formats. During the preparation of the prior audit, it was difficult to determine, based on the documents provided, accurate performance measures and cost figures for the City's transit program. While the underlying methodology appeared sound, the manner of reporting the data on the documents provided was inconsistent.

The prior auditor recommended the City develop a process (which may involve investing in data management software) to support record-keeping regarding all performance data specific to National Transit Database, State Controller, and internal City reports. The system should also clearly document what additional revenues can be applied to the farebox recovery ratio. The State Controller's Uniform System of Accounts for Public Transit Operators (available on the State Controller's website) should be utilized to determine how revenues should be categorized. The City's Finance department may need to coordinate with the State Controller to determine how some locally generated revenues should be reported.

Progress: The City currently utilizes several separate systems for collecting transit financial and operational data. The contractor uses Simpli to collect operational data for Dial-A-Ride, but collects operational data for the fixed-route service manually. The City uses the Munis platform to manage all of its financial data. However, it does not appear there is a single unified system for managing transit data, or even two separate systems (one for financial data and one for operating data).

It was very difficult to determine an accurate farebox recovery ratio for each year in the audit period as different data appears to be used in different reports. The matrix below compares the calculated farebox recovery ratio using the financial data provided in NTD reports, State Controller Reports, TDA fiscal audits, and the City's annual budgets (actuals).

	FY 2017/18	FY 2018/19	FY 2019/20
NTD Reports	7.26%	9.60%	4.88%
State Controller Reports	13.69%	9.71%	Unavailable
TDA Fiscal Audits	8.09%	9.17%	Unavailable
Annual Budgets (Actuals)	6.09%	7.04%	Unavailable

Status: Not implemented.

4. The operations contractor should improve its security with respect to cash handling.

Discussion: One transit operator function evaluated as part of the Triennial Performance Audit is Revenue Collection and Cash Management. During the site visit for the prior audit, the audit team discussed with City staff the operations contractor's procedure for handling cash fares collected during transit operations. The process, as described, seemed sufficiently secure for the size of the operation. City staff noted that revenues were stored in a bag which was stored in a lockbox. However, when the audit team toured the operations facility, it noted a locked cash bag sitting in the open on a chair in the general manager's office. The office door was open and the bag was clearly visible from outside the office. It was unclear as to whether the bag contained money at that time. While the bag was not visible from the customer service counter and was as far from the exit door as possible, it was not in a secure location.

The prior audit recommended the operations contractor improve its security with respect to cash handling to ensure all revenue collection materials (including empty locked cash bags) are securely stored in a locked box or cabinet except during cash counting and transportation.

Progress: Since the prior audit, two things have occurred to render this recommendation moot. The first is the relocation of the transit offices to the new Transit Center, which has a dedicated camera-equipped fare room. The new fare room will be used for all cash-counting activities once the City begins collecting fares again (this was paused during the COVID-19 pandemic).

The second is a change in operations contractors. Since the recommendation was specific to the prior operations contractor, it does not apply to the new operations contractor.

Status: No longer relevant.

5. Prepare and implement a marketing plan to support growth in ridership and fare revenue.

Discussion: One transit operator function evaluated as part of the Triennial Performance Audit is Revenue Marketing and Public Information. Effective marketing and outreach can also play a critical role in growing ridership and fare revenue, which can have a direct impact on meeting farebox recovery goals. At the time of the prior audit, the City conducted limited marketing and outreach. While service brochures were available online, they were not generally available in print, and access to them throughout the community was very limited. Other outreach efforts

had been modest. The City had recently been selected for a public outreach grant, which would fund additional marketing and outreach activities.

The prior auditor recommended, upon award of the City’s public outreach grant, the City undertake the development of a marketing plan to guide grant-funded activities as well as activities that may extend beyond the scope or funding horizon of the grant. The primary focus of the marketing plan should be the City’s fixed-route service. It should include updating the existing service brochures; distribution of brochures throughout the community (including the Intermodal Transit Center, senior center, Madera Community College, medical facilities, library, city hall, other City facilities, etc.); a coordinated approach to social media that includes information of interest as well as rider/service alerts; and opportunities for outreach, as well as activities identified in the City’s grant application. The marketing plan should also include mechanisms for evaluating the effectiveness of various strategies.

Progress: Since the prior audit, the City not only prepared and began implementation of a Marketing Plan, but also completed a service rebranding. Full implementation of the outreach component of the Marketing Plan was impacted by the COVID-19 pandemic, but is still planned to resume when it is safe to do so.

Status: Implemented.

This page intentionally blank.

Chapter 5 | Data Reporting Analysis

An important aspect of the Triennial Performance Audit process is assessing how effectively and consistently the transit operator reports performance statistics to local, state, and federal agencies. Often as a condition of receipt of funding, an operator must collect, manage, and report data to different entities. Ensuring such data are consistent can be challenging given the differing definitions employed by different agencies as well as the varying reporting timeframes. This chapter examines the consistency of performance data reported by the City of Madera both internally as well as to outside entities during the audit period.

There were significant inconsistencies with respect to much of the reported data. This was an issue during the prior audit as well, and one of the prior recommendations advised the City to “develop and utilize a process to ensure data is compiled and reported consistently.” That recommendation was not implemented, and continued concerns regarding data will ensure the recommendation is carried over into this audit report.

- **Operating cost:** At no time during the last three years has operating cost been reported consistently between the TDA fiscal audit, NTD report, and State Controller Report. In FY 2017/18, there was a variance of 42.3 percent between the amount reported to the State Controller and the amount reported to the NTD, with the amount in the TDA fiscal audit in between the two. In FY 2018/19, the amounts reported to the NTD and in the TDA fiscal audit had a variance of just one percent, though both exceeded the amount reported to the State Controller by approximately 24 percent. In FY 2019/20, only the NTD and State Controller Reports were available for review. The NTD report reported an amount more than 168 percent greater than the State Controller Report. With no “official” operating cost, neither cost-related performance metrics or the farebox recovery ratio can be accurately calculated.

It is possible there are operating costs that are included in some reports but not others, but the audit team was unable to identify if this was the case given the data provided. A clear accounting of operating cost in the TDA fiscal audits (discussed in Chapter 8) would be extremely beneficial in addressing this issue.

- **Fare Revenue:** There have also been inconsistencies in reporting fare revenues. The NTD report breaks down fares as “passenger-paid” and “organization-paid,” while the State Controller Report includes fields for “passenger fares” and the TDA fiscal audit uses the category “charges for service.” However, none of these amounts are consistent with one another.

In FY 2017/18, fare revenues reported to the NTD and by the TDA fiscal auditor were consistent, but were 41.4 percent lower than that reported to the State Controller. In FY 2018/19, the amount reported to the NTD was 37 percent higher than that reported by the TDA fiscal auditor, with the amount in the State Controller Report in between the two. In FY 2019/20, only the NTD and State Controller Reports were available, but the two figures had a variance of more than 45 percent.

- **Vehicle Service Hours (VSH):** With respect to VSH, two of the three reports were generally consistent with the third slightly different. In FY 2017/18, the NTD and State Controller Reports were consistent, but were 3.7 percent lower than the monthly performance reports. In FY 2018/19 and FY 2019/20, the State Controller Reports were generally consistent with the monthly performance reports, with the data reported to the NTD somewhat higher (11.7 percent and 13.8 percent, respectively). Staff preparing the reports should be mindful to report actual revenue hours rather than total hours, which could contribute to the higher figures.
- **Vehicle Service Miles (VSM):** The same pattern observed with respect to VSH was also noted with respect to VSM. In FY 2017/18, the NTD and State Controller Reports were consistent, but were 4.4 percent lower than the monthly performance reports. In FY 2018/19 and FY 2019/20, the State Controller Reports were generally consistent with the monthly performance reports, with the data reported to the NTD somewhat different (2.9 percent lower and 4.9 percent higher, respectively). Staff preparing the reports should be careful to report actual revenue miles rather than total miles, which could contribute to variances in the figures.
- **Passengers:** Ridership was reported fairly consistently in FY 2017/18 and FY 2019/20. However, in FY 2018/19, there was a significant variance (as much as 29.1 percent) between that reported in the monthly performance reports and to the NTD and that reported to the State Controller. The higher ridership appears in both the fixed-route and demand-response reporting, so it cannot be attributed to a single mode.
- **Full-Time Equivalent (FTE) Employees:** It was difficult to evaluate FTE, given the change in operations contractor during FY 2018/19. However, data was provided by the City and the operations contractor for FY 2019/20. The City demonstrated use of the proper definition of FTE, and both contractor and City hours were included in reporting to the State Controller. The variation may be explained by rounding given only whole numbers are allowable on the State Controller Report.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)			
<i>TDA Fiscal Audit</i>	\$1,924,968	\$2,171,609	<i>Pending</i>
<i>National Transit Database</i>	\$2,134,957	\$2,149,875	\$4,612,999
<i>State Controller Report</i>	\$1,499,881	\$1,748,078	\$1,719,276
Fare Revenue (Actual \$)			
<i>TDA Fiscal Audit</i>	\$119,063	\$126,870	<i>Pending</i>
<i>National Transit Database</i>	\$119,063	\$173,846	\$170,728
<i>State Controller Report</i>	\$203,280	\$136,554	\$117,071
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	27,695	26,339	22,683
<i>National Transit Database</i>	26,674	29,432	25,823
<i>State Controller Report</i>	26,674	26,485	22,861
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	369,457	354,077	299,359
<i>National Transit Database</i>	353,873	344,227	313,930
<i>State Controller Report</i>	353,873	353,873	300,084
Passengers			
<i>Monthly Performance Reports</i>	143,599	113,020	95,386
<i>National Transit Database</i>	143,788	110,631	95,471
<i>State Controller Report</i>	143,788	142,855	95,326
Full-Time Equivalent Employees			
<i>State Controller Report</i>	23	23	28
<i>Per TDA methodology</i>	<i>Not provided</i>	<i>Not provided</i>	26

This page intentionally blank.

Chapter 6 | Performance Analysis

Performance indicators are typically employed to quantify and assess the efficiency of a transit operator's activities. Such indicators provide insight into current operations as well as trend analysis of operator performance. Through a review of indicators, relative performance as well as possible inter-relationships between major functions is revealed.

The Transportation Development Act (TDA) requires recipients of TDA funding to track and report five performance indicators:

- Operating Cost/Passenger,
- Operating Cost/Vehicle Service Hour,
- Passengers/Vehicle Service Hour,
- Passengers/Vehicle Service Mile, and
- Vehicle Service Hours/Employee.

To assess the validity and use of performance indicators, the audit team performed the following activities:

- Assessed internal controls in place for the collection of performance-related information,
- Validated collection methods of key data,
- Calculated performance indicators, and
- Evaluated performance indicators.

The procedures used to calculate TDA-required performance measures for the current triennium were verified and compared with indicators included in similar reports to external entities (i.e., State Controller and Federal Transit Administration).

Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667¹. The annual independent financial audit should confirm the use of the Uniform System of Accounts and Records. *Operating cost* – as defined by PUC Section 99247(a) – excludes the following:

¹ CCR Section 6667 outlines the minimum tasks which must be performed by an independent auditor in conducting the annual fiscal and compliance audit of the transit operator.

- Cost in the depreciation and amortization expense object class adopted by the State Controller pursuant to PUC Section 99243,
- Subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission,
- Direct costs of providing charter service, and
- Vehicle lease costs.

Vehicle Service Hours and Miles

Vehicle Service Hours (VSH) and *Miles* (VSM) are defined as the time/distance during which a revenue vehicle is available to carry fare-paying passengers, and which includes only those times/miles between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability.² For example, demand-response service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to driver breaks or lunch. For both demand-response and fixed-route services, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route service, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (i.e., subtracting driver lunch and breaks but including scheduled layovers).

Passenger Counts

According to the Transportation Development Act, *total passengers* is equal to the total number of unlinked trips (i.e., those trips that are made by a passenger that involve a single boarding and departure), whether revenue-producing or not.

Employees

Employee hours is defined as the total number of hours (regular or overtime) which all employees have worked, and for which they have been paid a wage or salary. The hours must include transportation system-related hours worked by persons employed in connection with the system (whether or not the person is employed directly by the operator). Full-Time Equivalent (FTE) is calculated by dividing the number of person-hours by 2,000.

Fare Revenue

Fare revenue is defined by California Code of Regulations Section 6611.2 as revenue collected from the farebox plus sales of fare media.

² A vehicle is considered to be in revenue service despite a no-show or late cancellation if the vehicle remains available for passenger use.

TDA Required Indicators

To calculate the TDA indicators for the City of Madera, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via State Controller Reports for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported in the City's audited financial reports and appeared to be consistent with TDA guidelines. In accordance with PUC Section 99247(a), the reported costs excluded depreciation and other allowable expenses. However, the significant variance between reports called into question which one accurately reflects the costs for the City's transit services.
- Fare Revenue was not independently calculated as part of this audit. Fare revenue data were obtained via State Controller Reports for each fiscal year covered by this audit. This appears to be consistent with TDA guidelines as well as the uniform system of accounts. Fare revenue data reported to the State Controller may not reflect other revenues reported as fare revenue to the NTD.
- Vehicle Service Hours (VSH) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The City calculates VSH using driver trip sheets. The City's calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The City calculates VSM by subtracting deadhead and out-of-service miles from total vehicle mileage (as noted on each vehicle's odometer). This methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The City's calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from State Controller Reports for each fiscal year covered by this review. Use of the TDA definition regarding FTE calculation was confirmed.

System Performance Trends

Data from NTD reports was used to evaluate performance trends, as it provided financial data segregated by mode. However, given the discrepancies in the performance data discussed in Chapter 5, these observations may be different than those using data from another source.

Systemwide, operating cost increased dramatically across the last six years. Operating costs rose 46.9 percent between FY 2014/15 and FY 2018/19, yet more than doubled between FY 2018/19 and FY 2019/20. While a new operations and maintenance contract in December 2019 likely contributed to increased operating costs in the last two years of the audit period, they do not explain the astronomical increase reported to the NTD.

Fare revenues experienced a 46 percent increase in FY 2018/19. This appears to have been due to an increase in organization-paid fares, which was sustained into FY 2019/20 (even though fare revenues decreased slightly).

Vehicle service hours (VSH) and vehicle service miles (VSM) fluctuated across the past six years. VSH had a net increase of 5.0 percent, peaking in FY 2016/17 and again in FY 2018/19. VSM peaked in FY 2016/17 but declined through FY 2019/20, resulting in a net decrease of 10.4 percent. Despite a brief rebound in FY 2017/18, ridership declined steadily throughout the past six years, ultimately resulting in a net decrease of 44.5 percent. (Even before the COVID-19 pandemic began in FY 2019/20, ridership had experienced a net decline of 35.7 percent.)

Cost-related metrics generally increased throughout the audit period, with significant increases in FY 2019/20 due to the spike in operating costs. Declining ridership contributed to steadily increasing operating cost per passenger, while operating cost per VSH improved in FY 2018/19 before increasing again in FY 2019/20. This indicates a decline in efficiency. Passenger-related metrics declined as ridership fell, indicating a decrease in productivity.

The farebox recovery ratio has remained below the 15 percent required for the City's blended service area. In FY 2019/20, the increased operating cost resulted in a system farebox recovery ratio of just 3.7 percent.

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)	\$1,463,733	\$1,748,386	\$1,873,235	\$2,134,957	\$2,149,875	\$4,612,999
<i>Annual Change</i>		19.4%	7.1%	14.0%	0.7%	114.6%
Fare Revenue (Actual \$)	\$121,694	\$117,052	\$107,015	\$119,063	\$173,846	\$170,728
<i>Annual Change</i>		-3.8%	-8.6%	11.3%	46.0%	-1.8%
Vehicle Service Hours (VSH)	24,595	25,575	28,218	26,674	29,432	25,823
<i>Annual Change</i>		4.0%	10.3%	-5.5%	10.3%	-12.3%
Vehicle Service Miles (VSM)	350,303	346,864	366,748	353,873	344,227	313,930
<i>Annual Change</i>		-1.0%	5.7%	-3.5%	-2.7%	-8.8%
Passengers	171,998	147,536	138,663	143,788	110,631	95,471
<i>Annual Change</i>		-14.2%	-6.0%	3.7%	-23.1%	-13.7%
Employees	24	24	23	23	23	28
<i>Annual Change</i>		0.0%	-4.2%	0.0%	0.0%	21.7%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$59.51	\$68.36	\$66.38	\$80.04	\$73.05	\$178.64
<i>Annual Change</i>		14.9%	-2.9%	20.6%	-8.7%	144.6%
Operating Cost/Passenger (Actual \$)	\$8.51	\$11.85	\$13.51	\$14.85	\$19.43	\$48.32
<i>Annual Change</i>		39.3%	14.0%	9.9%	30.9%	148.6%
Passengers/VSH	6.99	5.77	4.91	5.39	3.76	3.70
<i>Annual Change</i>		-17.5%	-14.8%	9.7%	-30.3%	-1.6%
Passengers/VSM	0.49	0.43	0.38	0.41	0.32	0.30
<i>Annual Change</i>		-13.4%	-11.1%	7.5%	-20.9%	-5.4%
Farebox Recovery	8.3%	6.7%	5.7%	5.6%	8.1%	3.7%
<i>Annual Change</i>		-19.5%	-14.7%	-2.4%	45.0%	-54.2%
Hours/Employee	1024.8	1065.6	1226.9	1,159.7	1,279.7	922.3
<i>Annual Change</i>		4.0%	15.1%	-5.5%	10.3%	-27.9%
TDA Non-Required Indicators						
Operating Cost/VSM	\$4.18	\$5.04	\$5.11	\$6.03	\$6.25	\$14.69
<i>Annual Change</i>		20.6%	1.3%	18.1%	3.5%	135.3%
VSM/VSH	14.24	13.56	13.00	13.27	11.70	12.16
<i>Annual Change</i>		-4.8%	-4.2%	2.1%	-11.8%	3.9%
Fare/Passenger	\$0.71	\$0.79	\$0.77	\$0.83	\$1.57	\$1.79
<i>Annual Change</i>		12.1%	-2.7%	7.3%	89.8%	13.8%

Exhibit 6.2 System Ridership

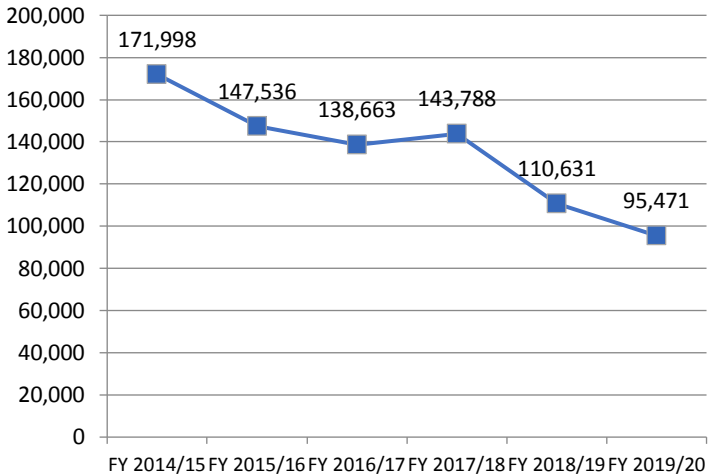


Exhibit 6.3 System Operating Cost/VSH

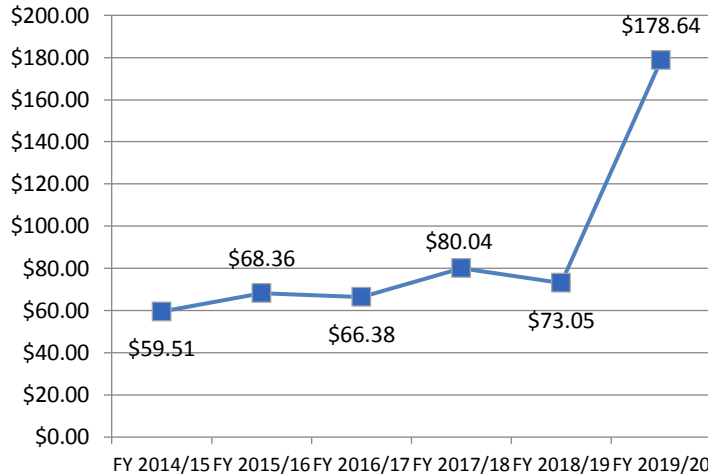


Exhibit 6.4 System Operating Cost/VSM

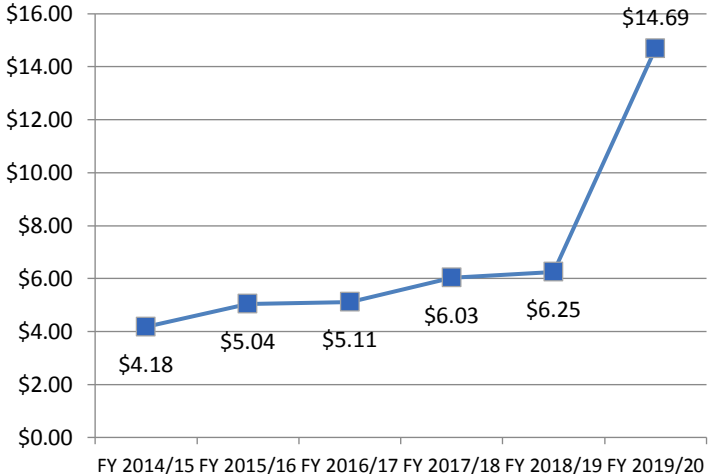


Exhibit 6.5 System VSM/VSH

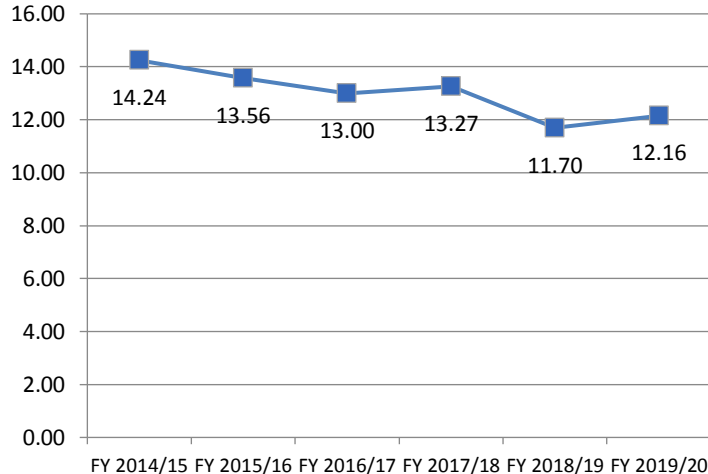


Exhibit 6.6 System Operating Cost/Passenger

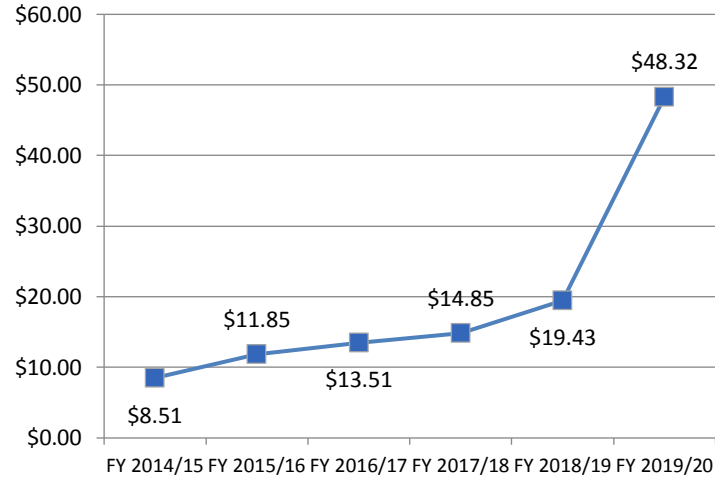


Exhibit 6.7 System Passengers/VSH

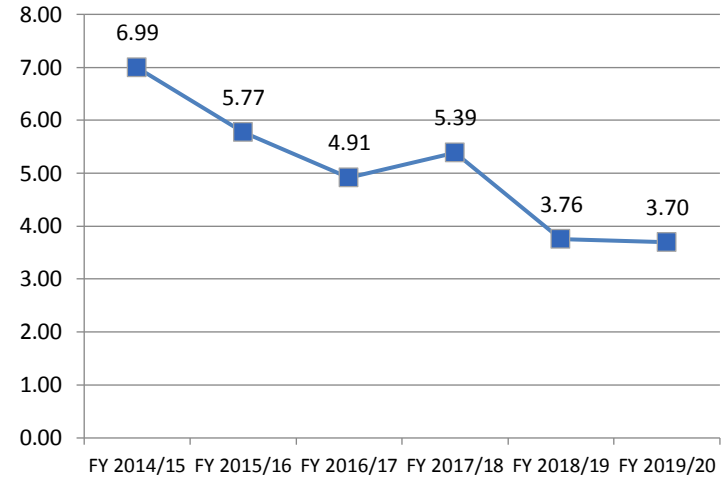


Exhibit 6.8 System Passengers/VSM

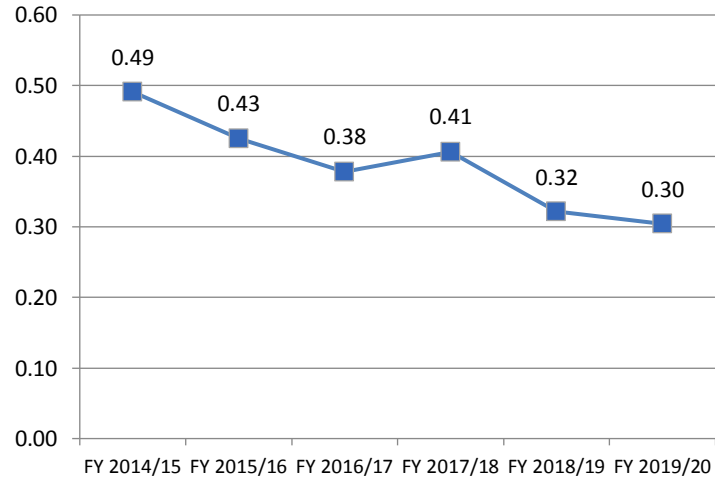


Exhibit 6.9 System VSH/FTE

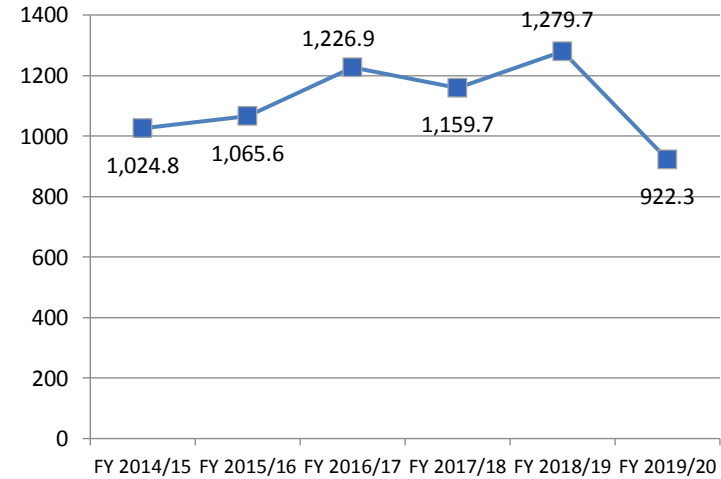


Exhibit 6.10 System Farebox Recovery

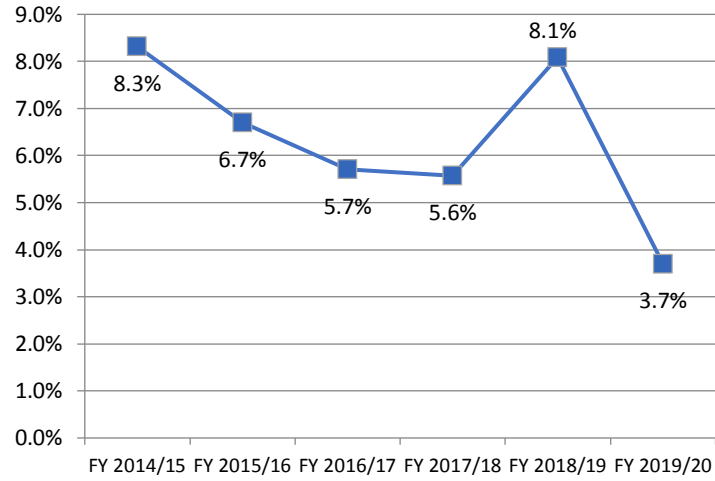
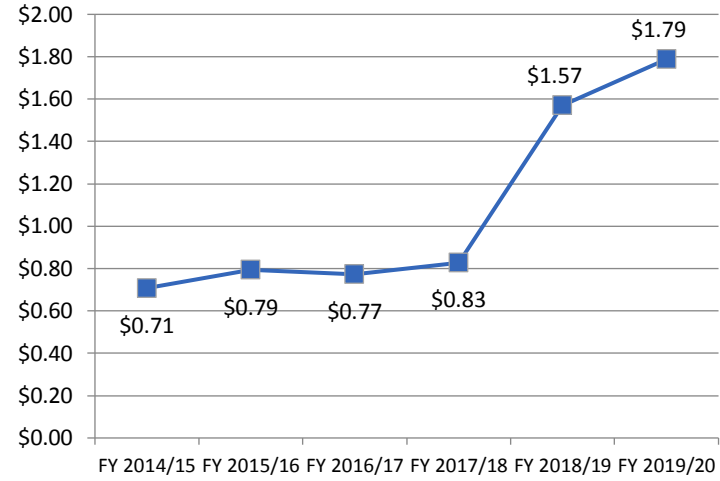


Exhibit 6.11 System Fare/Passenger



Fixed-Route Performance Trends

Fixed-route operating cost has also increased dramatically across the last six years. Operating costs rose 49.8 percent between FY 2014/15 and FY 2018/19, then a whopping 164.8 percent between FY 2018/19 and FY 2019/20. While a new operations and maintenance contract in December 2019 likely contributed to increased operating costs in the last two years of the audit period, they do not explain the astronomical increase reported to the NTD.

Fare revenues experienced a 29.6 percent increase in FY 2018/19. This appears to have been due to an increase in organization-paid fares, which was sustained into FY 2019/20 (even though fare revenues saw no change).

Vehicle service hours (VSH) and vehicle service miles (VSM) generally increased across the past six years. VSH had a net increase of 41.4 percent, with FY 2019/20 the only year in which this metric declined (likely due to the impact of the COVID-19 pandemic). VSM experienced a net increase of 47.9 percent, with virtually no change between FY 2018/19 and FY 2019/20. Ridership, however, decreased each year except for FY 2017/18, resulting in a net decrease of 31.8 percent between FY 2014/15 and FY 2018/19, and a further 7.7 percent decrease in FY 2019/20 (likely due in part to the pandemic).

Cost-related metrics generally increased throughout the audit period, with significant increases in FY 2019/20 due to the spike in operating costs. Declining ridership contributed to steadily increasing operating cost per passenger, while operating cost per VSH improved in FY 2018/19 before increasing again in FY 2019/20. This indicates a decline in efficiency. Passenger-related metrics declined as ridership fell, indicating a decrease in productivity.

The farebox recovery ratio has remained below the 15 percent required for the City's blended service area, though it improved steadily between FY 2016/17 and FY 2018/19 (increasing from 8.9 percent to 11.9 percent). In FY 2019/20, the significant increase in operating cost caused the fixed-route farebox recovery ratio to drop to 4.5 percent.

Exhibit 6.12 Fixed-Route Performance Indicators

Performance Measure	Fixed-Route					
	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)	\$712,624	\$846,617	\$945,588	\$1,067,811	\$1,067,697	\$2,826,999
<i>Annual Change</i>		18.8%	11.7%	12.9%	0.0%	164.8%
Fare Revenue (Actual \$)	\$91,262	\$89,244	\$84,283	\$97,935	\$126,876	\$126,868
<i>Annual Change</i>		-2.2%	-5.6%	16.2%	29.6%	0.0%
Vehicle Service Hours (VSH)	12,575	12,560	14,864	15,495	19,119	17,776
<i>Annual Change</i>		-0.1%	18.3%	4.2%	23.4%	-7.0%
Vehicle Service Miles (VSM)	163,507	171,428	197,570	204,726	242,305	241,800
<i>Annual Change</i>		4.8%	15.2%	3.6%	18.4%	-0.2%
Passengers	131,493	108,391	103,002	111,564	89,650	82,716
<i>Annual Change</i>		-17.6%	-5.0%	8.3%	-19.6%	-7.7%
Employees	11	11	11	11	11	14
<i>Annual Change</i>		0.0%	0.0%	0.0%	0.0%	27.3%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$56.67	\$67.41	\$63.62	\$68.91	\$55.84	\$159.03
<i>Annual Change</i>		18.9%	-5.6%	8.3%	-19.0%	184.8%
Operating Cost/Passenger (Actual \$)	\$5.42	\$7.81	\$9.18	\$9.57	\$11.91	\$34.18
<i>Annual Change</i>		44.1%	17.5%	4.3%	24.4%	187.0%
Passengers/VSH	10.46	8.63	6.93	7.20	4.69	4.65
<i>Annual Change</i>		-17.5%	-19.7%	3.9%	-34.9%	-0.8%
Passengers/VSM	0.80	0.63	0.52	0.54	0.37	0.34
<i>Annual Change</i>		-21.4%	-17.5%	4.5%	-32.1%	-7.5%
Farebox Recovery	12.8%	10.5%	8.9%	9.2%	11.9%	4.5%
<i>Annual Change</i>		-17.7%	-15.4%	2.9%	29.6%	-62.2%
Hours/Employee	1143.2	1141.8	1351.3	1408.6	1738.1	1269.7
<i>Annual Change</i>		-0.1%	18.3%	4.2%	23.4%	-26.9%
TDA Non-Required Indicators						
Operating Cost/VSM	\$4.36	\$4.94	\$4.79	\$5.22	\$4.41	\$11.69
<i>Annual Change</i>		13.3%	-3.1%	9.0%	-15.5%	165.3%
VSM/VSH	13.00	13.65	13.29	13.21	12.67	13.60
<i>Annual Change</i>		5.0%	-2.6%	-0.6%	-4.1%	7.3%
Fare/Passenger	\$0.69	\$0.82	\$0.82	\$0.88	\$1.42	\$1.53
<i>Annual Change</i>		18.6%	-0.6%	7.3%	61.2%	8.4%

Exhibit 6.13 Fixed-Route Ridership

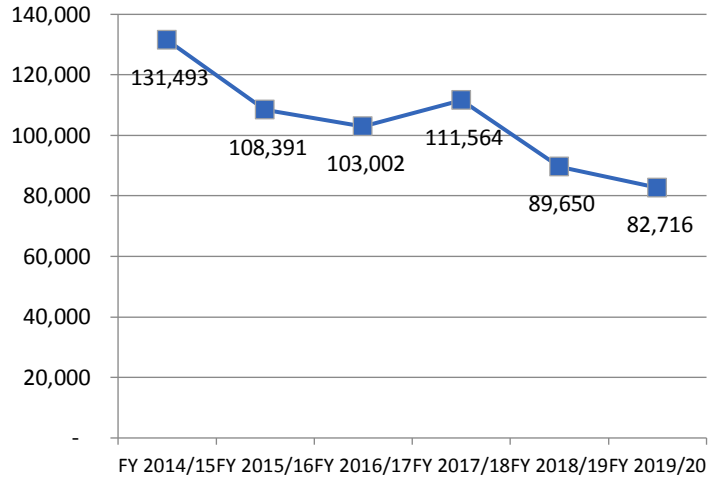


Exhibit 6.14 Fixed-Route Operating Cost/VSH

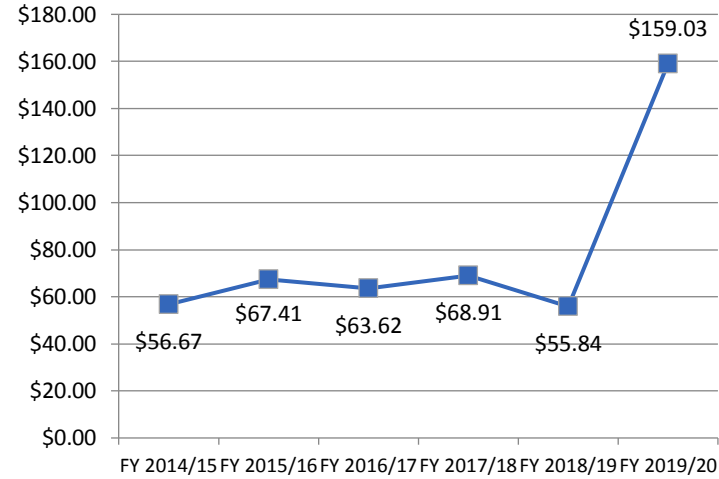


Exhibit 6.15 Fixed-Route Operating Cost/VSM

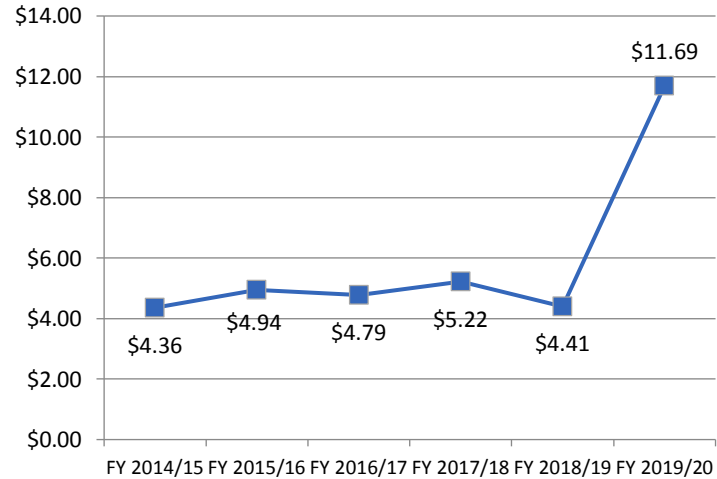


Exhibit 6.16 Fixed-Route VSM/VSH

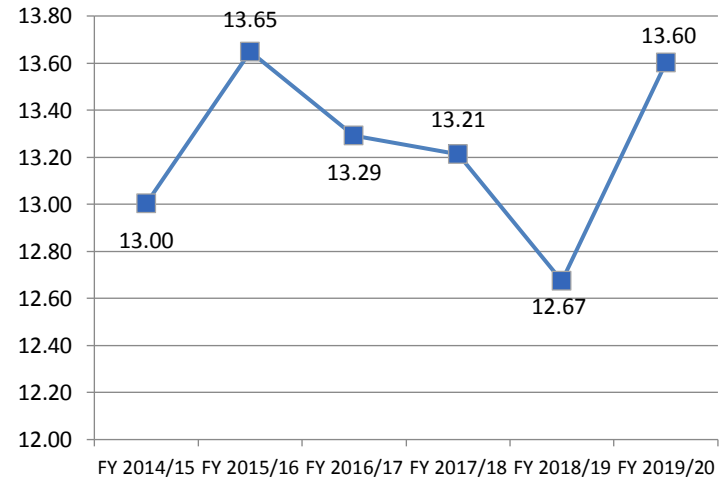


Exhibit 6.17 Fixed-Route Operating Cost/Passenger

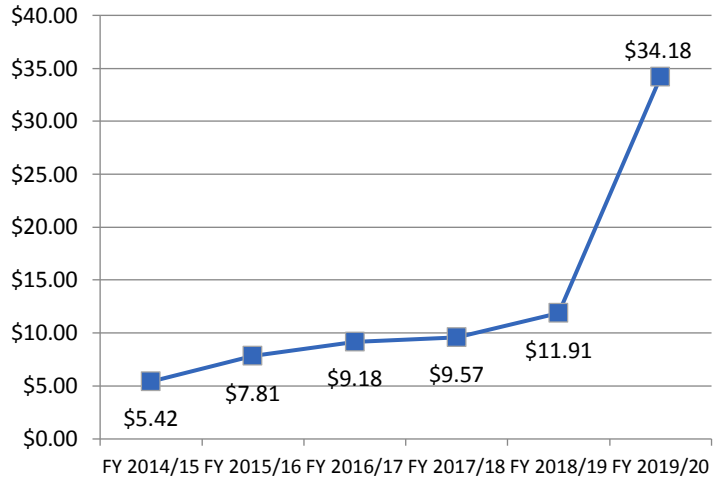


Exhibit 6.18 Fixed-Route Passengers/VSH

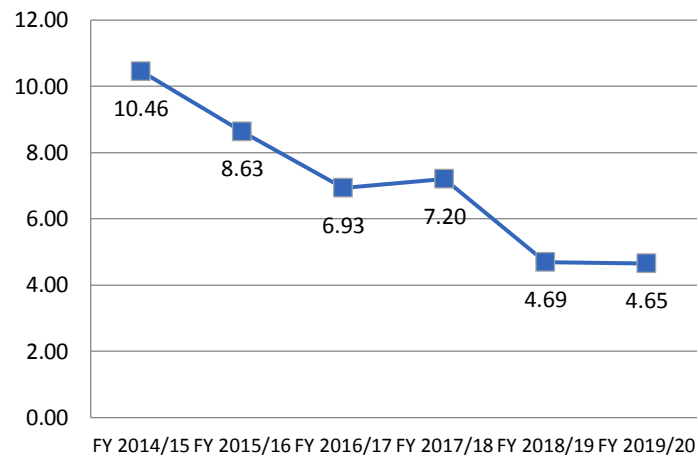


Exhibit 6.19 Fixed-Route Passengers/VSM

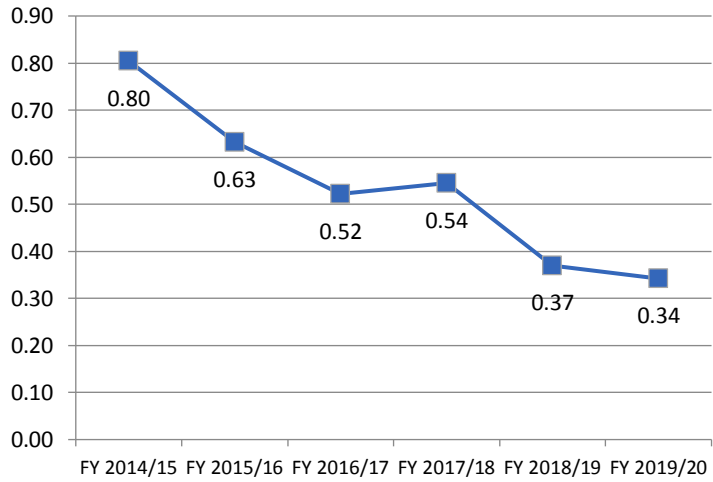


Exhibit 6.20 Fixed-Route VSH/FTE

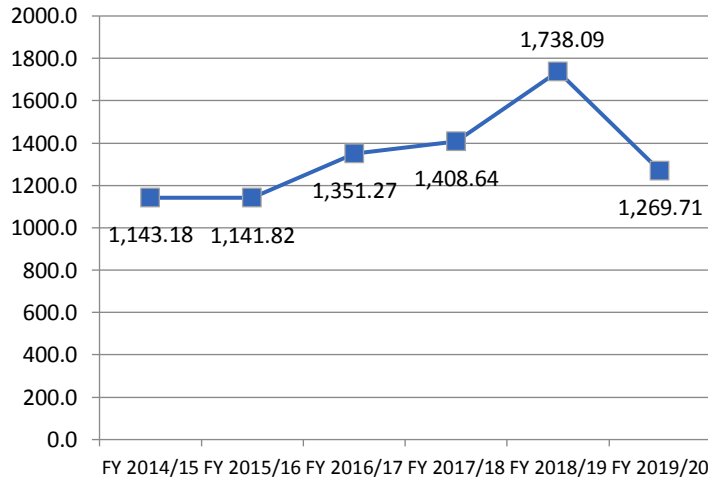


Exhibit 6.21 Fixed-Route Farebox Recovery

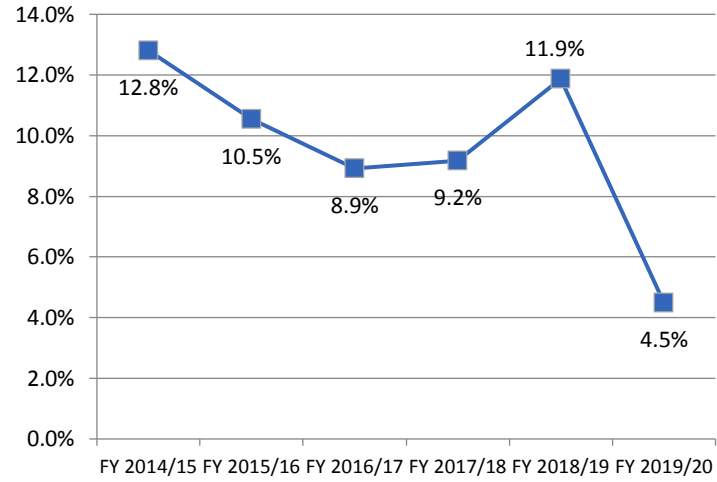
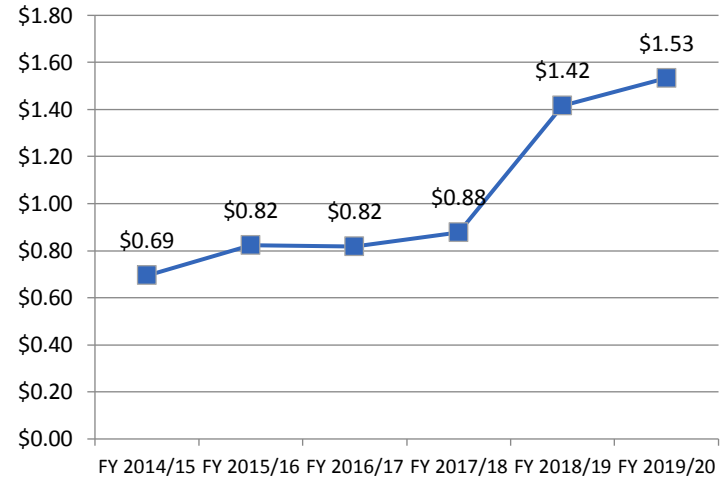


Exhibit 6.22 Fixed-Route Fare/Passenger



Demand-Response Performance Trends

Demand-response operating cost has also increased across the last six years, although not as significantly as the fixed-route costs. Operating costs rose 44.1 percent between FY 2014/15 and FY 2018/19, then another 65 percent between FY 2018/19 and FY 2019/20. While a new operations and maintenance contract in December 2019 likely contributed to increased operating costs in the last two years of the audit period, this does not explain the astronomical increase reported to the NTD.

Fare revenues experienced a 122.3 percent increase in FY 2018/19, likely due to an increase in organization-paid fares. This was sustained into FY 2019/20 (even though fare revenues declined by 6.6 percent).

Vehicle service hours (VSH) and vehicle service miles (VSM) generally decreased across the past six years. VSH had a net decrease of 33.1 percent, with all of the declines occurring during the audit period. VSM experienced a net decline of 61.4 percent, steadily decreasing during the audit period. Ridership also decreased each year, with significant losses in FY 2018/19 (34.9 percent) and FY 2019/20 (39.2 percent), only some of which can be attributed to the pandemic.

Cost-related metrics increased throughout the audit period, with significant increases in FY 2019/20 due to the spike in operating costs. This indicates a decline in efficiency. Passenger-related metrics declined as ridership fell, indicating a decrease in productivity.

The farebox recovery ratio has remained below the 15 percent required for the City's blended service area, though it improved in 2018/19 (increasing from 2.0 percent to 4.3 percent). In FY 2019/20, the significant increase in operating cost caused the demand-response farebox recovery ratio to drop to 2.5 percent.

Exhibit 6.23 Demand-Response Performance Indicators

Performance Measure	Demand-Response					
	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)	\$751,109	\$901,769	\$927,647	\$1,067,146	\$1,082,178	\$1,786,000
<i>Annual Change</i>		20.1%	2.9%	15.0%	1.4%	65.0%
Fare Revenue (Actual \$)	\$30,432	\$27,808	\$22,732	\$21,128	\$46,970	\$43,860
<i>Annual Change</i>		-8.6%	-18.3%	-7.1%	122.3%	-6.6%
Vehicle Service Hours (VSH)	12,020	13,015	13,354	11,179	10,313	8,047
<i>Annual Change</i>		8.3%	2.6%	-16.3%	-7.7%	-22.0%
Vehicle Service Miles (VSM)	186,796	175,436	169,178	149,147	101,922	72,130
<i>Annual Change</i>		-6.1%	-3.6%	-11.8%	-31.7%	-29.2%
Passengers	40,505	39,145	35,661	32,224	20,981	12,755
<i>Annual Change</i>		-3.4%	-8.9%	-9.6%	-34.9%	-39.2%
Employees	13	13	12	12	12	14
<i>Annual Change</i>		0.0%	-7.7%	0.0%	0.0%	16.7%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$62.49	\$69.29	\$69.47	\$95.46	\$104.93	\$221.95
<i>Annual Change</i>		10.9%	0.3%	37.4%	9.9%	111.5%
Operating Cost/Passenger (Actual \$)	\$18.54	\$23.04	\$26.01	\$33.12	\$51.58	\$140.02
<i>Annual Change</i>		24.2%	12.9%	27.3%	55.8%	171.5%
Passengers/VSH	3.37	3.01	2.67	2.88	2.03	1.59
<i>Annual Change</i>		-10.7%	-11.2%	7.9%	-29.4%	-22.1%
Passengers/VSM	0.22	0.22	0.21	0.22	0.21	0.18
<i>Annual Change</i>		2.9%	-5.5%	2.5%	-4.7%	-14.1%
Farebox Recovery	4.1%	3.1%	2.5%	2.0%	4.3%	2.5%
<i>Annual Change</i>		-23.9%	-20.5%	-19.2%	119.2%	-43.4%
Hours/Employee	924.6	1001.2	1112.8	931.6	859.4	574.8
<i>Annual Change</i>		8.3%	11.2%	-16.3%	-7.7%	-33.1%
TDA Non-Required Indicators						
Operating Cost/VSM	\$4.02	\$5.14	\$5.48	\$7.15	\$10.62	\$24.76
<i>Annual Change</i>		27.8%	6.7%	30.5%	48.4%	133.2%
VSM/VSH	15.54	13.48	12.67	13.34	9.88	8.96
<i>Annual Change</i>		-13.3%	-6.0%	5.3%	-25.9%	-9.3%
Fare/Passenger	\$0.75	\$0.71	\$0.64	\$0.66	\$2.24	\$3.44
<i>Annual Change</i>		-5.4%	-10.3%	2.9%	241.4%	53.6%

Exhibit 6.24 Demand-Response Ridership

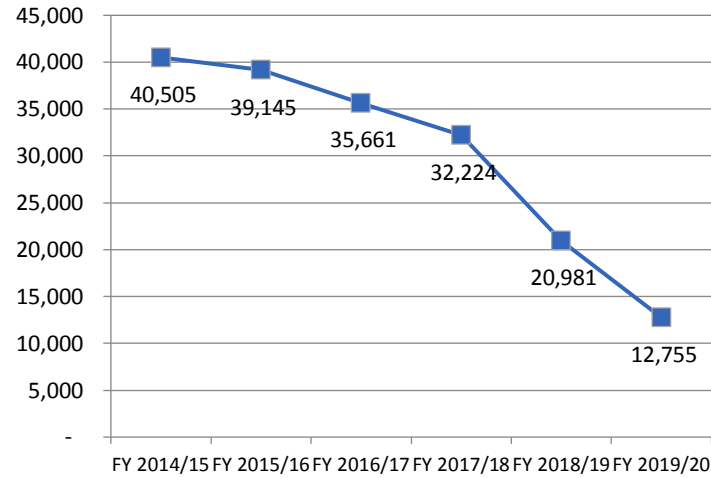


Exhibit 6.25 Demand-Response Operating Cost/VSH

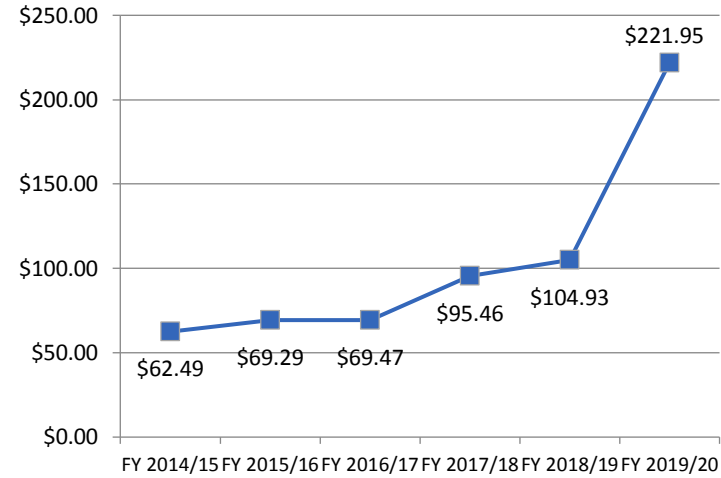


Exhibit 6.26 Demand-Response Operating Cost/VSM

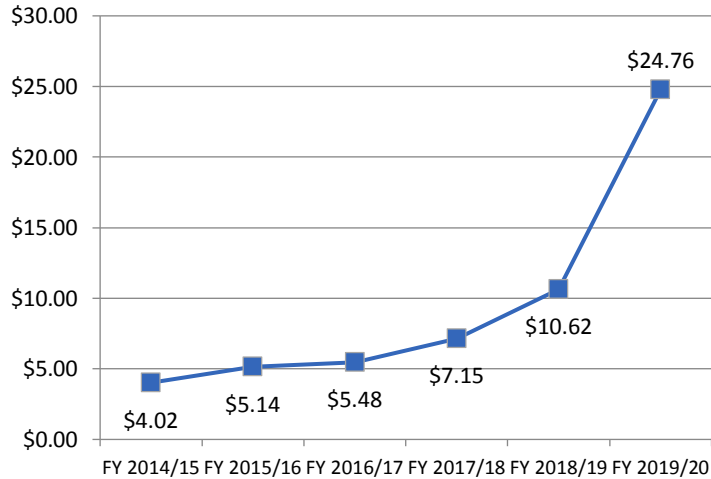


Exhibit 6.27 Demand-Response VSM/VSH

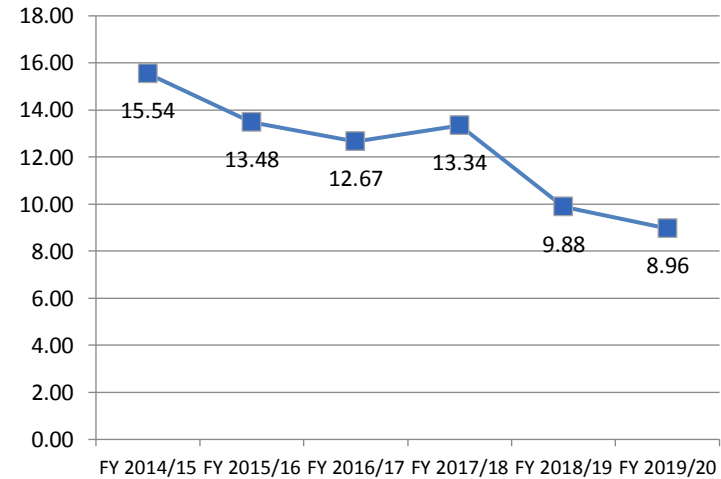


Exhibit 6.28 Demand-Response Operating Cost/Passenger

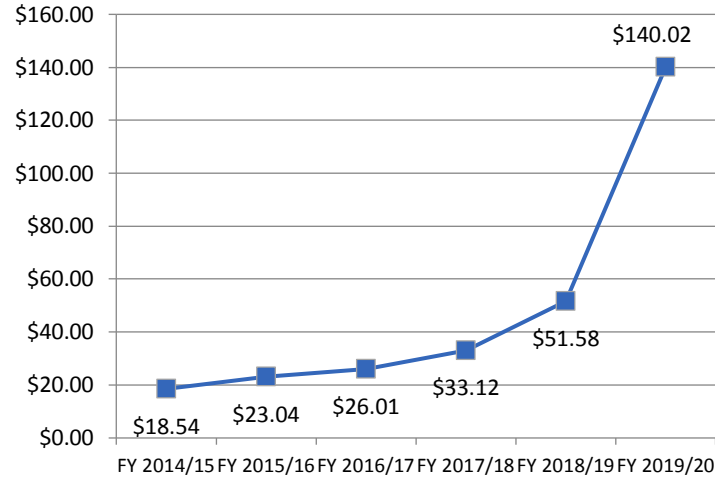


Exhibit 6.29 Demand-Response Passengers/VSH

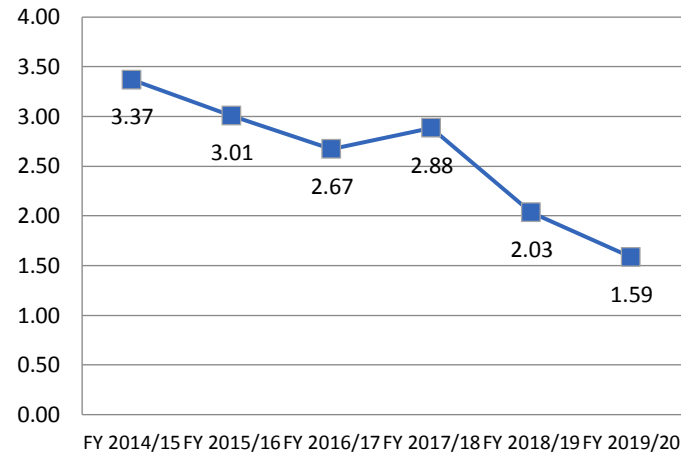


Exhibit 6.30 Demand-Response Passengers/VSM

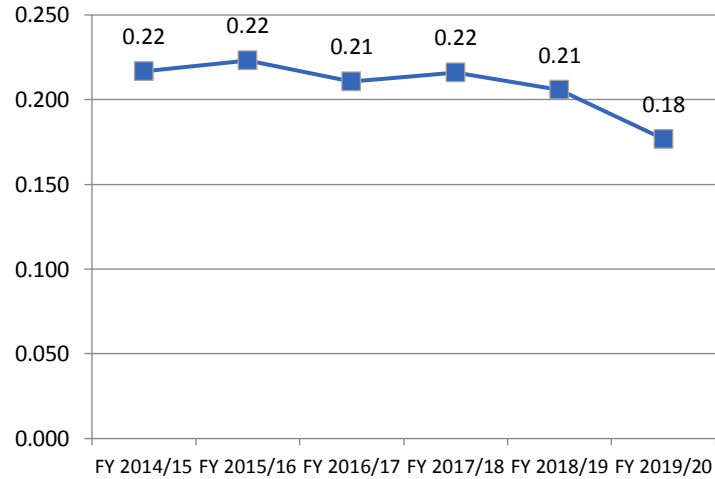


Exhibit 6.31 Demand-Response VSH/FTE

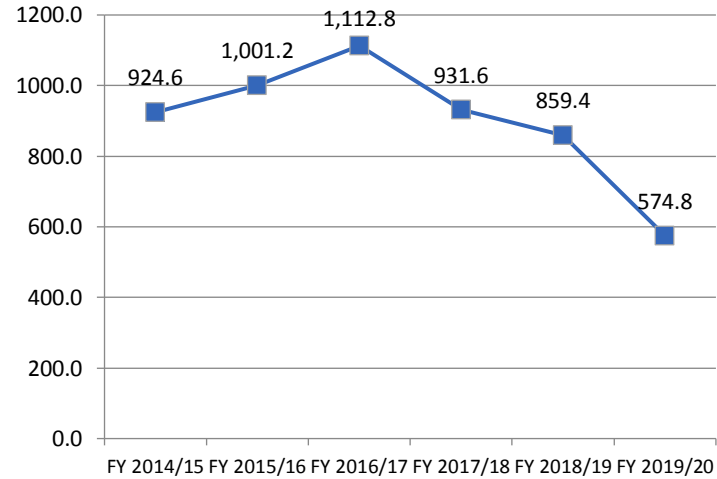


Exhibit 6.32 Demand-Response Farebox Recovery

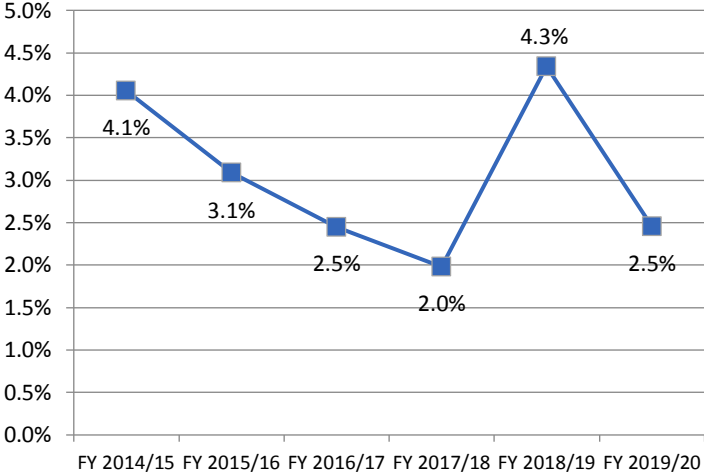
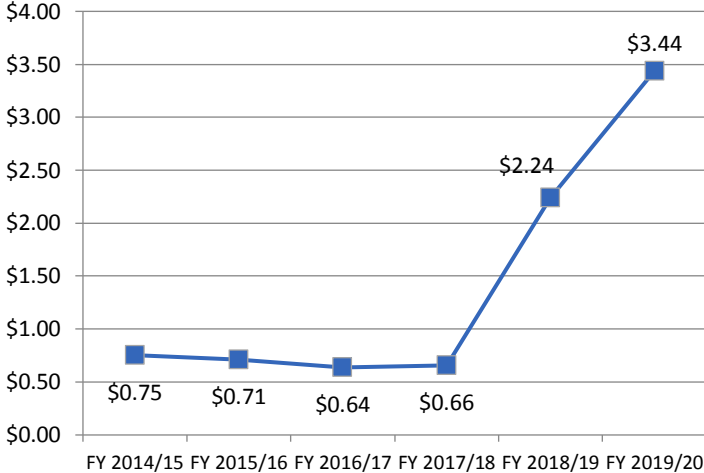


Exhibit 6.33 Demand-Response Fare/Passenger



Chapter 7 | Functional Review

A functional review of the City of Madera’s public transit program is intended to assess the effectiveness and efficiency of the operator. Following a general summary of the City’s transit services, this chapter addresses seven functional areas. The list, taken from Section III of the *Performance Audit Guidebook* published by Caltrans, reflects those transit services provided by the City of Madera through its transit program:

- General management and organization;
- Service planning;
- Scheduling, dispatch, and operations;
- Personnel management and training;
- Administration;
- Marketing and public information; and
- Fleet maintenance.

Service Overview

The City of Madera currently provides local fixed-route and general public demand-response service. During the audit period, fixed-route service, marketed as Madera Metro, consisted of three routes operating between 7:00 a.m. and 6:30 p.m. on weekdays and between 9:00 a.m. and 4:00 p.m. on Saturday. No service is provided on six designated holidays.

General public cash fare is one dollar, with a reduced fare (fifty cents) for seniors, persons with disabilities, and Medicare cardholders available during off-peak hours (10:00 a.m. to 2:00 p.m.) on weekdays and all day Saturday. Transfers between the two fixed routes are free. As of April 15, 2020, Madera City Council approved the recommendations to eliminate fares for Madera Metro’s fixed-route system and limited Dial-A-Ride (DAR) to seniors and persons with disabilities.



Exhibit 7.1 Fixed-Route Fare Structure

Fare media	Cost
Cash fare	\$1.00
Monthly pass	\$26.00
Transfers	Free
Children under 3 years old	Free
Seniors (60+)/Disabled/Medicare cardholders (between 10:00 a.m. and 2:00 p.m. weekdays and all day Saturday)	\$0.50

General public Dial-A-Ride service mirrors fixed-route service hours, but is also available on Sunday from 8:30 a.m. to 2:30 p.m. Certified ADA customers receive priority Dial-A-Ride service. Curb-to-curb service is provided within city limits as well as to areas of the county south of Avenue 13, east of Road 29, north of Ellis Street, and west of Road 24½. Customers are advised to call at least one day in advance, but service is provided on a space-available basis for reservations made two hours prior to the requested pick-up time. A 30-minute pick-up window is provided, and drivers will wait no more than five minutes at the pick-up location. Subscription trips are also available.

Exhibit 7.2 Demand-Response Fare Structure

Fare media	Cost
General public – City/County	\$3.00
Children under 1 year old	Free
Senior (60+)/Disabled – City area	\$1.00
Senior (60+)/Disabled – County area	\$2.00
General public – book of 20 tickets	\$40.00
Disabled – book of 10 tickets	\$9.00
Senior (60+) – book of 10 tickets	\$5.00

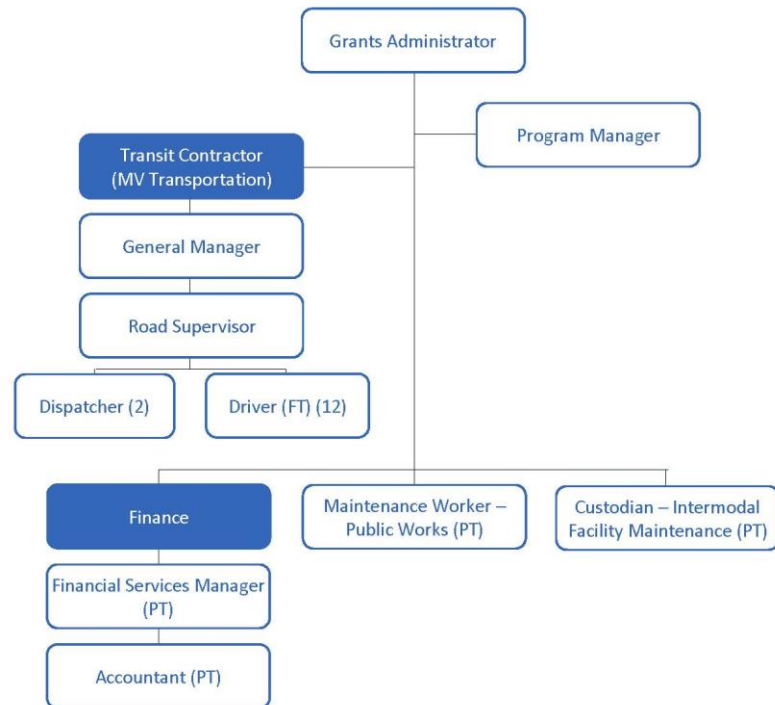
General Management and Organization

The Madera city council serves as the governing board for the City's transit program. The Council meets at 6:00 p.m. on the first and third Wednesday of each month. All meetings are open to the public and noticed and posted according to City policies. Council meetings are held in the City's council chambers located at 205 W. 4th Street. City council members represent specific districts, with an at-large mayor. The city council is invested and involved with transit with particular concern regarding seeing empty buses. Council members have shown keen interest in the rebranding and vehicle wraps as well as the new transit facility.

The City also has a Transit Advisory Board (TAB), which serves in an advisory capacity to the city council. The TAB is composed of seven members, each appointed by a member of the city council and representing a specific district. Each TAB member serves a four-year term. TAB meetings are held on the last Thursday of July, October, January, and April at 5:30 p.m. Additional meetings are held on an as-needed basis. TAB meetings are held at Madera City Hall and are open to the public. In response to the COVID-19 pandemic, all meetings are conducted through a virtual platform allowing for public comment.

The Madera County Transportation Commission (MCTC) holds monthly Technical Advisory Committee (TAC) meetings and quarterly Transit meetings. The City's Transit Manager currently attends TAC and transit meetings. The City also belongs to the California Association for Coordinated Transportation (CalACT), which gives it access to professional development, networking and educational opportunities, and access to the CalACT/MBTA Purchasing Cooperative.

Exhibit 7.3 Organizational Chart



Source: City of Madera.

Transit lies within the City's Grants Administration department, which reports to Finance. The Transit Manager became a full-time dedicated position as of April 2020. The transit program is currently comprised of three individuals representing 2.0 FTE. The City is concerned that this may not be an appropriate level of staffing and would like to have a dedicated full-time transit accountant which would increase the staffing to 3.0 FTE.

Operation of the City’s transit program is currently contracted to MV Transportation, which assumed the contract in December 2018. Prior to that time, service was operated by First Transit. As of October 2020, MV relocated to a new transit center located at 1951 Independence Drive. This relocation to a new facility and rebranding has provided the City with the opportunity to “relaunch” its transit service.



The Grants Administrator and Finance department prepare the transit budget. The City currently utilizes Munis as its budgeting software. The budget is reviewed frequently throughout the year to compare actual with budgeted expenses. The budget is formally reviewed and presented to council twice annually, but the transit department would like to increase to quarterly.

Grants are prepared and managed by the Grants Department and Finance Department. The Transit Manager and Grant Administrator work together for drawdowns. The City has not lost any grants. However, the City acknowledges it has not been going after all federal grants available due to its focus on securing local grants.

Human Resources is responsible for risk management. For an injury or accident, an incident report is prepared. If a police report is generated, this is also submitted to Human Resources within a set timeframe. Each incident is investigated, including review of videos as appropriate. Human Resources has a safety committee that meets monthly. Each City department has a representative on the committee to review claims. The City participates in the San Joaquin Valley Risk Management Agency insurance pool.

City purchasing policies are clearly defined and are in compliance with the FTA. The Transit Manager has signing authority for purchases up to \$2,500. The City does not have an internal audit function.

Service Planning

MCTC produces a county-wide Short Range Transit Development Plan (SRTDP), which was last updated in March 2017. The City has no written specific policy in terms of service planning. The Transit Advisory Board (TAB) provides some guidance/feedback in terms of transit service. Based on recommendations from that group and the operator, the City identifies new stops, route or schedule changes, shelter amenities, etc. City staff would like to look at transit more strategically, making sure routes are strategically placed and service is comprehensively analyzed. At present, the primary criteria for service changes is requests for new stops and other similar feedback.

During the audit period, there was a fare increase for both fixed-route and Dial-A-Ride. During this period, the City also received funding for a planning grant from Caltrans with the goal of thoroughly assessing the system. The main objective is to improve system efficiency, focusing on evaluating Madera Metro’s routes. The City is currently working on the development of this assessment and hopes to serve the public with a more attractive and dependable service.

With respect to farebox recovery, the City is considering strategies to improve this metric. The City had a plan in place to increase ridership and farebox recovery but that was interrupted by the pandemic. The main goal was to liven up the image of the transit system, improve amenities, and attract new riders. The rebranding and marketing of the service were successful; however, the outreach wasn't able to take off given the state-wide shut down. The City hopes to reignite its efforts given they have already purchased Madera Metro outreach materials, published new brochures, and developed new bus stop signs.

Scheduling, Dispatch, and Operations

Monthly performance reports from the operations contractor include performance indicators and meet the requirements of the contract, which has shown great improvement compared to the prior operations contractor. The City holds a monthly meeting with the contractor's general manager. Since MV took over the operations contract, customer service has improved, customer complaints have reduced, and positive staffing changes implemented in dispatching department.

All City of Madera transit vehicles are wheelchair accessible. Some have bike racks. None of the vehicles are equipped with automatic vehicle locators (AVLs), but they are equipped with onboard and outboard cameras.

Vault-style fareboxes are used for onboard revenue collection. The operations contractor's general manager or road supervisor pulls the vaults daily on weekdays. The supervising dispatcher pulls the vaults on weekends. Vaults are taken into the fare room, where the counting is done. There is always at least one other person in the room. The operations contractor is not technically responsible for fare reconciliation, but it does reconcile fares with the manifests. The contractor utilizes a locking bag, which is stored in a safe in the fare room. The general manager brings the bag to city hall each day, where Finance reconciles the fares and makes the deposit. The City utilizes an armored car service for its deposits.

Personnel Management and Training

Currently, the City's transit program is staffed by 16 contracted personnel: one general manager, one road supervisor, two dispatchers, and 12 full-time drivers. Due to Madera Metro's service reduction in response to the COVID-19 pandemic, all shifts are covered by full-time drivers. There are currently no part-time staffers employed by the contractor. Driver assignments are based on seniority. Drivers are cross-trained for both Dial-A-Ride and fixed-route service. The operations contractor conducts monthly safety meetings, as well as initial and recurring training.

The operations contractor is not currently recruiting for additional staff. Historically, recruitment has not been an issue for the operator. It typically recruits from within, transferring staff from other MV Transportation properties.

Dispatchers are a separate function and are not cross-trained with drivers. All full-time employees are eligible for the contractor's benefit package. Operations staff are represented by Amalgamated Transit Union Local 1027.

Marketing and Public Information

The City currently produces a bilingual (English and Spanish) brochure inclusive of all Madera Metro and Dial-A-Ride information. Route-specific brochures are also available for all routes. Brochures are now more widely distributed, with hard copies available upon request and at the new transit facility and senior center. The City also hosts a transit webpage at www.MaderaMetro.gov. Interim service schedules and a service area map are provided on the City's transit page. Normally, service brochures would also be available on the webpage, but are not currently posted due to changes and uncertainty regarding the fixed-route service due to the pandemic.

The City has coordinated with Madera Community College to assess the needs of the students and hopes to fulfill those requests once the schools are back in session.

The City developed a marketing and outreach plan as part of its outreach grant. This effort included a complete rebranding and outreach program. Since the prior audit, the City has implemented a new logo, new name, and refreshed image and incorporated more marketing and outreach activities. The City has also improved amenities, including equipping new buses with USB chargers. This period also saw the opening of the new Transit Center, which included a ribbon-cutting. The City was on the cusp of ramping up its outreach program when the COVID-19 pandemic hit, which put most outreach activities on hold. A transit-specific Facebook page was introduced during the audit period.

Brochures and other outreach materials are prepared/provided based on Title VI and other requirements. Part of the City's Title VI plan is addressing language barriers. The City ensures route schedules, maps, and service area boundaries are available online to improve accessibility.

The City conducts public participation activities as required (DBE program, Title VI, safety plan, FTA requirements). An annual Unmet Transit Needs study is conducted through MCTC. The City participated in a transit and housing survey through a Community Development Block Grant in 2019 which highlighted the importance of enhancing transit in the downtown areas.

Complaints are typically handled by the operations contractor. The operations contractor reports calls and complaints on its monthly report, and review of a summary complaint log is part of monthly transit staff meetings. Staff review what has been resolved and identifies any necessary next steps. There is a defined timeframe for resolution for ADA complaints only.

Maintenance

The City's Equipment Maintenance Division, under Public Works Department, provides all maintenance for the transit program. The Transit Manager is pleased with the work provided. The City has two full-time mechanics dedicated to transit. They utilize a dedicated bay at the City's Public Works yard. The maintenance bay is equipped with a portable lift and is sufficient to meet all current needs.

The City's mechanics conduct all preventive maintenance. The operations contractor brings vehicles due for PMs to the City's yard. Some large-scale repairs are outsourced, including paint and body repairs, air conditioning, transmission, and engine rebuilds. Mechanics are trained to repair wheelchair lifts.

The City’s parts room is well-stocked, secured, and staffed. Maintenance staff use Track’em software to manage assets and inventory. The Maintenance Division is working to implement electronic work orders.



The City’s fleet consists of 17 gas- and CNG-fueled cutaway-type vehicles, the largest of which carry 27 passengers and the smallest carry 17 passengers. The bulk of the fleet carry 18 passengers with two wheelchair positions. The oldest vehicles are model year 2012, while the newest are model year 2020.

Exhibit 7.4 City of Madera Transit Fleet

Unit #	Year	Make/Model	Fuel	Capacity	Service	Mileage (as of 6/30/20)
37	2012	Ford E450 Elkhart	CNG	18+2	FR	173078
38	2012	Ford E450 Elkhart	CNG	18+2	FR	198789
39	2012	Ford E450 Elkhart	Gas	18+2	DAR	256676
40	2012	Ford E450 Elkhart	CNG	18+2	DAR	129993
41	2012	Ford E450 Elkhart	CNG	18+2	DAR	144434
42	2013	Ford E450 Starcraft	CNG	18+2	DAR	110726
43	2013	Ford E450 Starcraft	CNG	18+2	DAR	159668
44	2013	Ford E450 Starcraft	CNG	18+2	FR	157696
45	2013	Ford E450 Starcraft	CNG	18+2	FR	141202
46	2013	Ford E450 Starcraft	CNG	18+2	DAR	144352
47	2019	Ford E450 Starcraft	Gas	17	FR	19965
48	2019	Ford E450 Starcraft	Gas	17	DAR	11172
49	2019	Chevy 4500 Arboc	Gas	17	FR	16945
50	2019	Chevy 4500 Arboc	Gas	17	FR	15279
51	2019	Chevy 4500 Arboc	Gas	17	FR	16264
52	2020	International Starcraft	Diesel	27	FR	4458
53	2020	International Starcraft	Diesel	27	FR	4484
54	2019	Ford F550 El Dorado	CNG	27	FR	0
55	2019	Ford F550 El Dorado	CNG	27	FR	0

Response to COVID-19 pandemic

Effective July 10, 2020 Madera Metro implemented capacity restrictions of 10 passengers maximum on all Madera Metro buses. DAR vehicles have reduced capacity to 5 passengers maximum. The City temporarily revised DAR eligibility from general public to seniors and persons with disabilities. It also suspended Route 3 (which serves Madera Community College) from April through July 2020. The City reintroduced the route in August 2020, though the last two trips of the day were eliminated, and service ceased again in December 2020 when the college went on winter break. Fares were eliminated for both services. All updates are distributed through Facebook and on the City’s website. Personal protective equipment (PPE) is available for staff, drivers, and passengers. The operations contractor cleans vehicles daily. Buses are sanitized weekly. Safety shields have been installed around the driver seat of each vehicle. Masks are required onboard the transit vehicles via a posted policy.

Chapter 8 | Findings and Recommendations

Conclusions

The City of Madera does not receive any TDA Article 4 funds for transit and has not traditionally been required to be in compliance with the requirements of the Transportation Development Act. Two findings that would normally be considered compliance findings during a Triennial Performance Audit have been identified, as well as two functional findings. Recommendations intended to improve the effectiveness and efficiency of the operator are detailed below.

Findings

Based on discussions with City staff, analysis of program performance, and an audit of program compliance and function, the audit team presents two compliance findings:

1. The City of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.
2. The City did not submit its TDA fiscal audits within the stipulated timeframe.

The audit team has identified two functional findings. While these finding are not compliance findings, the audit team believes they warrant inclusion in this report:

1. The City of Madera does not pass through the share of FTA Section 5307 (urbanized area) funding to which the County of Madera is entitled.
2. The City does not report performance data consistently on internal and external reports.

Program Recommendations

In completing this Triennial Performance Audit, the auditors submit the following recommendations for the City of Madera’s public transit program. They are divided into two categories: TDA Program Compliance Recommendations and Functional Recommendations. TDA Program Compliance Recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the audit that are not specific to TDA compliance.

The Madera County Transportation Commission requested the City be included in its Triennial Performance Audit process to support a comprehensive and objective review to provide objective insights into program performance. As such, the same tests of compliance will be applied to the City as if it received TDA Article 4 funds.

Compliance Finding 1: The City of Madera did not meet the TDA farebox recovery ratio requirement during any year of the audit period.

Criteria: PUC 99270.1 states that transit operators serving both urbanized and non-urbanized areas must maintain the ratio of fare revenues to operating cost at least equal to that established by the RTPA. MCTC has established the farebox recovery ratio requirement for the City of Madera, which serves both urbanized and non-urbanized areas, at 15 percent.

Condition: This finding and recommendation were initially identified in the prior audit period, and continued into the current audit period. At no time did the City's farebox recovery ratio exceed 15 percent. Complicating the compliance assessment was the inconsistency in how financial data was reported, as discussed in Chapter 5.

One of the challenges of determining compliance with the farebox recovery ratio is the lack of a detailed farebox recovery ratio calculation in the annual TDA fiscal audit. A separate recommendation has been included in MCTC's audit recommending the TDA fiscal auditor include this information (inclusive of all supplemental revenues and allowable exclusions) in each transit operator's annual TDA audit.

Cause: Failure to maintain the required farebox recovery ratio can have a number of causes. These include insufficient ridership to generate sufficient fare revenues, increased operating costs, lack of supplemental locally generated revenues, or a combination of causes. In FY 2019/20, the COVID-19 pandemic significantly impacted the farebox recovery ratio. However, in response to the pandemic, AB 90 waived penalties for not meeting the farebox recovery ratio threshold for FY 2019/20 and FY 2020/21.

Effect: Regardless of the cause, failing to maintain the minimum farebox recovery ratio results in the operator being out of compliance with the TDA and, except for a one-time grace year, makes the operator subject to a financial penalty as discussed in CCR 6633.9.

Recommendation: Work toward meeting the farebox recovery ratio requirement stipulated by the TDA.

Recommended Action: This recommendation is complicated for a number of reasons, the first of which is the COVID-19 pandemic. While the farebox recovery ratio penalty has been waived statewide for FY 2019/20 and FY 2020/21, social distancing requirements, capacity limitations, and reduced ridership are likely to continue into the next fiscal year. As such, it is unknown as to whether there will be an additional year for which the penalty is waived, whether federal CARES Act funding (some of which is intended to backfill lost fare revenue) will be allowed to be counted toward the farebox recovery ratio, or if further progress will be made toward the implementation of alternative performance measures and/or the elimination of the financial penalty. Regardless, across the next audit period, the City should continue to work to improve its farebox recovery ratio to meet the TDA requirement by increasing fare revenues, identifying supplemental revenues that can be applied to the farebox recovery ratio calculation, and controlling operating expenses. Supplemental revenues are locally generated funds that may include general fund contributions, developer fees, revenue from the sale of surplus vehicles, advertising revenues, interest income, rental/lease income, etc. The City should also bear in mind that operating costs and fare revenues for a pilot or demonstration project can be excluded from the farebox recovery ratio calculation if desired, provided the conditions of PUC 99268.8 are met.

Timeline: Beginning with FY 2021/22, or as soon as is feasible considering the COVID-19 pandemic.

Anticipated Cost: Variable.

Compliance Finding 2: The City did not submit its TDA fiscal audits within the established timeframe.

Criteria: PUC 99245 requires the RTPA ensure a fiscal audit of TDA funds within 180 days following the end of the fiscal year (generally December 31). The RTPA may grant an extension of up to 90 days (generally March 31) as it deems necessary.

Condition: In Madera County, the MCTC contracts for the single-year TDA fiscal audits for all transit operators. However, none of the operator audits were completed or submitted within the allowable 270-day period. This is due primarily to the late start of the auditors, who for FY 2019/20 had not started the audits at the time this report was prepared.

Cause: The cause for the late submittals is likely two-fold. First, the auditor may not contractually be held to the TDA-stipulated deadline, and therefore has no incentive to complete the audits by March 31. Second, the transit operators (cities and county) may close out their own books too late to complete the TDA audits by March 31.

Effect: Late submittal of the TDA fiscal audits, regardless of the cause, results in the transit operator and the RTPA being out of compliance with the TDA.

Recommendation: Work with the City's Finance department to ensure the City's financial reporting is completed in a timely manner, thereby enabling the TDA fiscal audit to be completed within the established timeframe.

Recommended Action: It is not the City's responsibility to ensure on-time completion of the TDA fiscal audits when contracted by the RTPA.³ However, the City should ensure it can provide the required financial information to MCTC's auditor in a timely enough manner that the auditor is able to complete the TDA fiscal audit on time. Transit staff should ensure City financial staff is aware of the TDA deadline so the City is aware of the time constraint specific to transit under the TDA. Typically, local government agencies have until March 31 to file their audits for the prior fiscal year.⁴ This can create problems in filing TDA fiscal audits if City Finance staff are unaware of the earlier deadline for transit operators.

Timeline: Beginning with TDA fiscal audits for FY 2020/21. Alternately, if the City has an existing contract with an auditor, revisions to contracted timelines should be incorporated when the contract is renewed or rebid.

Anticipated Cost: Negligible.

³ A corresponding finding has been included in the FY 2018 – FY 2020 TDA Triennial Performance Audit of MCTC.

⁴ Due to COVID-19, that deadline was extended by six months for FY 2018/19 and FY 2019/20 audits. However, the requirement for transit operators was not extended for FY 2019/20.

Functional Finding 1: The City of Madera does not pass through that share of FTA Section 5307 (urbanized area) funding to which the County of Madera is entitled.

Criteria: Both “Financial and Grants Management” and “Communications with Other Government Agencies” are included as functional areas to be reviewed as part of the Triennial Performance Audit.

Condition: As it provides service within the Madera Urbanized Area, the County of Madera is entitled to a share of the FTA 5307 (urbanized area) funding claimed by the City of Madera. Prior to FY 2019/20, the County purchased transportation services from the City to provide demand-response service within the unincorporated areas surrounding the city of Madera. As a result, the County’s share of Section 5307 funding could be retained by the City as payment for services. However, in FY 2019/20, the County consolidated its services under a single contract and no longer purchased services from the City. As a result, the City has not passed through to the County funding it is entitled to under FTA Section 5307.

According to the RTPA, initial guidance from the FTA was for the City to reimburse the County using local funds, thereby retaining the federal funds. This would be the simplest solution. A far more complicated solution would entail the County becoming an official subrecipient to the City, which would result in significantly more reporting and compliance requirements for the County and added oversight responsibilities for the City. No action has yet been taken.

Cause: A combination of changes in the County’s operations contract and recent turnover in City staffing likely contributed to the failure to resolve this issue.

Effect: The County is not receiving the share of FTA Section 5307 funding to which it is entitled.

Recommendation: The City and the County should work together to ensure the County receives the Section 5307 funding to which it is entitled.

Recommended Action: The City and County (and RTPA, if desired) should work together to identify an appropriate split for the County’s share of the funding. Making the County a formal subrecipient to the City is not recommended at this time. Rather, the audit team recommends the City follow the FTA’s guidance with respect to how the funding should be passed through to the County. As an FTA direct recipient, the City should work closely with the FTA to ensure all actions are in compliance with federal guidance.

Timeline: FY 2020/21, or depending on funding source for the County share. It should include funding for FY 2019/20 as soon as is allowable, and for future shares based on the receipt of funds by the City.

Anticipated Cost: Equivalent to the County’s share of FTA Section 5307 funding as determined by the City and County.

Functional Finding 2: The City does not report performance data consistently on internal and external reports.

Criteria: Operators report performance data using multiple formats (State Controller and NTD reports, as well as internal reports and audits). While data may be prepared at different times and using slightly different definitions, it should be able to be tracked consistently across multiple formats.

Condition: During the preparation of the audit, it was difficult to determine, based on the documents provided, accurate performance measures and cost figures for the City's transit program. While the City appeared to be in compliance with the TDA definitions of the various performance indicators, the manner of reporting the data on the documents provided was inconsistent. This finding is carried forward from the prior audit as it remains relevant and has not been resolved.

Cause: Inconsistent reporting can have many causes, including use of data that has not been finalized, variations in how data is processed, changes in staff, and the requirements of specific reports.

Effect: Inconsistent reporting, even when the underlying data is solid, may call into question the accuracy of the data.

Recommendation: Develop and utilize a process to ensure data is compiled and reported consistently.

Recommended Action(s): Develop a process to support record-keeping regarding all performance data specific to National Transit Database, State Controller, and internal City reports (including TDA fiscal audits). It must address all required TDA performance measures: Operating Cost, Fare Revenue, Vehicle Service Hours, Vehicle Service Miles, and Ridership. This data can then be provided to the TDA fiscal auditor for determination of the official farebox recovery ratio as discussed in Compliance Finding 1.

Timeline: FY 2020/21.

Anticipated Cost: Negligible.

Exhibit 8.1 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Work toward meeting the farebox recovery ratio requirement stipulated by the TDA.	High	FY 2021/22
2	Work with the City’s Finance department to ensure the City’s financial reporting is completed in a timely manner, thereby enabling the TDA fiscal audit to be completed within the established timeframe.	Medium	FY 2020/21
Functional Recommendations		Importance	Timeline
1	The City and the County should work together to ensure the County receives the Section 5307 funding to which it is entitled.	High	FY 2020/21
2	Develop and utilize a process to ensure data is compiled and reported consistently.	High	FY 2020/21



Madera County Transportation Commission

Triennial Performance Audit, FY 2018 - FY 2020 City of Chowchilla

FINAL REPORT
FEBRUARY 25, 2021



Table of Contents

Chapter 1 Executive Summary	1
Chapter 2 Audit Scope and Methodology	5
Chapter 3 Program Compliance	9
Chapter 4 Prior Recommendations	15
Chapter 5 Data Reporting Analysis	19
Chapter 6 Performance Analysis	21
Chapter 7 Functional Review	29
Chapter 8 Findings and Recommendations	37

This page intentionally blank.

Table of Exhibits

Exhibit 1.1 Summary of Audit Recommendations	3
Exhibit 3.1 Transit Development Act Compliance Requirements	11
Exhibit 5.1 Data Reporting Comparison.....	19
Exhibit 6.2 System Ridership	25
Exhibit 6.3 System Operating Cost/VSH	25
Exhibit 6.4 System Operating Cost/VSM	25
Exhibit 6.5 System VSM/VSH.....	25
Exhibit 6.6 System Operating Cost/Passenger	26
Exhibit 6.7 System Passengers/VSH	26
Exhibit 6.8 System Passengers/VSM.....	26
Exhibit 6.9 System VSH/FTE	26
Exhibit 6.10 System Farebox Recovery	27
Exhibit 6.11 System Fare/Passenger.....	27
Exhibit 8.1 STA Efficiency Standard Tests, FY 2017/18	41
Exhibit 8.2 STA Efficiency Standard Tests, FY 2018/19	42
Exhibit 8.3 STA Efficiency Standard Tests, FY 2019/20	43
Exhibit 8.4 Summary of Audit Recommendations.....	44

This page intentionally blank.

Chapter 1 | Executive Summary

In 2020, the Madera County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the three transit operators to which it allocates TDA funding.

The California Public Utilities Code requires all recipients of Transit Development Act (TDA) Article 4 funding to undergo an independent performance audit on a three-year cycle in order to maintain funding eligibility. The City of Chowchilla received funding under Article 4 and is statutorily required to undergo a Triennial Performance Audit. In 2017, the Madera County Transportation Commission (MCTC), as the RTPA, requested the City be audited to provide a comprehensive and objective review to provide beneficial insights into program performance and to establish a baseline for future audits, even though it received no Article 4 funding at that time. This is the second TDA Triennial Performance Audit of the City of Chowchilla.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the City of Chowchilla as a public transit operator, providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three fiscal years. In addition to assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of the City of Chowchilla's public transit program for the period:

- Fiscal Year 2017/18,
- Fiscal Year 2018/19, and
- Fiscal Year 2019/20.

The City of Chowchilla currently operates a general public curb-to-curb demand-response service branded as Chowchilla Area Transit (CATX). The service operates Monday through Friday between 7:30 a.m. and 3:30 p.m. The service operates within Chowchilla city limits, with some service to limited destinations outside city limits via the Chowchilla Gold Line, which is also a general public demand-response service. There is a higher fare for Gold Line trips. Discounted multi-ride passes are available for persons age 60 and older, ADA-eligible customers, and students of any age.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. Moore & Associates believes the evidence obtained provides a reasonable basis for our findings and conclusions.

This audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*.

The Triennial Performance Audit includes five elements:

- Compliance requirements,
- Prior recommendations,
- Analysis of program data reporting,
- Performance Audit, and
- Functional review.

Test of Compliance

Beginning in FY 2017/18, the City of Chowchilla began receiving TDA Article 4 funds. Based on discussions with City staff, analysis of program performance, and an audit of program compliance and function, the audit team presents three compliance findings:

1. The City of Chowchilla did not meet the TDA farebox recovery ratio requirement during FY 2017/18.
2. The City of Chowchilla did not submit its TDA fiscal audits within the stipulated timeframe.
3. In FY 2017/18 and FY 2019/20, the City of Chowchilla did not meet either of the STA efficiency standards and therefore was not eligible to use its full STA allocation for operating purposes.

Status of Prior Recommendations

The prior audit – completed in February 2018 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2017 – included three recommendations:

1. [Consider and explore strategies for increasing the farebox recovery ratio to 10 percent.](#)
Status: Partially implemented.
2. [Develop and utilize a process to ensure data is compiled and reported consistently and accurately across all reporting mechanisms.](#)
Status: Implemented.
3. [Ensure the proper methodology for calculating full-time equivalent \(FTE\) is used when reporting Employees on the State Controller Report.](#)
Status: Implemented.

Findings and Recommendations

Based on discussions with City staff, analysis of program performance, and a review of program compliance and function, the audit team submits the aforementioned three compliance findings for the City of Chowchilla.

In completing this Triennial Performance Audit, we submit the following recommendations for the City of Chowchilla's public transit program. They have been divided into two categories: TDA Program compliance recommendations and functional recommendations. TDA program compliance recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the triennial audit that are not specific to TDA compliance.

Given there are no functional findings, only compliance findings are provided below.

Exhibit 1.1 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Work toward meeting the 10 percent farebox recovery ratio requirement stipulated by the TDA.	High	FY 2021/22
2	Once MCTC has addressed the late submittal of the audits with its auditor, the City should ensure its financial reporting is completed in a timely manner, thereby enabling the TDA fiscal audit to be completed within the established timeframe.	Medium	FY 2020/21
3	Verify with MCTC that one or both efficiency standards are met before claiming the full allocation of STA funding for operations.	Medium	FY 2022/23

This page intentionally blank.

Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the City of Chowchilla’s public transit program covers the three-year period ending June 30, 2020. The California Public Utilities Code requires all recipients of Transit Development Act (TDA) funding to complete an independent review on a three-year cycle in order to maintain funding eligibility.

In 2020, the Madera County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the three transit operators to which it allocates funding. Moore & Associates is a consulting firm specializing in public transportation, including audits of non-TDA Article 4 recipients. Selection of Moore & Associates followed a competitive procurement process.

The Triennial Performance Audit is designed to be an independent and objective evaluation of the City of Chowchilla as a public transit operator. Direct benefits of a Triennial Performance Audit include providing operator management with information on the economy, efficiency, and effectiveness of its programs across the prior three years; helpful insight for use in future planning; and assuring legislative and governing bodies (as well as the public) that resources are being economically and efficiently utilized. Finally, the Triennial Performance Audit fulfills the requirement of PUC Section 99246(a) that the RTPA designate an entity other than itself to conduct a performance audit of the activities of each operator to whom it allocates funds.

At the time of the prior audit, the City of Chowchilla did not receive TDA Article 4 funding for transit and was not statutorily required to undergo a Triennial Performance Audit, nor had it historically been held to the requirements of the TDA. However, in 2017, the Madera County Transportation Commission (MCTC), as the RTPA, requested the City be audited to provide a comprehensive and objective review to offer beneficial insights into program performance and to establish a baseline for future audits. Beginning in FY 2017/18, however, the City brought the operation of its transit program in-house, which necessitated funding through Article 4 instead of Article 8(c). With this audit, the City is statutorily required to undergo a Triennial Performance Audit and must be held to the requirements under Article 4.

This performance audit was conducted in accordance with generally accepted government auditing standards. Those standards require that the audit team plans and performs the audit to obtain sufficient, appropriate evidence to provide a reasonable basis for its findings and conclusions based on the audit objectives. The auditors believe the evidence obtained provides a reasonable basis for our findings and conclusions.

The audit was also conducted in accordance with the processes established by the California Department of Transportation (Caltrans), as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General.

Objectives

A Triennial Performance Audit (TPA) has four primary objectives:

1. Assess compliance with TDA regulations;
2. Review improvements subsequently implemented as well as progress toward adopted goals;
3. Evaluate the efficiency and effectiveness of the transit operator; and
4. Provide sound, constructive recommendations for improving the efficiency and functionality of the transit operator.

Scope

The TPA is a systematic review of performance evaluating the efficiency, economy, and effectiveness of the transit operator. The audit of the City of Chowchilla included five tasks:

1. A review of compliance with TDA requirements and regulations.
2. A review of the status of recommendations included in the prior Triennial Performance Audit.
3. A verification of the methodology for calculating performance indicators including the following activities:
 - Assessment of internal controls,
 - Test of data collection methods,
 - Calculation of performance indicators, and
 - Evaluation of performance.
4. Comparison of data reporting practices:
 - Internal reports,
 - State Controller Reports, and
 - National Transit Database.
5. Examination of the following functions:
 - General management and organization;
 - Service planning;
 - Scheduling, dispatching, and operations;
 - Personnel management and training;
 - Administration;
 - Marketing and public information; and
 - Fleet maintenance.
6. Conclusions and recommendations to address opportunities for improvement based upon analysis of the information collected and the audit of the transit operator's major functions.

Methodology

The methodology for the Triennial Performance Audit of the City of Chowchilla included thorough review of documents relevant to the scope of the audit, as well as information contained on the City's website. The documents reviewed included the following (spanning the full three-year period):

- Monthly performance reports;
- State Controller Reports;
- Annual budgets;
- TDA fiscal audits;
- Transit marketing collateral;
- Fleet inventory;
- Preventive maintenance schedules and forms;
- California Highway Patrol Terminal Inspection reports;
- National Transit Database reports;
- Accident/road call logs; and
- Organizational chart.

Given impacts of the ongoing COVID-19 pandemic, the methodology for this review included a virtual site visit with City of Chowchilla representatives on January 12, 2021. The audit team met with Robin Roman (Transit Coordinator) and Sherri Dueker (Accounting Manager) and reviewed materials germane to the triennial audit.

This report is comprised of eight chapters divided into three sections:

1. Executive Summary: A summary of the key findings and recommendations developed during the Triennial Performance Audit process.
2. TPA Scope and Methodology: Methodology of the review and pertinent background information.
3. TPA Results: In-depth discussion of findings surrounding each of the subsequent elements of the audit:
 - Compliance with statutory and regulatory requirements,
 - Status of prior recommendations,
 - Consistency among reported data,
 - Performance measures and trends,
 - Functional audit, and
 - Findings and recommendations.

This page intentionally blank.

Chapter 3 | Program Compliance

This section examines the City of Chowchilla’s compliance with the Transportation Development Act as well as relevant sections of the California Code of Regulations. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. The Madera County Transportation Commission considers full use of funds under California Code of Regulations (CCR) 6754(a) as referring to operating funds but not capital funds. The TPA findings and related comments are delineated in Exhibit 3.1.

Status of compliance items was determined through discussions with City staff as well as a physical inspection of relevant documents including the fiscal audits for each year of the triennium, State Controller annual filings, California Highway Patrol terminal inspections, year-end performance reports, and other compliance-related documentation.

Three compliance items were identified for the City of Chowchilla:

1. The City of Chowchilla did not meet the TDA farebox recovery ratio requirement during FY 2017/18.
2. The City of Chowchilla did not submit its TDA fiscal audits within the stipulated timeframe.
3. In FY 2017/18 and FY 2019/20, the City of Chowchilla did not meet either of the STA efficiency standards and was therefore not eligible to use its full STA allocation for operating purposes.

Developments Occurring During the Audit Period

The last half of FY 2019/20 is markedly different from the rest of the audit period. The impacts of the COVID-19 pandemic resulted in significant declines in ridership and revenue. In many instances, transit operators strove to retain operations staff despite adopting a reduced schedule, resulting in significant changes to many cost-related performance metrics. While infusions of funding through the CARES Act have mitigated some of the lost revenues, most transit programs have yet to return to pre-pandemic ridership and fare levels. As a result, the Triennial Performance Audits will provide an assessment not only of how COVID-19 impacted each organization, as well as how it responded to the crisis.

In addition to the COVID-19 pandemic, recent and proposed changes to the TDA will result in audit reports that look somewhat different than in prior years. In the nearly 50 years since introduction of the Transportation Development Act, there have been many changes to public transportation in California. Many operators have faced significant challenges in meeting the farebox recovery ratio requirement, calling into question whether it remains the best measure for TDA compliance. In 2018, the chairs of California’s state legislative transportation committees requested the California Transit Association spearhead a policy task force to examine the TDA, which resulted in a draft framework for TDA reform released in early 2020. The draft framework maintains the farebox recovery ratio requirement, but eliminates financial penalties and allows more flexibility with respect to individual operator targets. These changes have yet to be implemented.

Assembly Bill 90, signed into law on June 29, 2020, provides temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio thresholds in FY 2019/20 (the last year covered by this audit) and FY 2020/21. While the ability to maintain state mandates and performance measures is important, AB 90 offers much-needed relief from these requirements for these years impacted by the COVID-19 pandemic while TDA reform continues to be discussed.

AB 90 includes the following provisions specific to transit operator funding through the TDA:

1. It prohibits the imposition of the TDA revenue penalty on an operator that does not maintain the required ratio of fare revenues to operating cost during FY 2019/20 or FY 2020/21.
2. It requires the Controller to calculate and publish the allocation of transit operator revenue-based funds made pursuant to the State Transit Assistance (STA) Program for FY 2020/21 and FY 2021/22 based on the same individual operator ratios published by the Controller in a specified transmittal memo, and would authorize the Controller to revise that transmittal memo, as specified. It requires the Controller to use specified data to calculate those individual operator ratios. Upon allocation of the transit operator revenue-based funds to local transportation agencies pursuant to this provision, the Controller will publish the amount of funding allocated to each operator.
3. It exempts an operator from having to meet either of the STA efficiency standards for FY 2020/21 and FY 2021/22 and authorizes the operator to use those funds for operating or capital purposes during that period.
4. It requires the Controller to allocate State of Good Repair (SOGR) program funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.
5. It requires the Controller to allocate Low Carbon Transit Operations Program (LCTOP) funding for FY 2020/21 and FY 2021/22 to recipient transit agencies pursuant to the individual operator ratios published in the above-described transmittal memo.

The first item, the only one specific to FY 2019/20, will be taken into consideration during the compliance review. Other provisions will be considered with respect to audit recommendations.

Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
State Controller Reports submitted on time.	PUC 99243	In compliance	FY 2017/18: January 29, 2019 FY 2018/19: January 30, 2020 FY 2019/20: February 1, 2021
Fiscal and compliance audits submitted within 180 days following the end of the fiscal year (or with up to 90-day extension).	PUC 99245	Not in compliance*	FY 2017/18: May 6, 2019 FY 2018/19: April 28, 2020 FY 2019/20: <i>Pending</i>
Operator's terminal rated as satisfactory by CHP within the 13 months prior to each TDA claim.	PUC 99251 B	In compliance	August 25, 2017 July 10, 2018 July 12, 2019 August 18, 2020
Operator's claim for TDA funds submitted in compliance with rules and regulations adopted by the RTPA.	PUC 99261	In compliance	
If operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	PUC 99270.1	Not applicable	The transit program operates only in a non-urbanized area.
An operator receiving allocations under Article 8(c) may be subject to regional, countywide, or subarea performance criteria, local match requirements, or fare recovery ratios adopted by resolution of the RTPA.	PUC 99405	Not applicable	The City is not subject to alternative criteria.
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).	PUC 99266	In compliance	FY 2017/18: +5.28% FY 2018/19: +9.93% FY 2019/20: -22.66% The decrease in FY 2019/20 is due to the City no longer providing Dial-A-Ride service to the County area (formerly contracted by the County of Madera).
The operator's definitions of performance measures are consistent with the Public Utilities Code Section 99247.	PUC 99247	In compliance	FTE reported to the State Controller is consistent with TDA calculation methodology.
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating cost at least equal to one-fifth (20 percent).	PUC 99268.2, 99268.4, 99268.1	Not applicable	The transit program operates only in a non-urbanized area.

*Also a compliance finding for the RTPA.

Compliance Element	Reference	Compliance	Comments
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating cost at least equal to one-tenth (10 percent).	PUC 99268.2, 99268.4, 99268.5	Not in compliance	FY 2017/18: 5.43% FY 2018/19: 54.21% FY 2019/20: 9.74%; penalty waived under AB 90.
For a claimant that provides only services to elderly and handicapped persons, the ratio of fare revenues to operating cost shall be at least 10 percent.	PUC 99268.5, CCR 6633.5	Not applicable	The City operates a general public demand-response service.
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 for 40 years.	PUC 99271	In compliance	City staff are eligible for retirement benefits through CalPERS.
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.	CCR 6754 (a) (3)	In compliance	
In order to use State Transit Assistance funds for operating assistance, the operator's total operating cost per revenue hour does not exceed the sum of the preceding year's total plus an amount equal to the product of the percentage change in the CPI for the same period multiplied by the preceding year's total operating cost per revenue hour. An operator may qualify based on the preceding year's operating cost per revenue hour or the average of the three prior years. If an operator does not meet these qualifying tests, the operator may only use STA funds for operating purposes according to a sliding scale.	PUC 99314.6	Not in compliance*	In FY 2017/18 and FY 2019/20, the City did not meet either qualifying test. Therefore, in FY 2017/18, only 99.25% of allocated STA funds could be used for operations. In FY 2019/20, only 97.02% could be used for operations. In both years, it is unclear whether the City used its full STA allocation for operations. (This requirement is waived for FY 2020/21 and FY 2021/22 under AB90.)

*Also a compliance finding for the RTPA.

Compliance Element	Reference	Compliance	Comments
A transit claimant is precluded from receiving monies from the Local Transportation Fund and the State Transit Assistance Fund in an amount which exceeds the claimant's capital and operating costs less the actual amount of fares received, the amount of local support required to meet the fare ratio, the amount of federal operating assistance, and the amount received during the year from a city or county to which the operator has provided services beyond its boundaries.	CCR 6634	In compliance	

This page intentionally blank.

Chapter 4 | Prior Recommendations

This section reviews and evaluates the implementation of prior Triennial Performance Audit recommendations. This objective assessment provides assurance the City of Chowchilla has made quantifiable progress toward improving both the efficiency and effectiveness of its public transit program.

The prior audit – completed in February 2018 by Moore & Associates, Inc. for the three fiscal years ending June 30, 2017 – included three recommendations:

1. Consider and explore strategies for increasing the farebox recovery ratio to 10 percent.

Discussion: PUC Section 99268 establishes a 10 percent farebox recovery minimum for rural transit systems in order to remain compliant with TDA. While other locally generated funds may be used to subsidize farebox recovery, the standard is also used as a measure of efficiency and productivity. Across the prior audit period, the City’s farebox recovery ranged from 3.18 percent (FY 2016/17) to 4.50 percent (FY 2014/15).

The prior audit recommended the City consider and explore strategies that could be used to increase its farebox recovery ratio to 10 percent. These strategies could include additional marketing, a fare increase, or a reassessment of service delivery to reintroduce fixed-route service and reduce the need for the more costly demand-response service. While marketing may seem a desirable activity that can be immediately implemented, the City should consider what it expects to gain from such efforts. For a demand-response service, increased ridership typically results in increased service costs, unless trips can be grouped very effectively. In addition, increased marketing and outreach could result in a demand that the City is unprepared to address. Therefore, while the City may wish to do some modest marketing, the prior auditor recommended it focus efforts on implementing a fare increase and/or identification of alternative revenue sources.

The prior audit also recommended the City consider what additional local funds may now be eligible to supplement its farebox recovery ratio (per the changes to PUC Section 99268.19). It suggested the City ensure any revenues from the sale of surplus vehicles (such as the 2009 vehicle currently being prepared for auction) are counted as local revenues and applied toward the farebox recovery ratio.

Progress: Annual farebox recovery calculations continue to fall below the stipulated 10 percent threshold absent supplemental monies. In FY 2018/19, the City had an unfunded retirement liability with PERS, which it took out a bond to cover. That transaction resulted in a farebox recovery ratio of more than 50 percent. In FY 2019/20, the requirement is waived as a result of AB 90. Staff noted local Measure T funds are largely used for capital matching, but may sometimes be used for operations. The City did implement a fare increase, but has not been able to see the full benefits of that change due to COVID-19.

Status: Partially implemented.

2. [Develop and utilize a process to ensure data is compiled and reported consistently and accurately across all reporting mechanisms.](#)

Discussion: Operators report performance data using multiple formats (State Controller and NTD reports, as well as internal reports and audits). While data may be prepared at different times and using slightly different definitions, it should be able to be tracked consistently across multiple formats.

During the preparation of the prior audit, it was determined the City had inaccurately reported its performance data (defined as ridership, vehicle service miles, and vehicle service hours) in the FY 2014/15 and FY 2015/16 State Controller Reports. In addition, employees appeared to have been double-counted, reported under both Motor Bus and Demand-Response modes.

The prior auditor recommended the City develop a process (which may involve investing in data management software) to support record-keeping regarding all performance data specific to National Transit Database, State Controller, and internal City reports. This could be the City's new Mobilitat software, provided it tracks all required TDA performance measures.

Progress: The City is using its Mobilitat software (now Syncromatics) to record operating data. This has improved the accuracy of reporting across multiple external and internal reports. City staff is still learning how to utilize all the features of the software, but has access to technical support as needed. (Mobilitat is not used for vehicle maintenance, as that activity is outsourced.)

Status: Implemented.

3. [Ensure the proper methodology for calculating full-time equivalent \(FTE\) is used when reporting Employees on the State Controller Report.](#)

Discussion: Public Utilities Code Section 99247(j) defines the vehicle service hours per employee metric as "the number of vehicle service hours divided by the number of employees employed in connection with the public transportation system, based on the assumption that 2,000 person-hours of work in one year constitutes one employee." The prior audit noted that, while the Transit Coordinator demonstrated an understanding of the TDA definition of FTE and the City's Finance department provided evidence of use of the proper calculation methodology, there was still confusion among staff as to when this definition should be used.

The recommendation advised City staff responsible for preparing the State Controller Report and transit management staff to be mindful of the TDA definition for full-time equivalent (FTE) as well as how it should be reported on the State Controller Report. In completing the State Controller Report, all staff hours worked for the full fiscal year should be added together, then divided by 2,000 to get the total FTE. The recommendation also noted this is not a recommendation for the City to change how it calculates FTE as part of its regular budgeting process. The use of this methodology is only necessary for reporting transit FTE on the Transit Operator's State Controller Report.

The recommendation also included a methodology for properly calculating FTE for staff who do not separately document their time spent on transit, yet are assigned as a percentage of their position.

Progress: The City appears to be reporting FTE accurately on State Controller Reports submitted for FY 2017/18 and FY 2018/19. The report for FY 2019/20 is currently pending.

Status: Implemented.

This page intentionally blank.

Chapter 5 | Data Reporting Analysis

An important aspect of the Triennial Performance Audit process is assessing how effectively and consistently the transit operator reports performance data to local, state, and federal agencies. Often as a condition of receipt of funding, an operator must collect, manage, and report data to different entities. Ensuring such data are consistent can be challenging given the differing definitions employed by different agencies as well as the varying reporting timeframes. This chapter examines the consistency of performance data reported by the City of Chowchilla both internally as well as to outside entities during the audit period.

Overall, data reporting for the City of Chowchilla was generally consistent between internal and external reports. The one area where inconsistencies were noted was operating cost. In FY 2018/19, there was a pension bond that was included as both a revenue and expenditure (pass-through) which was not reflected in the NTD report but was reflected in the TDA fiscal audit and State Controller Report. In FY 2017/18, however, it is unclear why the amount of operating cost in the TDA fiscal audit greatly exceeded that reported to the NTD and the State Controller.

Exhibit 5.1 Data Reporting Comparison

Performance Measure	System-Wide		
	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)			
<i>TDA Fiscal Audit</i>	\$717,655	\$967,415	<i>Pending</i>
<i>National Transit Database</i>	\$416,148	\$463,361	\$339,170
<i>State Controller Report</i>	\$420,917	\$967,414	\$345,978
Fare Revenue (Actual \$)			
<i>TDA Fiscal Audit</i>	\$20,501	\$26,332	<i>Pending</i>
<i>Monthly Performance Reports</i>	\$20,422	\$26,332	\$25,578
<i>National Transit Database</i>	\$20,489	\$26,332	\$25,578
<i>State Controller Report</i>	\$20,489	\$26,332	\$25,578
Vehicle Service Hours (VSH)			
<i>Monthly Performance Reports</i>	2,422	2,143	1,939
<i>National Transit Database</i>	2,422	2,143	1,964
<i>State Controller Report</i>	2,422	2,143	1,939
Vehicle Service Miles (VSM)			
<i>Monthly Performance Reports</i>	23,524	22,797	16,022
<i>National Transit Database</i>	23,524	22,797	16,022
<i>State Controller Report</i>	23,524	22,797	15,095
Passengers			
<i>Monthly Performance Reports</i>	15,337	17,027	12,079
<i>National Transit Database</i>	15,337	17,027	12,077
<i>State Controller Report</i>	15,337	17,027	12,079
Full-Time Equivalent Employees			
<i>State Controller Report</i>	4	4	4
<i>Per TDA methodology</i>	3.6	3.6	3.6

This page intentionally blank.

Chapter 6 | Performance Analysis

Performance indicators are typically employed to quantify and assess the efficiency of a transit operator's activities. Such indicators provide insight into current operations as well as trend analysis of operator performance. Through a review of indicators, relative performance as well as possible inter-relationships between major functions is revealed.

The Transportation Development Act (TDA) requires recipients of TDA funding to track and report five performance indicators:

- Operating Cost/Passenger,
- Operating Cost/Vehicle Service Hour,
- Passengers/Vehicle Service Hour,
- Passengers/Vehicle Service Mile, and
- Vehicle Service Hours/Employee.

To assess the validity and use of performance indicators, the audit team performed the following activities:

- Assessed internal controls in place for the collection of performance-related information,
- Validated collection methods of key data,
- Calculated performance indicators, and
- Evaluated performance indicators.

The procedures used to calculate TDA-required performance measures for the current triennium were verified and compared with indicators included in similar reports to external entities (i.e., State Controller and Federal Transit Administration).

Operating Cost

The Transportation Development Act requires an operator to track and report transit-related costs reflective of the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation. The most common method for ensuring this occurs is through a compliance audit report prepared by an independent auditor in accordance with California Code of Regulations Section 6667¹. The annual independent financial audit should confirm the use of the Uniform System of Accounts and Records. *Operating cost* – as defined by PUC Section 99247(a) – excludes the following:

- Cost in the depreciation and amortization expense object class adopted by the State Controller pursuant to PUC Section 99243,

¹ CCR Section 6667 outlines the minimum tasks which must be performed by an independent auditor in conducting the annual fiscal and compliance audit of the transit operator.

- Subsidies for commuter rail services operated under the jurisdiction of the Interstate Commerce Commission,
- Direct costs of providing charter service, and
- Vehicle lease costs.

Vehicle Service Hours and Miles

Vehicle Service Hours (VSH) and *Miles (VSM)* are defined as the time/distance during which a revenue vehicle is available to carry fare-paying passengers, and which includes only those times/miles between the time or scheduled time of the first passenger pickup and the time or scheduled time of the last passenger drop-off during a period of the vehicle's continuous availability.² For example, demand-response service hours include those hours when a vehicle has dropped off a passenger and is traveling to pick up another passenger, but not those hours when the vehicle is unavailable for service due to driver breaks or lunch. For both demand-response and fixed-route services, service hours will exclude hours of "deadhead" travel to the first scheduled pick-up, and will also exclude hours of "deadhead" travel from the last scheduled drop-off back to the terminal. For fixed-route service, a vehicle is in service from first scheduled stop to last scheduled stop, whether or not passengers board or exit at those points (i.e., subtracting driver lunch and breaks but including scheduled layovers).

Passenger Counts

According to the Transportation Development Act, *total passengers* is equal to the total number of unlinked trips (i.e., those trips that are made by a passenger that involve a single boarding and departure), whether revenue-producing or not.

Employees

Employee hours is defined as the total number of hours (regular or overtime) which all employees have worked, and for which they have been paid a wage or salary. The hours must include transportation system-related hours worked by persons employed in connection with the system (whether or not the person is employed directly by the operator). Full-Time Equivalent (FTE) is calculated by dividing the number of person-hours by 2,000.

Fare Revenue

Fare revenue is defined by California Code of Regulations Section 6611.2 as revenue collected from the farebox plus sales of fare media.

TDA Required Indicators

To calculate the TDA indicators for the City of Chowchilla, the following sources were employed:

- Operating Cost was not independently calculated as part of this audit. Operating Cost data were obtained via State Controller Reports for each fiscal year covered by this audit. Operating Cost from the reports was compared against that reported in the City's audited financial reports and was determined to be consistent with TDA guidelines. In accordance with PUC Section 99247(a), the reported costs excluded depreciation and other allowable expenses.

² A vehicle is considered to be in revenue service despite a no-show or late cancellation if the vehicle remains available for passenger use.

- Fare Revenue was not independently calculated as part of this audit. Fare revenue data were obtained via State Controller Reports for each fiscal year covered by this audit. This is consistent with TDA guidelines as well as the uniform system of accounts.
- Vehicle Service Hours (VSH) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The City calculates VSH using driver trip sheets. The City's calculation methodology is consistent with PUC guidelines.
- Vehicle Service Miles (VSM) data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The City calculates VSM by subtracting deadhead and out-of-service miles from total vehicle mileage (as noted on each vehicle's odometer). This methodology is consistent with PUC guidelines.
- Unlinked trip data were obtained via NTD reports submitted to the FTA for each fiscal year covered by this audit. The City's calculation methodology is consistent with PUC guidelines.
- Full-Time Equivalent (FTE) data were obtained from State Controller Reports for each fiscal year covered by this review. Use of the TDA definition regarding FTE calculation was verified through documents provided by the City.

System Performance Trends

Operating cost saw modest changes throughout the past six years, with the exception of FY 2018/19. In that year, a pass-through pension cost resulted in a significant increase in operating cost. Overall, operating cost saw a net decrease of 14.1 percent between FY 2014/15 and FY 2019/20. Fare revenues increased in FY 2017/18 and FY 2018/19 consistent with increases in ridership. A fare increase in FY 2019/20 helped to offset the effect of a decline in ridership due to COVID-19.

Vehicle service hours (VSH) generally declined throughout the six-year period, with a net decrease of 40.8 percent. A similar pattern was noted with respect to vehicle service miles (VSM), which saw a steady decrease of 68.9 percent during the same period. Ridership declined during the prior audit period but increased in FY 2017/18 and FY 2018/19 before dropping in FY 2019/20. Overall, there was a net 31.5 percent decrease in ridership across the six-year period.

Cost-related metrics saw a modest net change during the audit period, representing a slight decrease in efficiency. Passenger-related metrics were mixed, which can indicate a decline in productivity. Farebox recovery ratio remained below 10 percent through the six-year period.

TDA TRIENNIAL PERFORMANCE AUDIT, FY 2018 – FY 2020

Final Report

Exhibit 6.1 System Performance Indicators

Performance Measure	System-wide					
	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	FY 2018/19	FY 2019/20
Operating Cost (Actual \$)	\$402,843	\$430,609	\$392,068	\$420,917	\$967,414	\$345,978
<i>Annual Change</i>		6.9%	-9.0%	7.4%	129.8%	-64.2%
Fare Revenue (Actual \$)	\$18,137	\$14,495	\$12,465	\$20,489	\$26,332	\$25,578
<i>Annual Change</i>		-20.1%	-14.0%	64.4%	28.5%	-2.9%
Vehicle Service Hours (VSH)	3,274	2,854	2,401	2,422	2,143	1,939
<i>Annual Change</i>		-12.8%	-15.9%	0.9%	-11.5%	-9.5%
Vehicle Service Miles (VSM)	51,438	42,627	29,076	23,524	22,797	16,022
<i>Annual Change</i>		-17.1%	-31.8%	-19.1%	-3.1%	-29.7%
Passengers	17,621	12,779	11,982	15,337	17,027	12,079
<i>Annual Change</i>		-27.5%	-6.2%	28.0%	11.0%	-29.1%
Employees	4	4	5	4	4	4
<i>Annual Change</i>		0.0%	25.0%	-20.0%	0.0%	0.0%
Performance Indicators						
Operating Cost/VSH (Actual \$)	\$123.04	\$150.88	\$163.29	\$173.79	\$451.43	\$178.43
<i>Annual Change</i>		22.6%	8.2%	6.4%	159.8%	-60.5%
Operating Cost/Passenger (Actual \$)	\$22.86	\$33.70	\$32.72	\$27.44	\$56.82	\$28.64
<i>Annual Change</i>		47.4%	-2.9%	-16.1%	107.0%	-49.6%
Passengers/VSH	5.38	4.48	4.99	6.33	7.95	6.23
<i>Annual Change</i>		-16.8%	11.5%	26.9%	25.5%	-21.6%
Passengers/VSM	0.34	0.30	0.41	0.65	0.75	0.75
<i>Annual Change</i>		-12.5%	37.5%	58.2%	14.6%	0.9%
Farebox Recovery	4.5%	3.4%	3.2%	4.9%	2.7%	7.4%
<i>Annual Change</i>		-25.2%	-5.6%	53.1%	-44.1%	171.6%
Hours/Employee	818.5	713.5	480.2	605.5	535.8	484.8
<i>Annual Change</i>		-12.8%	-32.7%	26.1%	-11.5%	-9.5%
TDA Non-Required Indicators						
Operating Cost/VSM	\$7.83	\$10.10	\$13.48	\$17.89	\$42.44	\$21.59
<i>Annual Change</i>		29.0%	33.5%	32.7%	137.2%	-49.1%
VSM/VSH	15.71	14.94	12.11	9.71	10.64	8.26
<i>Annual Change</i>		-4.9%	-18.9%	-19.8%	9.5%	-22.3%
Fare/Passenger	\$1.03	\$1.13	\$1.04	\$1.34	\$1.55	\$2.12
<i>Annual Change</i>		10.2%	-8.3%	28.4%	15.8%	36.9%

Exhibit 6.2 System Ridership

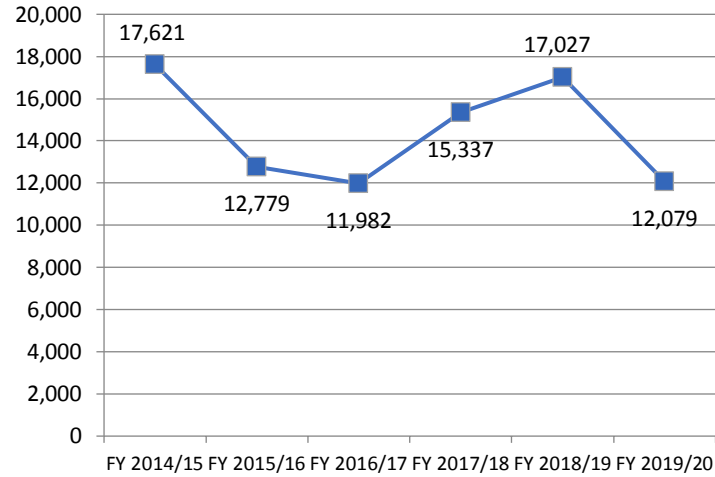


Exhibit 6.3 System Operating Cost/VSH

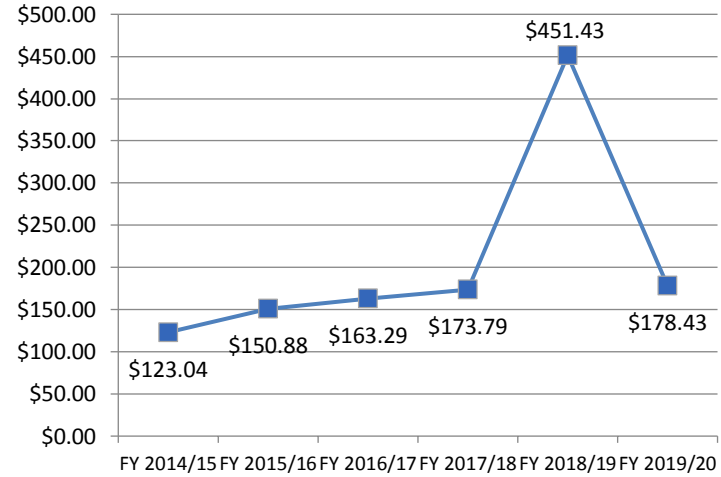


Exhibit 6.4 System Operating Cost/VSM

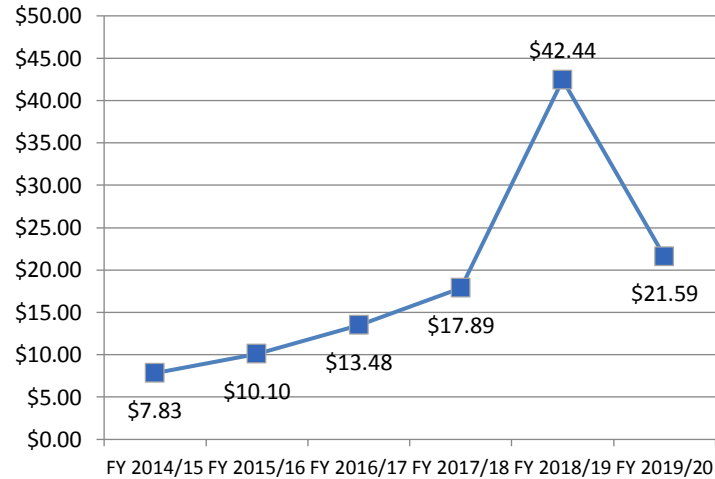


Exhibit 6.5 System VSM/VSH

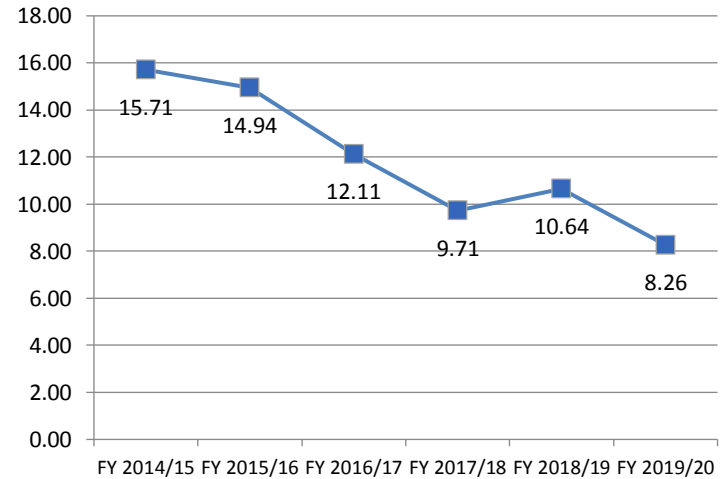


Exhibit 6.6 System Operating Cost/Passenger

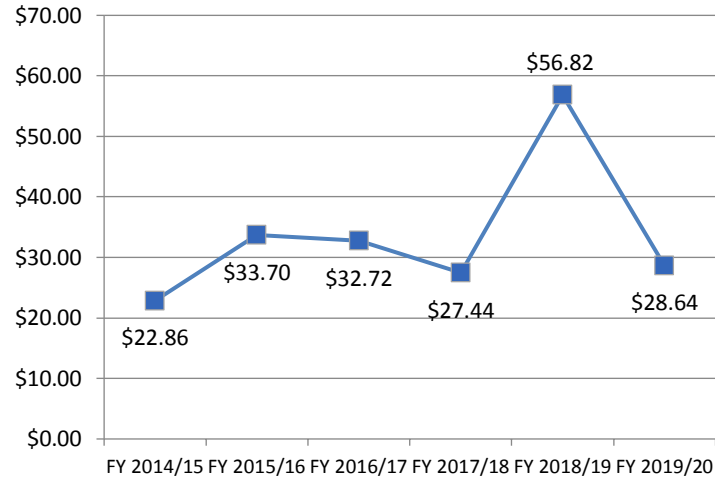


Exhibit 6.7 System Passengers/VSH

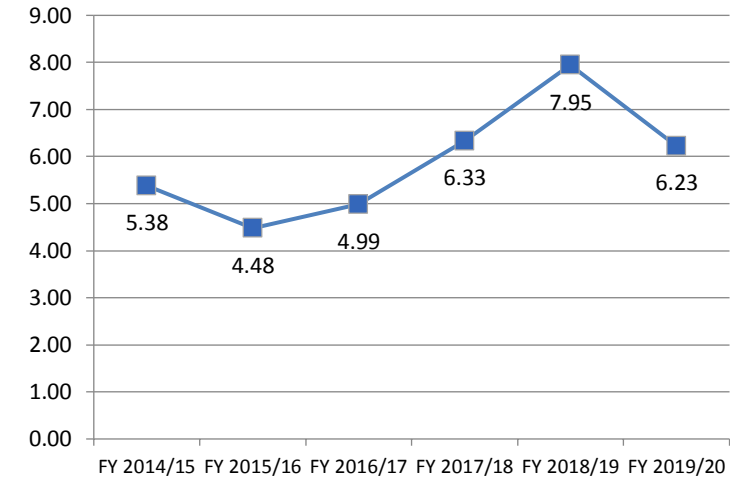


Exhibit 6.8 System Passengers/VSM

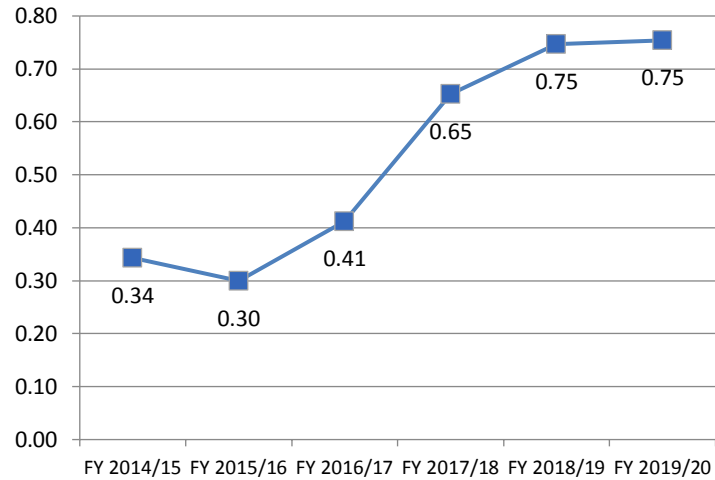


Exhibit 6.9 System VSH/FTE

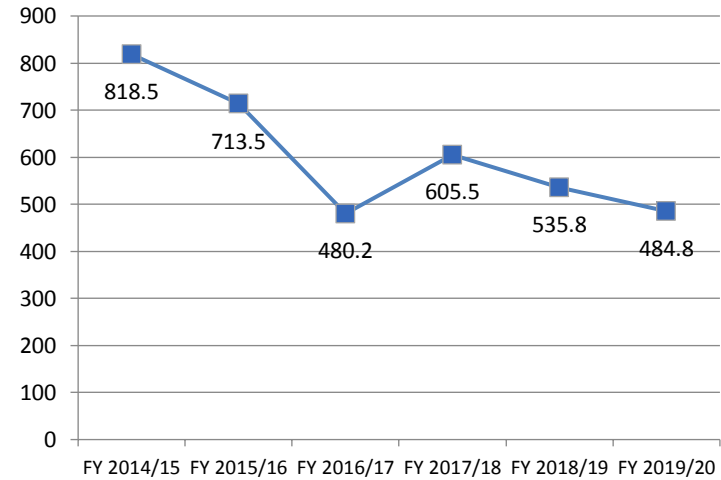


Exhibit 6.10 System Farebox Recovery

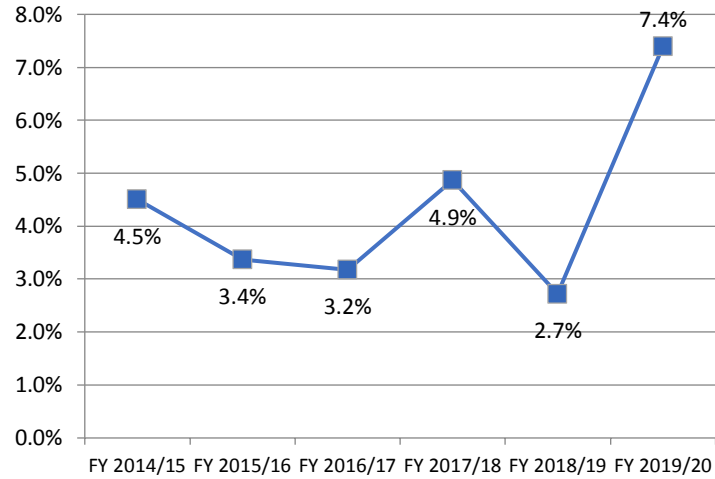
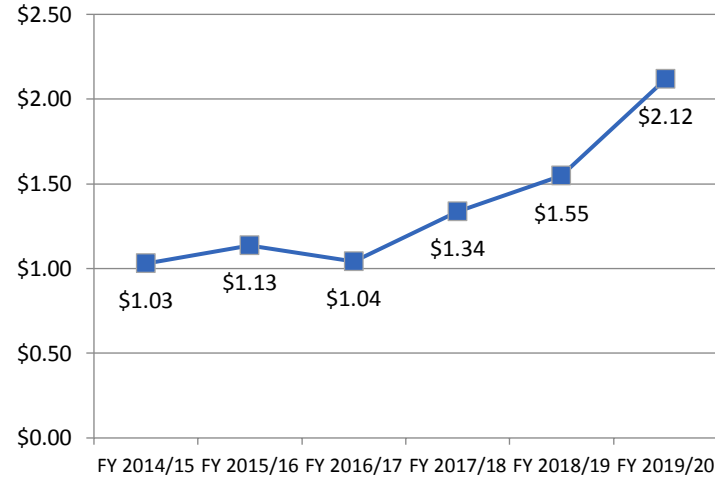


Exhibit 6.11 System Fare/Passenger



This page intentionally blank.

Chapter 7 | Functional Review

A functional review of the City of Chowchilla’s public transit program is intended to assess the effectiveness and efficiency of the operator. Following a general summary of the City’s transit services, this chapter addresses seven functional areas. The list, taken from Section III of the *Performance Audit Guidebook* published by Caltrans, reflects those transit services provided by the City of Chowchilla through its transit program:

- General management and organization;
- Service planning;
- Scheduling, dispatch, and operations;
- Personnel management and training;
- Administration;
- Marketing and public information; and
- Fleet maintenance.

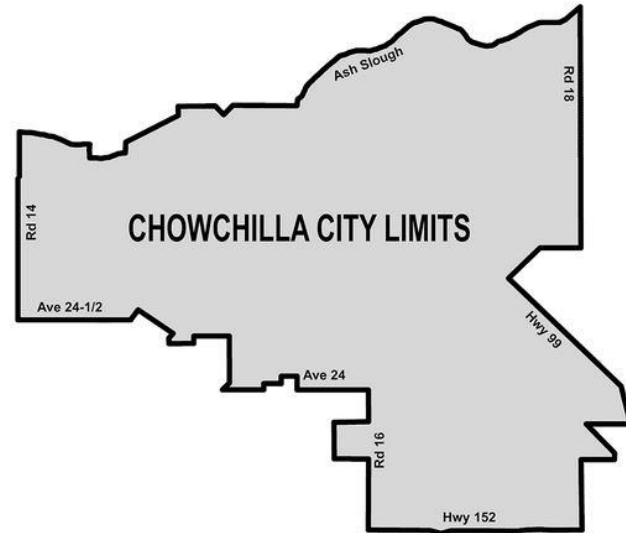
Service Overview

The City of Chowchilla currently operates a general public curb-to-curb demand-response service branded as Chowchilla Area Transit (CATX). The service operates Monday through Friday between 7:30 a.m. and 3:30 p.m.

The service operates within Chowchilla city limits, with some service to limited destinations outside city limits via the Chowchilla Gold Line, which is also a general public demand-response service. There is a higher fare for Gold Line trips. Discounted multi-ride passes are available for persons age 60 and older, ADA-eligible customers, and students of all ages.



Exhibit 7.1 CATX Service Area



Public hearings are held on an as-needed basis, primarily in conjunction with a fare or service change. The most recent public hearing was held in advance of the fare increase which was implemented in July 2019. The fare increase raised the general public fare from \$1.50 to \$2.00 per trip. It also eliminated Zone 2 trips within the County areas. (Those trips are now provided by Madera County, although trips beginning or ending in Chowchilla are considered Gold Line trips with a one-way fare of \$3.00).

Exhibit 7.2 CATX Fare Structure

Fare Media	Cost
Children age 3 and younger	Free
General Public cash	\$2.00
General Public ticket	\$2.00
Chowchilla Gold Line	\$3.00
General Public 10-ride pass	\$20.00
10-ride Senior (60+ years)/ADA pass	\$15.00
20-ride Student pass	\$34.00

General Management and Organization

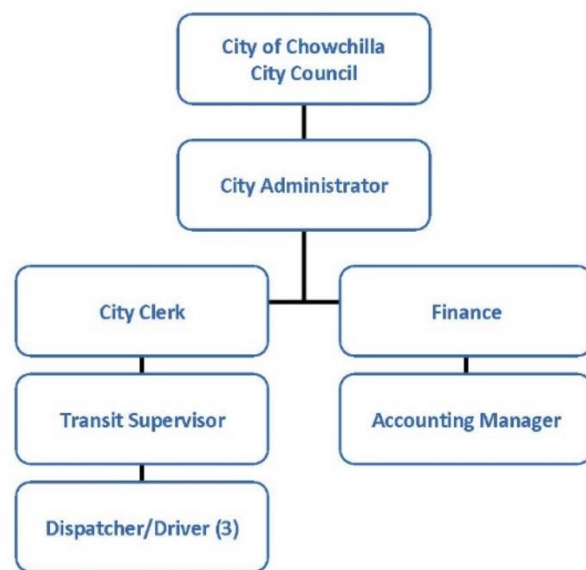
Effective July 1, 2017, operation of CATX was brought back in-house by the City. Prior to that, the service was operated by Merced Transportation Company. The City felt its transit operation was overshadowed by Merced Transportation Company's larger contracts, which ultimately led to the decision to bring the service in-house. This decision also resulted in the City receiving TDA Article 4 funds rather than the prior Article 8(c) funds.

CATX is currently operated with a dedicated staff of three – one transit coordinator (who reports to the city clerk) and two driver/dispatchers. At the time of the audit report preparation, the second driver was on medical leave. This staffing plan has been sufficient during the COVID-19 pandemic, but is not sustainable in the long-term. The transit coordinator would like to hire another part- or full-time

driver/dispatcher. All transit staff are trained and certified to be drivers. Maintenance is no longer provided by the City's fleet maintenance department, but is contracted out to a local mechanic.

The Chowchilla city council serves as the governing board for CATX. The council meets at 7:00 p.m. on the second and fourth Tuesday of each month. All meetings are open to the public and noticed and posted according to City policies. Council meetings are held in the council chambers located at 130 S. Second Street. The city council is invested in the transit service and its riders. The council was supportive of bringing the service back in-house; the fare increase implemented on July 1, 2019; and the rebranding which took place a few years ago. The City does not have a transit citizens advisory committee.

Exhibit 7.3 Organizational Chart



Source: City of Chowchilla.

The Madera County Transportation Commission (MCTC) holds monthly Technical Advisory Committee (TAC) meetings and quarterly Transit meetings. The transit coordinator attends TAC and transit meetings. The City belongs to the California Association for Coordinated Transportation (CalACT), which gives it access to professional development, networking and educational opportunities, and access to the CalACT/MBTA Purchasing Cooperative. The transit coordinator also participates in meetings and activities of the Central Valley Transit Managers group and coordinates with Caltrans and the FTA.

Annual budgeting is accomplished as a joint effort by the transit coordinator, city clerk, and accounting manager. The transit coordinator has no control over indirect costs, only direct costs related to transit. There is concern that indirect costs continue to rise even when transit costs are held in check. The budget undergoes a mid-year review, at which time adjustments can be made as needed. The transit coordinator actively seeks out grant opportunities and prepares applications, while both the transit coordinator and accounting manager can do drawdowns and administer the grants. The City's financial data is managed through the Caselle software platform, although the City is in the process of implementing the Tyler Technologies Munis platform.

Risk management is under the purview of the city clerk. The City participates in a joint powers agreement which established the Central San Joaquin Valley Risk Management Authority (CSJVRMA). For transit-related incidents with injury, transit staff completes a claim form, which is then submitted to the city clerk.

The City has established policies for procurement that exceed FTA requirements. Any expenditures in excess of \$5,000 must be approved by the city council. The City does not have an internal audit function, but contracts out its audits.

Service Planning

MCTC produces a county-wide Short Range Transit Development Plan, which was last updated in March 2017. The City feels its relationship with MCTC has improved and transit staff receives satisfactory guidance. The transit coordinator frequently reaches out to CalACT and other professional groups for supplemental operational guidance and support.

The primary goals for the City's transit program are customer service, dependability, and to be the best transit system for its small town with top-of-the-line equipment. The program has almost 300 unique riders. Despite ridership being significantly impacted by the COVID-19 pandemic, the service is necessary to its clients.

The City has completed all planned capital projects including new two-way radios; software system; a control room for the transit server; construction of a new antenna system; and cameras onboard the vehicles, in the yard, and at the Civic Center where the buses are stored. Local short-range planning consists primarily of a whiteboard with a list of dreams, visions, and goals for the transit program in the transit coordinator's office. Other program goals include effectively spending all received grant money (currently working on facility enhancements), continuing to apply for money available through a variety of sources, and using existing LCTOP money to install unified shelters at main points of interest throughout the City so clients have a safe place to wait for the bus.

Scheduling, Dispatch, and Operations

In December 2017, the City transitioned to Syncromatics, formerly known as Mobilitat, for dispatching and scheduling. Prior to this time, the City used physical trip manifests to develop its performance data. Syncromatics can generate a wide range of reports; while City staff are still learning what the system can do, they are happy with the support and guidance they receive from the developer. The software is not used for fleet maintenance.

The City is very interactive with the way it dispatches. Typically, there is space left in the manifest to fill in gaps as customers call for rides. The Syncromatics software allows for



callouts, although the dispatcher currently calls customers by hand when the bus is on the way to the pick-up location.

The City's transit vehicles feature manual fareboxes, which are emptied at the end of each day. The transit coordinator pulls each vault and takes it to the operations room for counting in the presence of the driver. The operations room is not equipped with cameras, but the finance department is. Reconciliation is performed using the Syncromatics software at the end of the day. The cash, counting sheet, and software reconciliation summary are placed in a bank bag and delivered to finance, where fares are counted a second time. Finance enters the fares as revenue and handles the bank deposit.

Customer complaints are documented and kept in a binder in the transit coordinator's office. Each incident is investigated and an interview with driver is conducted if necessary. The transit coordinator conducts follow up for all complaints. The program estimates receiving four complaints each year.

CATX provides a significant level of school service in the afternoon (as normal morning bell times typically lie outside the existing span of service). School bus transportation is provided for students living in county areas as well as between schools. This is based on long-standing practices within the city, as elementary schools are limited to one or two grades and dispersed throughout the community. Prior to the 2020 pandemic, CATX estimated 15-25 school rides/day (compared to 40-60 general public rides/day).

Personnel Management and Training

All CATX drivers have school bus experience and are GPPV-certified. Drivers are cross-trained as dispatchers and all can drive any transit vehicles the City owns. The transit coordinator is also GPPV-certified and can drive when needed.

The transit coordinator is responsible for reviewing driver's daily timecards. All full-time employees are eligible for City benefits, including medical, vision, and dental insurance as well as PERS retirement. Part-time employees are eligible for sick time only. Part-time drivers typically work 20 hours per week.

The transit department would like to budget to hire one more full-time driver/dispatcher. At the moment, one driver is out on medical leave which requires the transit coordinator to dispatch full time. For the City's ongoing recruitment, the position is advertised via the City's webpage, CalOpps, and CalACT, with the goal of finding someone local who can meet the credential requirements. The City receives interest, but none that have the necessary credentials and qualifications. A candidate without an existing license can take up to six months to train, which is a significant commitment for a part-time position that will likely be used as a transition to full-time employment elsewhere.

The transit coordinator trains new drivers on the transit software and local navigation and holds monthly safety meetings, though regular meetings with drivers are much more frequent and are often informal. Safety meetings typically address a specific safety issue or area of concern. The City utilizes the state trainer when training is needed. In addition, drivers complete RTAP workbooks/modules and participate in webinars through CalACT

The City has a defined disciplinary process. The transit coordinator and full-time driver/dispatchers are represented by the Chowchilla Office Employees Association (COEA). The COEA has bylaws as well as a payroll policy guide.

Marketing and Public Information

The City's transit marketing is relatively simple, including a bilingual service brochure, a page on the City's website, and twice annual water bill inserts. Transit staff had historically attended career day at the local high school, yet have not participated in that event in recent years. A community "Block Party" was a successful and fun way to introduce and familiarize local youth with the bus. The City would like to do more outreach. The transit coordinator also periodically travels to Merced to observe how the JPA's transit program is being marketed. All transit employees speak Spanish, and all vital transit documents are available in Spanish.

The transit department participated in a city-wide beautification survey which queried current CATX riders about their satisfaction of the service, possible underserved destinations, wants, needs, vehicle access, etc. A non-rider survey was conducted several years prior to that (included within the City's water bill).

Overall, the public perception is that long-time riders are very pleased. They know the drivers and consider the service to be more reliable now that it is in-house.

MCTC handles the countywide "unmet transit needs" process, though it has been a while since a meeting has been held in Chowchilla. The transit coordinator generally encourages MCTC to provide food at such meetings to encourage participation.

Maintenance

Vehicle maintenance is provided by a contracted local mechanic who is responsible for maintaining all paperwork (including daily vehicle inspection reports), preventative maintenance, and CHP inspections. The mechanic performs all 45-day inspections as well as all simple and major repairs. The mechanic has sufficient capacity to perform all necessary work in a timely manner. Vehicles are well maintained and well cared for.

The vehicles currently in use include a 2017 Transit Van and a 2017 Glaval Medium-Duty cutaway bus. The City also has two backup vehicles in its fleet (2010 and 2011 models). All buses are equipped with wheelchair lifts, onboard cameras, and feature bike racks. The newer vehicles were funded through PTMISEA and FTA Section 5339 grants. The City rotates use of the vehicles based on number of reservations and distance traveled for service. Funding for the next replacement bus has already been identified and approved.

The two backup vehicles should have already been disposed of. However, they are larger than the newer vehicles, and the City has been using them during the COVID-19 pandemic as they support rider social distancing.

The City owns and maintains four bus shelters – two at local apartment complexes, one on Robertson (also a Madera County Connection stop), and one at Save Mart. Regular maintenance of the shelters

includes emptying the trash. Graffiti is removed by Public Works staff as needed. The City currently has PTMISEA funds for facility enhancements and intends to install two additional bus shelters.

Exhibit 7.4 City of Chowchilla Transit Fleet

Bus #	Model Year	Make/Model	Capacity	Status	Mileage (7/1/20)	Replacement Year
20-11	2010	Ford F350 Startrans	16 + 2	Backup	79,053	2017
22-12	2011	Ford F350 Startrans	16 + 2	Backup	64,898	2018
21-17	2017	Ford Transit 350 HD	8 + 1	Active	13,236	2022
29-17	2017	Glaval Ford E450	12 + 2	Active	25,765	2023

Impact of the COVID-19 Pandemic

In response to the pandemic, CATX capped vehicle capacity to enable social distancing and all riders are encouraged to wear masks. Riders who do not wish to wear a mask are set up as a single rather than shared ride (although such instances have been few). Ride reservations are grouped together, allowing the vehicle to travel north to south, then be disinfected before traveling north again. Ample personal protective equipment (PPE) is available to drivers and staff (i.e., masks, gloves, driver shield, hand sanitizer, etc.). The interior of the vehicles is sprayed with Vital Oxide, a mild disinfectant approved by the EPA for use against the SARS-CoV-2 virus. Generally speaking, riders comply with wearing a mask and understand social distancing. Complimentary asks and hand sanitizer are available to riders onboard the vehicles.

Ridership and fare revenue have both decreased during the pandemic. This is due in large part to schools using distance learning and ongoing stay-at-home orders. In FY 2019/20, ridership decreased by nearly 30 percent over the prior year.



This page intentionally blank.

Chapter 8 | Findings and Recommendations

Conclusions

In FY 2017/18, at the time it brought its transit operations in-house, the City of Chowchilla began receiving TDA Article 4 funding (as it was no longer eligible to receive Article 8(c) funding). As a result, the City is required to comply with all provisions under Article 4. Compliance findings and recommendations intended to improve the effectiveness and efficiency of the operator are detailed below.

Findings

Based on discussions with City staff, analysis of program performance, and an audit of program compliance and function, the audit team presents three compliance findings:

1. The City of Chowchilla did not meet the TDA farebox recovery ratio requirement during FY 2017/18.
2. The City of Chowchilla did not submit its TDA fiscal audits within the stipulated timeframe.
3. In FY 2017/18 and FY 2019/20, the City of Chowchilla did not meet either of the STA efficiency standards and therefore was not eligible to use its full STA allocation for operating purposes.

The audit team has identified no functional findings.

Program Recommendations

In completing this Triennial Performance Audit, the auditors submit the following recommendations for the City of Chowchilla's public transit program. They are divided into two categories: TDA Program Compliance Recommendations and Functional Recommendations. TDA Program Compliance Recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the audit that are not specific to TDA compliance.

Given there were no functional findings, only compliance findings are discussed below.

Compliance Finding 1: The City of Chowchilla did not meet the TDA farebox recovery ratio requirement during FY 2017/18 of the audit period.

Criteria: PUC 99268.4 states that transit operators serving non-urbanized areas must maintain a ratio of fare revenues to operating cost at least equal to one-tenth, or 10 percent.

Condition: This finding and recommendation were initially identified in the prior audit period, and continued into the current audit period. In FY 2017/18, the farebox recovery ratio calculated by the audit team stood at 5.43 percent, well below the 10 percent threshold. In FY 2018/19, the farebox recovery ratio stood at 54.21 percent due to additional expenses and revenue from a pension bond. In FY 2019/20,

the inclusion of other operating revenues resulted in a farebox recovery ratio of 9.74 percent. However, the farebox recovery ratio penalty was waived for FY 2019/20 (AB 90) due to the COVID-19 pandemic.

One of the challenges of determining compliance with the farebox recovery ratio is the lack of a detailed farebox recovery ratio calculation in the annual TDA fiscal audit. A separate recommendation has been included in MCTC's audit recommending the TDA fiscal auditor include this information (inclusive of all supplemental revenues and allowable exclusions) in each transit operator's annual TDA audit.

While the City of Chowchilla failed to meet its farebox recovery ratio threshold during the prior audit period, the current audit period is the first in which the City is a recipient of Article 4 funding, and therefore subject to the penalties as identified in CCR 6633.9. This would make FY 2017/18 the one-time grace year, during which no penalty is assessed. By exceeding 10 percent in FY 2018/19 and the statewide waiver in FY 2019/20 and FY 2020/21, the City will not face any potential farebox recovery ratio-related penalty until FY 2021/22.

Cause: Failure to maintain the required farebox recovery ratio can have a number of causes. These include insufficient ridership to generate sufficient fare revenues, increased operating costs, lack of supplemental locally generated revenues, or a combination of causes. In FY 2019/20, the COVID-19 pandemic significantly impacted the farebox recovery ratio. However, in response to the pandemic, AB 90 waived penalties for not meeting the farebox recovery ratio threshold for FY 2019/20 and FY 2020/21.

Effect: Regardless of the cause, failing to maintain the minimum farebox recovery ratio results in the operator being out of compliance with the TDA and, except for a one-time grace year, makes the operator subject to a financial penalty as discussed in CCR 6633.9.

Recommendation: Work toward meeting the 10 percent farebox recovery ratio requirement stipulated by the TDA.

Recommended Action: This recommendation is complicated for a number of reasons, the first of which is the COVID-19 pandemic. While the farebox recovery ratio penalty has been waived statewide for FY 2019/20 and FY 2020/21, social distancing requirements, capacity limitations, and reduced ridership are likely to continue into the next fiscal year. As such, it is unknown as to whether there will be an additional year for which the penalty is waived, whether federal CARES Act funding (some of which is intended to backfill lost fare revenue) will be allowed to be counted toward the farebox recovery ratio, or if further progress will be made toward the implementation of alternative performance measures and/or the elimination of the financial penalty. Regardless, across the next audit period, the City should continue to work to improve its farebox recovery ratio to meet the TDA requirement by increasing fare revenues, identifying supplemental revenues that can be applied to the farebox recovery ratio calculation, and controlling operating expenses. Supplemental revenues are locally generated funds that may include general fund contributions, developer fees, revenue from the sale of surplus vehicles, advertising revenues, interest income, rental/lease income, etc. The City should also bear in mind that operating costs and fare revenues for a pilot or demonstration project can be excluded from the farebox recovery ratio calculation if desired, provided the conditions of PUC 99268.8 are met.

Timeline: Beginning with FY 2021/22, or as soon as is feasible considering the COVID-19 pandemic.

Anticipated Cost: Variable.

Management Response: This is an ongoing issue with many agencies and although we have tried to remedy this problem, with monetary increases to our ridership and bus pass fares, the City, as with many other agencies, was met with COVID in FY 2019/20. The City was not able to recognize the full value of those increases during this time.

Compliance Finding 2: The City of Chowchilla did not submit its TDA fiscal audits within the stipulated timeframe.

Criteria: PUC 99245 requires the RTPA ensure a fiscal audit of TDA funds within 180 days following the end of the fiscal year (generally December 31). The RTPA may grant an extension of up to 90 days (generally March 31) as it deems necessary.

Condition: In Madera County, the MCTC contracts for the single-year TDA fiscal audits for all transit operators. However, none of the operator audits were completed or submitted within the allowable 270-day period. This is due primarily to the late start of the auditors, who for FY 2019/20 had not started the audits at the time this report was prepared. The City has no control over the schedule of the audits when contracted by MCTC, only over its ability to provide appropriate data to the auditor when requested. IN addition, there have been no issues identified with respect to the City's role in the TDA audit process to-date.

Cause: The cause for the late submittals is likely two-fold. First and foremost, the MCTC auditor may not contractually be held to the TDA-stipulated deadline, and therefore has no incentive to complete the audits by March 31. Second, the transit operators (cities and County) may close out their own books too late to complete the TDA audits by March 31. (This may not become apparent until the MCTC auditor is contractually held to the TDA deadline.)

Effect: Late submittal of the TDA fiscal audits, regardless of the cause, results in the transit operator and the RTPA being out of compliance with the TDA.

Recommendation: Once MCTC has addressed the late submittal of the audits with its auditor, the City should ensure its financial reporting is completed in a timely manner, thereby enabling the TDA fiscal audit to be completed within the established timeframe.

Recommended Action: It is not the City's responsibility to ensure on-time completion of the TDA fiscal audits when that auditor is contracted by the RTPA.³ However, once MCTC begins contractually holding its auditor to the TDA deadline, the City should ensure it can provide the required financial information to MCTC's auditor in a timely enough manner that the auditor is able to complete the TDA fiscal audit on time. Transit staff should ensure City financial staff are aware of the time constraint specific to transit under the TDA. Typically, local government agencies have until March 31 to file their audits for the prior

³ A corresponding finding has been included in the FY 2018 – FY 2020 TDA Triennial Performance Audit of MCTC.

fiscal year.⁴ This can create problems in filing TDA fiscal audits if City Finance staff are unaware of the earlier deadline for transit operators. If the City's financial data would not be available if the MCTC auditor started the process earlier (in January, for example), then this issue needs to be addressed. If the City's financial data is already available by this time, then no additional action will need to be taken.

Timeline: Beginning with TDA fiscal audits for FY 2020/21. Alternately, if the City has an existing contract with an auditor, revisions to contracted timelines should be incorporated when the contract is renewed or rebid.

Anticipated Cost: Negligible.

Compliance Finding 3: In FY 2017/18 and FY 2019/20, the City of Chowchilla did not meet either of the STA efficiency standards and was not eligible to use its full STA allocation for operating purposes.

Criteria: PUC 99314.6 sets forth qualifying criteria for using State Transit Assistance (STA) funds for operating purposes. The transit operator must meet at least one of two efficiency standards in order to use its full allocation for operating purposes. If the operator does not meet either efficiency standard, the amount available for operating is reduced by the lowest percentage by which the cost per revenue hours exceeded the target amount necessary to meet the efficiency standard. This remaining portion of the allocation may only be used for capital purposes.

Condition: For FY 2017/18, the City missed the efficiency standard by 15.37 percent (test #1) and 0.75 percent (test #2). As a result, the City's STA allocation available for operating purposes (\$80,101) should have been reduced by 0.75 percent (\$600.76), and the reduced amount would be available for capital uses.

While the PUC does not specifically state that STA funds allocated to another entity (such as the County of Madera) and subsequently allocated to the City of Chowchilla must also meet these qualifying tests, it is the audit team's belief that they should. This ensures an operator using any STA funding for operating purposes meets one of the efficiency standards. For FY 2017/18, the County share allocated to the City of Chowchilla (\$107,274) should also have been reduced by 0.75 percent (\$804.56), and the reduced amount would be available for capital uses.

For FY 2019/20, the City missed the efficiency standard by 2.98 percent (Test #1) and 6.68 percent (Test #2). As a result, the City's STA allocation (\$128,850) available for operating purposes should have been reduced by 2.98 percent (\$3,838.94). The City did not receive a share of the County's STA allocation as the County consolidated its services in FY 2019/20 and not longer purchased services from the City.

Based on the FY 2017/18 State Controller Report, it appears the City used its full STA allocation for operating purposes. However, this could not be confirmed. At the time of this report, the FY 2019/20 State Controller Report had yet to be completed.

⁴ Due to COVID-19, that deadline was extended by six months for FY 2018/19 and FY 2019/20 audits. However, the requirement for transit operators was not extended for FY 2019/20.

Exhibit 8.1 STA Efficiency Standard Tests, FY 2017/18

Operator's STA Qualifying Criteria (99314.6) - Worksheet		FY 2017/18			
FISCAL YEAR (Audited Data)	FY 2012/13	FY 2013/14	FY 2014/15	FY 2015/16	
A. Operating Cost	\$345,932	\$391,183	\$402,249	\$1,535,051	
B. Operating Cost Exclusions: (Depreciation already excluded)					
Reimbursement agreement (pass-thru)				\$1,122,700	
C. Adjusted Operating Cost (A-B)	\$345,932	\$391,183	\$402,249	\$412,351	
D. Revenue Vehicle Hours (RVH)	2693	2326	3274	2854	
E. RVH Exclusions: (add sheets if required)					
F. Adjusted RHV (D-E)	2693	2326	3274	2854	
G. Operating Cost per RVH (C/F)	\$128.46	\$168.18	\$122.86	\$144.48	
I. Operating Cost per RVH	\$128.46 W	\$168.18 X	\$122.86 Y	\$144.48 Z	
H. % Change in CPI				1.93%	
% Change in CPI 3 prior years (change in annual CPI between first year of first fiscal year and last year of last fiscal year)	3.05%				
Efficiency Standard 1:					
Z must be less than or equal to (Y)*(CPI%) [CPI% = average percentage change in the CPI%]					
	Z =	\$144.48	Difference:	\$19.25	
	Y =	\$125.23	Percentage:	15.37%	
	[Y + Y * (CPI)] =	\$125.23			
Efficiency Standard 2:					
[(X + Y + Z) / 3] must be less than or equal to [(W + X + Y) / 3] (3-year CPI%)					
	[(X + Y + Z) / 3] =	\$145.17	Difference:	\$1.08	
	[(W + X + Y) / 3] =	\$139.83	Percentage:	0.75%	
	[(W + X + Y) / 3] + [(W + X + Y) / 3] * CPI =	\$144.10			
For RTPA Use Only					
Operator qualifies under:					
Standard 1:	<input type="checkbox"/> Yes	<input type="checkbox"/> No			
Standard 2:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No			
STA allocation less 0.75% may be used for operations The balance must be used for capital					

Exhibit 8.2 STA Efficiency Standard Tests, FY 2018/19

Operator's STA Qualifying Criteria (99314.6) - Worksheet		FY 2018/19			
FISCAL YEAR (Audited Data)	FY 2013/14	FY 2014/15	FY 2015/16	FY 2016/17	
A. Operating Cost	\$391,183	\$402,249	\$1,535,051	\$392,068	
B. Operating Cost Exclusions: (Depreciation already excluded)					
Reimbursement agreement (pass-thru)			\$1,122,700		
C. Adjusted Operating Cost (A-B)	\$391,183	\$402,249	\$412,351	\$392,068	
D. Revenue Vehicle Hours (RVH)	2326	3274	2854	2401	
E. RVH Exclusions: (add sheets if required)					
F. Adjusted RHV (D-E)	2326	3274	2854	2401	
G. Operating Cost per RVH (C/F)	\$168.18	\$122.86	\$144.48	\$163.29	
I. Operating Cost per RVH	\$168.18	\$122.86	\$144.48	\$163.29	
	W	X	Y	Z	
H. % Change in CPI				2.84%	
% Change in CPI 3 prior years (change in annual CPI between first year of first fiscal year and last year of last fiscal year)	3.12%				
Efficiency Standard 1:					
Z must be less than or equal to (Y)*(CPI%) [CPI% = average percentage change in the CPI%]					
	Z =	\$163.29	Difference:	\$14.71	
	Y =	\$148.58	Percentage:	9.90%	
	[Y + Y * (CPI)] =	\$148.58			
Efficiency Standard 2:					
[(X + Y + Z) / 3] must be less than or equal to [(W + X + Y)/3] (3-year CPI%)					
	[(X + Y + Z) / 3] =	\$143.55	Difference:	-\$6.15	
	[(W + X + Y) / 3] =	\$145.17	Percentage:	-4.11%	
	[(W + X + Y) / 3] + [(W + X + Y) / 3]*CPI =	\$149.70			
For RTPA Use Only					
Operator qualifies under:					
Standard 1:	<input type="checkbox"/> Yes	<input type="checkbox"/> No			
Standard 2:	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No			
The City may use all of its STA allocation for operations.					

Exhibit 8.3 STA Efficiency Standard Tests, FY 2019/20

Operator's STA Qualifying Criteria (99314.6) - Worksheet		FY 2019/20			
FISCAL YEAR (Audited Data)	FY 2014/15	FY 2015/16	FY 2016/17	FY 2017/18	
A. Operating Cost	\$402,249	\$1,535,051	\$392,068	\$420,917	
B. Operating Cost Exclusions: (Depreciation already excluded)					
Reimbursement agreement (pass-thru)		\$1,122,700			
C. Adjusted Operating Cost (A-B)	\$402,249	\$412,351	\$392,068	\$420,917	
D. Revenue Vehicle Hours (RVH)	3274	2854	2401	2422	
E. RVH Exclusions: (add sheets if required)					
F. Adjusted RVH (D-E)	3274	2854	2401	2422	
G. Operating Cost per RVH (C/F)	\$122.86	\$144.48	\$163.29	\$173.79	
I. Operating Cost per RVH	\$122.86 W	\$144.48 X	\$163.29 Y	\$173.79 Z	
H. % Change in CPI				3.35%	
% Change in CPI 3 prior years (change in annual CPI between first year of first fiscal year and last year of last fiscal year)	4.82%				
Efficiency Standard 1:					
Z must be less than or equal to (Y)*(CPI%) [CPI% = average percentage change in the CPI%]					
	Z =	\$173.79	Difference:	\$5.03	
	Y =	\$168.76	Percentage:	2.98%	
	[Y + Y * (CPI)] =	\$168.76			
Efficiency Standard 2:					
[(X + Y + Z) / 3] must be less than or equal to [(W + X + Y) / 3] (3-year CPI%)					
	[(X + Y + Z) / 3] =	\$160.52	Difference:	\$10.05	
	[(W + X + Y) / 3] =	\$143.55	Percentage:	6.68%	
	[(W + X + Y) / 3] + [(W + X + Y) / 3] * CPI =	\$150.47			
For RTPA Use Only					
Operator qualifies under:					
Standard 1:	<input type="checkbox"/> Yes	<input type="checkbox"/> No			
Standard 2:	<input type="checkbox"/> Yes	<input type="checkbox"/> No			
STA allocation less 2.98% may be used for operations The balance must be used for capital					

Cause: This was caused by the RTPA failing to incorporate the test of efficiency standards into its TDA claims process.⁵

Effect: The City of Chowchilla may have been allowed to use funds for operating purposes that should have been restricted to capital uses.

Recommendation: Verify with MCTC that one or both efficiency standards are met before claiming the full allocation of STA funding for operations.

Recommended Action: MCTC should conduct the efficiency tests as part of its annual TDA claims process. The City should be aware of this requirement and confirm with MCTC that it meets one or both STA efficiency standards before claiming the full allocation of STA funding for operating purposes. If the City does not meet either standard, then the balance will need to be used for capital purposes only.⁶

AB 90, in addition to waiving the penalty for noncompliance with the farebox recovery ratio for two years, also waived the STA qualifying test for FY 2020/21 and FY 2021/22. Therefore this recommendation will not be relevant until 2022/23.

Timeline: Beginning with STA allocations for FY 2022/23.

Anticipated Cost: Variable.

Exhibit 8.4 Summary of Audit Recommendations

TDA Compliance Recommendations		Importance	Timeline
1	Work toward meeting the 10 percent farebox recovery ratio requirement stipulated by the TDA.	High	FY 2021/22
2	Once MCTC has addressed the late submittal of the audits with its auditor, the City should ensure its financial reporting is completed in a timely manner, thereby enabling the TDA fiscal audit to be completed within the established timeframe.	Medium	FY 2020/21
3	Verify with MCTC that one or both efficiency standards are met before claiming the full allocation of STA funding for operations.	Medium	FY 2022/23

⁵ A similar recommendation has been included in MCTC's FY 2018 – FY 2020 Triennial Performance Audit.

⁶ A full discussion of how to test for STA eligibility using the efficiency standards is included in MCTC's FY 2018 – FY 2020 Triennial Performance Audit.



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 8-L
PREPARED BY: Troy McNeil, Deputy Director/Fiscal Supervisor

SUBJECT:

FY 2020-21 Overall Work Program (OWP) & Budget – Amendment No. 3

Enclosure: Yes

Action: Approve OWP & Budget – Amendment No. 3

SUMMARY:

Included in your package is the amended FY 2020-21 Overall Work Program & Budget. The revised Budget is \$2,489,984 (increase of \$343,691 from amended budget). The amendment reflects changes due to recognition of actual federal grant allocations, adding funds for a socioeconomic study, adding federal planning funds being received from Kings County Association of Governments, adding funds for a Measure T Renewal consultant, and adjustments for actual costs incurred versus budgeted costs.

The amendment is recognized in the following budget accounts:

Revenues – (Increase \$343,691)

- FHWA – decrease \$27,459
- FHWA PL Carryover – increase \$100,000
- FTA 5303 – decrease \$1,336
- SJV REAP Housing – decrease \$6,200
- TDA Carryover – increase \$28,306
- MCTA – increase \$250,380

Other Direct Costs – (Increase \$343,691)

- Consultant (Public Outreach Coordination) – increase \$100,000
- Consultant (Socioeconomic Study) – increase \$10,000
- Consultant (Measure T Renewal) – increase \$250,000
- Public Participation Program – decrease \$16,309

The amendment is reflected in the following OWP Work Elements: 100 – Regional Transportation Plan; 101 – Performance Measures; 102 – Regional Housing Planning Program; 110 – Regional Planning Database; 111 – Traffic Monitoring Program; 112 – Traffic Modeling; 112.1 – Model Update; 113 – Air Quality Transportation Planning; 120 – Goods Movement and Highway Planning; 122 – Project Coordination & Financial Programming; 130

– Public Transportation; 140 – Other Modal Elements; 150 – Public Participation Program; 150.1 – Public Outreach Coordination (NEW); 151 – Alternative Transportation Activities; 200 – Transportation Program Development; 901 – Transportation Funds Administration; 902 – Overall Work Program and Budget; 907 – Board Cost & Other Expenses; 910 – MCTA Administration

FISCAL IMPACT:

An increase of \$343,691 to the approved 2020-21 Overall Work Program and Budget.

FY 2020-21 Overall Work Program

	Funds Available by Revenue Source													Total
	MCTC	Other	Total	MCTC LTF	Member Assessment	MCTA	STIP PPM	SJV REAP Housing	SB-1 Sustainable Communities	FHWA PL	FHWA PL Carryover	FTA 5303	FTA 5303 Carryover	
Carryover Prior Years				325,116		0	0		151,668	0	437,116		29,014	942,914
Current Year Allocation				231,619	37,000	365,000	79,000	172,886	169,057	634,067		55,448	0	1,744,077
Carryover to Future Year				(174,683)	(7,000)	(6,597)		(6,200)		(2,527)				(197,007)
Total Available Funds	1,230,489	1,259,495	2,489,984	382,052	30,000	358,403	79,000	166,686	320,725	631,540	437,116	55,448	29,014	2,489,984

3/12/2021 14:25		Expenditures by Agency			Expenditures by Revenue Source											
Work Element Description	MCTC	Other	Total	MCTC LTF	Federal Carryover Match -LTF	Member Assessment	MCTA	STIP PPM	Federal Carryover Match - PPM	SJV REAP Housing	SB-1 Sustainable Communities	FHWA PL	FHWA PL Carryover	FTA 5303	FTA 5303 Carryover	Total
100 Regional Transportation Plan	136,247	105,000	241,247	15,627	12,044			0				120,619	92,957			241,247
101 Performance Measures	26,958		26,958	0				3,092				23,866				26,958
102 Regional Housing Planning Program	2,800	163,886	166,686	0				0		166,686		0				166,686
110 Regional Planning Database	55,440		55,440	6,359				0				49,081				55,440
111 Traffic Monitoring Program	4,736	7,500	12,236	0				543	860			4,193	6,640			12,236
112 Regional Transportation Modeling	85,559	64,500	150,059	0				9,814	7,398			75,745	57,102			150,059
112.1 Model Update	5,489	6,053	11,542	0	7,394			0				0	4,148			11,542
113 Air Quality Transportation Planning	71,900	8,000	79,900	9,165	0			0				70,735				79,900
120 Goods Movement & Highways Planning	99,368		99,368	0	11,398			0				0	87,970			99,368
122 Project Coordination & Financial Programming	39,753		39,753	0				39,753				0				39,753
130 Public Transportation	95,405		95,405	7,184	3,759			0				0		55,448	29,014	95,405
140 Other Modal Elements	118,036		118,036	13,539				0				104,497				118,036
150 Public Participation Program	53,563	11,000	64,563	6,144	1,262			0				47,419	9,738			64,563
150.1 Public Outreach Coordination	12,956	100,000	112,956	12,956				0				0	100,000			112,956
151 Alternative Transportation Activities	78,229		78,229	78,229				0				0				78,229
200 Transportation Program Development	152,925		152,925	0				17,540				135,385				152,925
901 Transportation Funds Administration	74,001	58,000	132,001	132,001				0				0				132,001
902 Overall Work Program	33,755		33,755	5,194				0				0	28,561			33,755
903 SR 233 Corridor Study																
903.1 Phase 1 FY 18-19	1,000	34,633	35,633	4,087				0			31,546	0				35,633
903.2 Phase 2 FY 19-20	9,700	84,720	94,420	10,830				0			83,590	0				94,420
905 Project Prioritization Study																
905.1 Phase 1 FY 19-20	2,500	38,765	41,265	4,733				0			36,532	0				41,265
905.2 Phase 2, 3 FY 20-21	11,000	179,960	190,960	21,903				0			169,057	0				190,960
906 Fresno-Madera Sustainable Corridor Study	0	56,478	56,478	6,478				0				0	50,000			56,478
907 Board Cost & Other Expenses	10,766	31,000	41,766	11,766		30,000		0				0				41,766
910 MCTA Administration	48,403	310,000	358,403	0			358,403	0				0				358,403
Total Expenditures	1,230,489	1,259,495	2,489,984	346,195	35,857	30,000	358,403	70,742	8,258	166,686	320,725	631,540	437,116	55,448	29,014	2,489,984
				382,052				79,000				1,068,656		84,462		

Madera County Transportation Commission
2020-21 Annual Budget
12-Mar-21

	20-21 Budget	Amend #1	Amend #2	Amend #3	Amended Budget
Revenues					
FHWA PL	\$659,254	(\$27)	(\$228)	(\$27,459)	\$631,540
FHWA PL Carryover	\$406,834	(\$70,525)	\$807	\$100,000	\$437,116
FTA 5303	\$56,784			(\$1,336)	\$55,448
FTA 5303 Carryover	\$16,209	\$12,435	\$370		\$29,014
STIP Carryover	\$0				\$0
STIP Planning	\$78,989	(\$60)	\$71		\$79,000
SB-1 Sustainable Communities 20-21	\$164,209		\$4,848		\$169,057
SB-1 Sustainable Communities 19-20	\$93,090	\$27,033	(\$1)		\$120,122
SB-1 Sustainable Communities 18-19	\$0	\$31,546			\$31,546
REAP Housing	\$0	\$173,483	(\$597)	(\$6,200)	\$166,686
TDA Carryover	\$121,194	\$45,524	(\$44,591)	\$28,306	\$150,433
TDA Administration	\$100,000				\$100,000
TDA Planning	\$138,630	(\$7,011)			\$131,619
Member Assessment Fees	\$30,000				\$30,000
MCTA Carryover	\$0				\$0
MCTA	\$122,858	(\$11,964)	(\$2,871)	\$250,380	\$358,403
Other	\$0				\$0
Total Revenues	\$1,988,051	\$200,434	(\$42,192)	\$343,691	\$2,489,984
Non-cash information					
Toll Credits (PL)	\$0				\$0
Toll Credits (5303)	\$0				\$0
Expenses					
	20-21 Budget				Amended Budget
Salaries & Benefits					
Salaries	\$694,514	\$851	(\$7,154)		\$688,211
ICMA 401(a)	\$103,278	\$127	(\$1,073)		\$102,332
FICA, Employer	\$41,299		(\$444)		\$40,855
Medicare	\$10,070	\$12	(\$104)		\$9,978
Worker's Compensation	\$3,541	\$1,466	\$62		\$5,069
Health	\$159,969	(\$1,151)	(\$7,730)		\$151,088
Unemployment Insurance	\$896		\$60		\$956
Subtotal Salaries & Benefits	\$1,013,567	\$1,305	(\$16,383)	\$0	\$998,489
	<i>Direct</i>				\$525,894
	<i>Indirect</i>				\$472,595
Indirect Costs					
Advertising/Publications	\$2,000				\$2,000
Auto & Cell Allowance	\$4,200				\$4,200
Computer Software	\$3,500		\$1,500		\$5,000
Conference/Training/Educat	\$8,000				\$8,000
Equipment Leases	\$10,000				\$10,000
Bldg/Equip. Maint. & Repairs	\$4,000				\$4,000
Insurance	\$1,000				\$1,000
Janitorial Services	\$2,000				\$2,000
Legal Services	\$15,000				\$15,000
MCTC Audit	\$23,000				\$23,000
Membership Fees	\$4,000				\$4,000
Miscellaneous	\$4,000				\$4,000
Office Furniture	\$2,000				\$2,000
Office Supplies	\$6,000				\$6,000
Postage	\$1,000				\$1,000
Rent	\$73,000				\$73,000
Technology Related Equipment & Repairs	\$30,000				\$30,000
Telephone/Internet/Website	\$18,000				\$18,000
Travel Expenses	\$8,000	(\$1,500)	(\$1,500)		\$5,000
Utilities	\$8,000				\$8,000
Valley Coordination	\$5,300	\$1,500			\$6,800
Subtotal Indirect Costs	\$232,000	\$0	\$0	\$0	\$232,000
Other Direct Costs					
Air Quality (Consultant)	\$8,000				\$8,000
Board Costs and Other Costs	\$29,000	\$2,000			\$31,000
Consultant (SR 41 Corridor Study)	\$50,000	\$6,478			\$56,478
Consultant (SB-1 Planning Grant)	\$271,984	\$62,720	\$3,374		\$338,078
Consultant (Regional Housing Program)	\$0	\$164,283	(\$397)		\$163,886
Consultant (Public Outreach Coordination)	\$0			\$100,000	\$100,000
Consultant (Socioeconomic Study)	\$0			\$10,000	\$10,000
Consultant (Measure T Renewal)	\$0			\$250,000	\$250,000
MCTA Conference(s)/Travel	\$2,500	(\$500)			\$2,000
MCTA Fin Asst/Audits/Annual Report	\$24,000				\$24,000
MCTA Project Development	\$10,000				\$10,000
MCTC TDA Audits	\$12,000				\$12,000
MCTC TDA Other Admin Costs	\$15,000				\$15,000
Model Update	\$40,000	(\$35,852)	\$1,905		\$6,053
Other MCTA Costs	\$4,000				\$4,000
Public Participation Program	\$30,000		\$16,309	(\$16,309)	\$30,000
RTP EIR	\$150,000		(\$45,000)		\$105,000
RTP/SCS Development	\$0				\$0
Technical/Modeling On-Call Services	\$50,000				\$50,000
Traffic Model & GIS Support	\$4,500				\$4,500
Traffic Monitoring Program	\$7,500				\$7,500
Translation Services	\$4,000				\$4,000
Triennial Performance Audits	\$30,000		(\$2,000)		\$28,000
Subtotal Other Direct Costs	\$742,484	\$199,129	(\$25,809)	\$343,691	\$1,259,495
Total Expenses	\$1,988,051	\$200,434	(\$42,192)	\$343,691	\$2,489,984
	\$0	\$0	\$0	\$0	\$0



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 9-M

PREPARED BY: Troy McNeil, Deputy Director/Fiscal Supervisor

SUBJECT:

FY 2021-22 Measure T Estimate

Enclosure: Yes

Action: Information and Discussion Only

SUMMARY:

The FY 2021-22 Measure "T" Allocation Estimate is included in your package. The estimate provides a not to exceed budget allocation for each Measure "T" program for each agency.

Staff has requested that each agency prepare their Annual Expenditure Plan (AEP) identifying how each agency anticipates spending the funds in FY 2021-22 for each category, including the subcategories. The AEPs will then be incorporated into the Annual Work Program which will be presented as a draft document at the June Board meeting.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.



STAFF REPORT
Board Meeting of March 17, 2021

AGENDA ITEM: 9-N

PREPARED BY: Troy McNeil, Deputy Director/Fiscal Supervisor

SUBJECT:

FY 2020-21 Annual Work Program Amendment No. 1

Enclosure: Yes

Action: Approve Annual Work Program Amendment No. 1

SUMMARY:

Per Authority policy the Annual Work Program (AWP) is prepared annually and serves as the annual funding authority for the Measure "T" program. The Annual Work Program recognizes funds available for projects according to the Measure "T" Investment Plan and outlines each local jurisdiction's Annual Expenditure Plan with respect to the available funds. The original AWP was approved on September 23, 2020. Due to actual sales tax receipts being higher than originally forecasted, an amended allocation was approved on February 17, 2021 and each agency was asked to amend their Annual Expenditure Plan (AEP). The increased allocations and any changes to the AEPs have been incorporated into the amended AWP.

FISCAL IMPACT:

No fiscal impact to the approved 2020-21 Overall Work Program and Budget.



ANNUAL WORK PROGRAM

Fiscal Year
2020-21
Amendment No. 1

TABLE OF CONTENTS

Introduction..... 2

FY 2020-21 Measure T Allocation..... 5

Measure “T” Programming Summary 6

Local Agency Annual Expenditure Plans 7

 Madera County Transportation Authority 8

 County of Madera..... 12

 City of Madera..... 14

 City of Chowchilla..... 16

Reports..... 19

 End of Year Reports 19

 Madera County Transportation Authority 19

 County of Madera..... 20

 City of Madera..... 21

 City of Chowchilla..... 22

 Other Reports 23

 Measure T Fiscal Year Receipts from BOE 24

Appendix..... 25

 Map of Avenue 12 Interchange Project 26

 Map of Ellis Street Overcrossing Project..... 27

 Map of 4th Street Widening 28

 Map of SR 41 Passing Lanes..... 29

 Map of Oakhurst Mid-Town Connector..... 30

 Map of SR 233 Interchange..... 31

 Madera 2020 STIP Program 32

Introduction

In November 2006 Madera County voters approved Measure “T”, which allowed a new Transportation Authority to impose a ½ cent retail transaction and use tax for 20 years (between April 1, 2007 and March 31, 2027). This sales tax measure will provide approximately \$167 Million in new revenues for transportation improvements according to financial projections through the year 2027. The allocation of projected sales tax revenues to specific types of transportation funding programs and improvement projects is described in the Investment Plan. The Investment Plan was developed by a Steering Committee who through many weeks of intense discussion and hard work developed the Measure funding program commitments. The Committee realized that providing Measure funds for all modes of transportation would meet the quality of life intent of the new Measure. This would in turn enable agencies within the County to address the needs of residents, businesses, and major industries over the 20-year life of the Measure. The Measure “T” Investment Plan details the following:

1. COMMUTE CORRIDORS/FARM TO MARKET PROGRAM (Regional Transportation Program) - \$85.3 million or 51%.

Authorizes major new projects to:

- Improve freeway interchanges
- Add additional lanes
- Increase safety as determined by the local jurisdictions
- Improve and reconstruct major commute corridors

These projects provide for the movement of goods, services, and people throughout the County. Major highlights of this Program include the following:

- **\$43.5 million** (approximately 26% of the Measure) is directed to fund capacity increasing projects and to leverage federal and State funding.
- **\$41.8 million** (approximately 25% of the Measure) is available for rehabilitation, reconstruction, and maintenance of sections of regional streets and highways.

Funds can be used for all phases of project development and implementation. This funding program requires new growth and development within the County and each of the cities to contribute to street and highway project costs through local mandatory Traffic Impact Fee (TIF) programs. Funds collected by the local agencies through the TIF programs will provide at least 20% of the funds needed to deliver Tier 1 Projects over the Measure funding period (2007 through 2027). Specific Regional Transportation Program highlights and implementing guidelines are also described in Appendix B of the Investment Plan and in Section 4 of the Strategic Plan.

2. SAFE ROUTES TO SCHOOLS AND JOBS PROGRAM (Local Transportation Program) - \$73.6 million or 44%.

The goal is to improve each individual City’s and the County’s local transportation systems. Several funding programs are included:

- **\$36.3 million** (approximately 21.75%) has been guaranteed to each city and the County to meet scheduled maintenance needs and to rehabilitate the aging transportation system.
- Another **\$36.3 million** of “flexible” funding is provided to the local agencies for any transportation project they feel is warranted including:
 - Fill potholes
 - Repave streets
 - County Maintenance District Area improvements
 - Add additional lanes to existing streets and roads
 - Improve sidewalks
 - Traffic control devices to enhance student and public safety
 - Enhance public transit
 - Construct bicycle and pedestrian projects and improvements
 - Separate street traffic from rail traffic

The local agencies in Madera County know what their needs are and how best to address those needs.

- About **\$836,000** (approximately 0.5%) is provided to fund local agencies for the ADA Compliance Program including curb cuts and ramps to remove barriers, as well as other special transportation services.

Funds can be used for all phases of project development and implementation. Specific Local Transportation Program highlights and implementing guidelines are described in Appendix B of the Investment Plan and in Section 4 of the Strategic Plan.

3. TRANSIT ENHANCEMENT PROGRAM (Public Transportation Program) - \$3.3 million or 2%.

The goal of this program is to expand or enhance public transit programs that address the transit dependent population and have a demonstrated ability to get people out of their cars and improve air quality. To accomplish this important goal:

- **\$3.06 million** (1.83% of Measure funding) is provided to the three (3) transit agencies within the County based upon service area population. Madera County would receive **\$1.64 million** or .92% of Measure funds, the City of Chowchilla would receive **\$0.22 million** or 0.14%, and the City of Madera would receive **\$1.2 million** or 0.77%. The transit agencies would use the funds to address major new expansions of the express, local, and feeder bus services including additional:
 - Routes
 - Buses (including low emission)
 - Night and weekend service
 - Bus shelters and other capital improvements

- Safer access to public transit services
 - Carpools
- The remaining **\$284,000** (0.17% of Measure funding) is directed to ADA, Seniors, and Paratransit programs to improve mobility for seniors and individuals with disabilities.

Specific Transit Enhancement Program highlights and implementing guidelines are also described in Appendix B of the Investment Plan and in Section 4 of the Strategic Plan.

4. ENVIRONMENTAL ENHANCEMENT PROGRAM - \$3.3 million or 2%.

This program's goal is to improve air quality and the environment through four (4) important programs:

- Environmental Mitigation
- Air Quality (including road paving to limit PM₁₀ and PM_{2.5} emissions)
- Bicycle/Pedestrian Facilities
- Car/Van Pools

The linkage between air quality, environmental mitigation, and transportation is stressed and consequently, the local agency may direct the funds to the four (4) categories listed above as they desire. Specific Environmental Enhancement Program highlights and implementing guidelines are described in Appendix B of the Investment Plan and in Section 4 of the Strategic Plan.

5. ADMINISTRATION AND PLANNING PROGRAM - \$1.67 million or 1%.

Measure funding is provided to the Authority to:

- Prepare Investment Plan updates
- Develop allocation program requirements
- Administer and conduct specified activities identified in the other four (4) programs described above

Specific Administration / Planning Program highlights and implementing guidelines are described in Appendix B of the Investment Plan and in Section 4 of the Strategic Plan.

This document, the Measure "T" Annual Work Program, outlines the anticipated expenditure of Measure "T" funds by each Agency to the various programs for a specific year.



FY 2020-21 Measure T Allocation Amendment No. 1

Gross Allocation 10,400,000.00
 Deductions 0.00
 Net Allocation 10,400,000.00

Jurisdiction	Population	Rate
County	80,357	0.5081
Madera	65,415	0.4136
Chowchilla	12,375	0.0782
	158,147	

Measure T Programs	Percent	Amount	County Allocation	Madera Allocation	Chowchilla Allocation	MCTA Allocation
Commute Corridors/Farm to Market	51.00%	\$ 5,304,000.00				
Regional Streets and Highways Program	26.00%	\$ 2,704,000.00				\$ 2,704,000.00
Regional Rehab	25.00%	\$ 2,600,000.00	\$ 1,321,101.25	\$ 1,075,448.79	\$ 203,449.96	
Safe Routes to School & Jobs	44.00%	\$ 4,576,000.00				
Street Maintenance	13.00%	\$ 1,352,000.00	\$ 686,972.65	\$ 559,233.37	\$ 105,793.98	
County Maint. District, Suppl. Street Maint.	8.75%	\$ 910,000.00	\$ 462,385.44	\$ 376,407.07	\$ 71,207.49	
Flexible (*Funds impounded by MCTA)	21.75%	\$ 2,262,000.00	\$ 1,149,358.09	\$ 935,640.45	\$ 177,001.46	\$ 2,262,000.00
ADA Compliance	0.50%	\$ 52,000.00	\$ 26,422.02	\$ 21,508.98	\$ 4,069.00	
Transit Enhancement Program	2.00%	\$ 208,000.00				
Madera County	0.9299%	\$ 96,709.60	\$ 96,709.60			
City of Madera	0.7569%	\$ 78,717.60		\$ 78,717.60		
City of Chowchilla	0.1432%	\$ 14,892.80			\$ 14,892.80	
ADA/Seniors/Paratransit	0.17%	\$ 17,680.00	\$ 8,983.49	\$ 7,313.06	\$ 1,383.45	
Environmental Enhancement Prog.	2.00%	\$ 208,000.00	\$ 105,688.10	\$ 86,035.90	\$ 16,276.00	
Administration/Planning	1.00%	\$ 104,000.00				\$ 104,000.00
TOTAL			\$ 2,708,262.55	\$ 2,204,664.77	\$ 417,072.68	\$ 5,070,000.00

Measure “T” Programming Summary

MCTA

	<u>CO</u>	<u>Excess</u>	<u>Allocated</u>	<u>Bond/Other</u>	<u>Programmed</u>	<u>Balance</u>
Regional Streets and Highways	\$4,880,369	\$176,815	\$2,704,000	\$301,560	\$8,071,744	\$0
Flexible Program	\$3,683,681	\$147,912	\$2,262,000	\$0	\$6,093,593	\$0
Admin/Planning/Other	\$0	\$6,800	\$104,000	\$0	\$108,023	\$2,777
TOTALS	\$8,564,050	\$331,527	\$5,070,000	\$301,560	\$14,273,360	2,777

County of Madera

	<u>CO</u>	<u>Excess</u>	<u>Allocated</u>	<u>Programmed</u>	<u>Balance</u>
Commute Corridors/ Farm to Market (Regional)	\$7,993,230	\$85,653	\$1,321,101	\$8,078,883	\$1,321,101
Safe Routes to School & Jobs (Local)	\$3,310,739	\$76,232	\$1,175,780	\$3,156,373	\$1,406,378
Transit Enhancement Program (Public)	\$759,424	\$6,852	\$105,693	\$664,658	\$207,311
Environmental Enhancement Program	\$893,120	\$6,852	\$105,688	\$899,972	\$105,688
TOTALS	\$12,956,513	\$175,589	\$2,708,262	\$12,799,886	\$3,040,478

City of Madera

	<u>CO</u>	<u>Excess</u>	<u>Allocated</u>	<u>Programmed</u>	<u>Balance</u>
Commute Corridors/ Farm to Market (Regional)	\$8,300,644	\$70,777	\$1,075,449	\$6,744,045	\$2,702,825
Safe Routes to School & Jobs (Local)	\$1,868,380	\$62,992	\$957,149	\$1,295,000	\$1,593,521
Transit Enhancement Program (Public)	\$413,279	\$5,662	\$86,031	\$0	\$504,972
Environmental Enhancement Program	\$314,308	\$5,662	\$86,036	\$93,000	\$313,006
TOTALS	\$10,896,611	\$145,093	\$2,204,665	\$8,132,045	\$5,114,324

City of Chowchilla

	<u>CO</u>	<u>Excess</u>	<u>Allocated</u>	<u>Programmed</u>	<u>Balance</u>
Commute Corridors/ Farm to Market (Regional)	\$0	\$13,584	\$203,450	\$217,034	\$0
Safe Routes to School & Jobs (Local)	\$97,213	\$12,090	\$181,070	\$290,373	\$0
Transit Enhancement Program (Public)	\$1,595	\$1,041	\$16,276	\$0	\$18,912
Environmental Enhancement Program	\$0	\$1,087	\$16,276	\$0	\$17,363
TOTALS	\$98,808	\$27,802	\$417,072	\$507,407	\$36,275

Local Agency Annual Expenditure Plans

The 20-year measure funding is expected to generate approximately a total of \$167,000,000. A majority of this amount is allocated as pass through funds to the local jurisdictions based on population size. Figure 1 indicates the population percentage of each local jurisdiction for this fiscal year. For FY 2020-21 a total of \$10,400,000 is estimated to be allocated to each jurisdiction. Figure 2 indicates the amount that will be allocated to each jurisdiction, including the Madera County Transportation Authority.

Figure 1

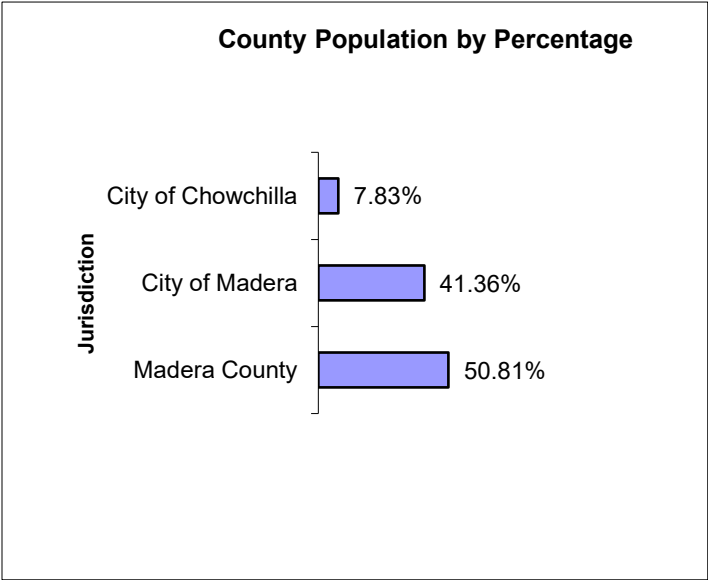
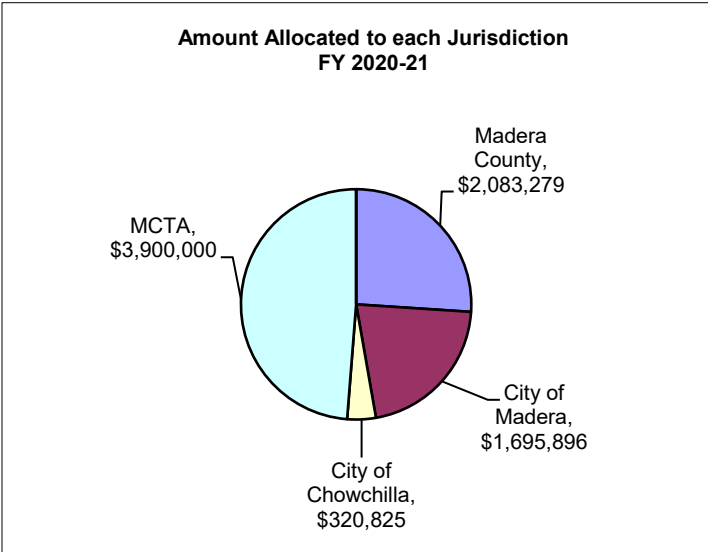


Figure 2



The following pages indicate how each jurisdiction is planning to spend their 2020-21 allocation.

Madera County Transportation Authority

Measure T Annual Expenditure Plan
Fiscal Year 2020-21



Commute Corridors/Farm to Market (Regional)

			<u>Carryover</u>	<u>Excess</u>	<u>Allocation</u>	<u>Bond/Other</u>	<u>Available</u>
<u>Regional Streets and Highways Program</u>			\$4,889,369	\$176,815	\$2,704,000	\$301,560	\$8,071,744
Project	Environmental Studies & Permits	Right of Way	Plans, Specifications, & Estimates	Construction	Misc.	Total	
SR 41 Passing Lanes						\$ 0	
SR 99 / Ave 12 Interchange						\$ 0	
Oakhurst Mid-Town Connector				\$ 6,572,500		\$ 6,572,500	
Bond Debt Service					\$ 1,499,244	\$ 1,499,244	
Reserve for Next Fiscal Year						\$ 0	
			Total Projects			\$ 8,071,744	
			Balance			\$ -	

Administration/Planning Program

		<u>Carryover</u>	<u>Excess</u>	<u>Allocation</u>	<u>Other</u>	<u>Available</u>
<u>MCTA</u>		\$0	\$6,800	\$104,000	\$0	\$110,800
Project	Budget					
Salaries & Benefits	\$ 48,023					
Audits, Fin. Asst.	\$ 24,000					
MCTA Conf/Travel/Other	\$ 26,000					
General Proj Dev Costs	\$ 10,000					
Total Projects	\$ 108,023					
Balance	\$ 2,777					

Other Funds Allocated to MCTA

	<u>Carryover</u>	<u>Excess</u>	<u>Allocation</u>	<u>Bond/Other</u>	<u>Available</u>	
<u>Other Funds (Flexible, Impact Fees, Local)</u>	\$3,683,681	\$147,912	\$2,262,000	\$0	\$6,093,593	
<u>Project</u>	<u>Environmental Studies & Permits</u>	<u>Right of Way</u>	<u>Plans, Specifications, & Estimates</u>	<u>Construction</u>	<u>Misc.</u>	<u>Total</u>
SR 233 Interchange	\$ 511,679	\$ -	\$ -	\$ -	\$ -	\$ 511,679
SR 41 Passing Lanes	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
SR99 Widening – Ave 12 to 17	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Oakhurst Mid-Town Connector	\$ -	\$ -	\$ -	\$ 4,872,500	\$ -	\$ 4,872,500
Bond Debt Service					\$ 709,414	\$ 709,414
Reserve for Next Fiscal Year						

Total Projects \$ 6,093,593
 Balance \$ -

	<u>Environmental Studies & Permits</u>	<u>Right of Way</u>	<u>Plans, Specifications, & Estimates</u>	<u>Construction</u>	<u>Misc.</u>	<u>Total</u>
County of Madera				\$ 4,872,500		\$ 4,872,500
Flexible Account						\$ -
Impact Fees						\$ -
Local Funds						\$ -
City of Madera						\$ -
Flexible Account						\$ -
Impact Fees						\$ -
Local Funds						\$ -
City of Chowchilla	\$ 511,679					\$ 511,679
Flexible Account						\$ -
Impact Fees						\$ -
Local Funds						\$ -

***Measure T Projects Programmed in STIP-Regional Program Phase I**

	<u>Prior</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Total</u>
SR 99/Ave 12 Interchange							
<i>Measure T Regional</i>	\$ 7,657,000						\$ 7,657,000
<i>Flexible Program</i>	\$ 3,920,000						\$ 3,920,000
<i>Route 99 Bond</i>	\$ 50,402,000		\$ 9,000,000				\$ 59,402,000
<i>STIP</i>	\$ 22,823,000			\$ 5,295,000			\$ 28,118,000
							\$ 99,097,000
Ellis Ave. Overcrossing							
<i>Measure T Regional</i>	\$ 8,670,000						\$ 8,670,000
<i>Flexible Program</i>	\$ 1,800,000						\$ 1,800,000
<i>Measure A/Local</i>	\$ 5,930,000						\$ 5,930,000
							\$ 16,400,000
4th Street Widening							
<i>Measure T Regional</i>	\$ 2,870,000						\$ 2,870,000
<i>Flexible Program</i>	\$ 3,358,000						\$ 3,358,000
<i>STIP</i>	\$ 5,148,000						\$ 5,148,000
							\$ 11,376,000
SR 41 Passing Lanes							
<i>Measure T Regional</i>	\$ 4,409,000						\$ 4,409,000
<i>Flexible Program</i>	\$ 4,374,000						\$ 4,374,000
<i>STIP</i>	\$ 11,047,000						\$ 11,047,000
							\$ 19,830,000
SR 99 Widening – Ave 12 to Ave 17							
Flexible Program	\$ 2,250,000		\$ 1,350,000	\$ 1,250,000			\$ 4,850,000
SHOPP/ Route 99 Bond					\$ 79,754,900		\$ 79,754,900
<i>STIP</i>			\$ 1,545,000				\$ 1,545,000
							\$ 86,149,900
Measure T Total	\$ 39,308,000	\$ 0	\$ 1,350,000	\$ 1,250,000	\$ 0	\$ 0	\$ 41,908,000
Yearly Total	\$ 134,658,000	\$ 0	\$ 11,895,000	\$ 6,545,000	\$ 79,754,900	\$ 0	\$ 232,852,900

Measure T 2020-21 Annual Work Program Amendment No.1

***Measure T Projects Programmed in Regional Program Phase II**

	<u>2014-15</u>	<u>2015-16</u>	<u>2016-17</u>	<u>2017-18</u>	<u>2018-19</u>	<u>2019-20</u>	<u>Later</u>	<u>Total</u>
Oakhurst Mid-Town Connector								
<i>Measure T Regional</i>			\$ 228,500			\$ 651,500	\$ 6,572,500	\$ 7,452,500
<i>Flexible Program</i>	\$ 300,000	\$ 610,000	\$ 228,500			\$ 1,556,500	\$ 4,872,500	\$ 7,567,500
Local Partnership Program							\$ 5,000,000	\$ 5,000,000
								\$ 20,020,000
SR 233 Interchange Improvements								
<i>Measure T Regional</i>							\$ 7,600,000	\$ 7,600,000
<i>Flexible Program</i>	\$ 300,000	\$ 900,000			\$ 600,000		\$ 3,100,000	\$ 4,900,000
<i>Other</i>							\$ 3,600,000	\$ 3,600,000
								\$ 16,100,000
Road 200 Phase III								
<i>Measure T Regional</i>							\$ 2,700,000	\$ 2,700,000
<i>Flexible Program</i>							\$ 2,800,000	\$ 2,800,000
<i>Other</i>							\$ 2,690,000	\$ 2,690,000
								\$ 8,190,000
Ave 7 Reconstruction								
<i>Measure T Regional</i>							\$ 1,427,500	\$ 1,427,500
<i>Flexible Program</i>							\$ 952,500	\$ 952,500
<i>Other</i>							\$ 6,558,000	\$ 6,558,000
								\$ 8,938,000
Cleveland Avenue Widening								
<i>Measure T Regional</i>							\$ 1,600,000	\$ 1,600,000
<i>Flexible Program</i>							\$ 1,800,000	\$ 1,800,000
<i>Other</i>							\$ 350,000	\$ 350,000
								\$ 3,750,000
Gateway Avenue Widening								
<i>Measure T Regional</i>							\$ 2,940,000	\$ 2,940,000
<i>Flexible Program</i>							\$ 3,160,000	\$ 3,160,000
<i>Other</i>							\$ 2,500,000	\$ 2,500,000
								\$ 8,600,000
Measure T Total	\$ 600,000	\$ 1,510,000	\$ 457,000	\$ 0	\$ 0	\$ 2,808,000	\$ 39,525,000	\$ 44,900,000
Yearly Total	\$ 600,000	\$ 1,510,000	\$ 457,000	\$ 0	\$ 0	\$ 2,808,000	\$ 60,223,000	\$ 65,598,000

Measure T 2020-21 Annual Work Program Amendment No. 1

County of Madera

Measure T Annual Expenditure Plan
Fiscal Year 2020-21

<i>Commute Corridors/Farm to Market (Regional)</i>	<u>Carryover</u>	<u>Excess</u>	<u>Allocation</u>	<u>Available</u>
<u>Rehab, Reconstruct, Maintenance Program</u>	\$7,993,230	\$85,653	\$1,321,101	\$9,399,984
<u>Project</u>	<u>Budget</u>			
<i>Ave 26 Rehab (FLAP match)</i>	\$ 3,093,883			
<i>Road 200 Phase 3 Bridge</i>	\$ 4,000,000			
<i>Road 23 Bridge (Match for HBP)</i>	\$ 350,000			
<i>Avenue 7 Rehab (Match SB-1 LPP)</i>	\$ 400,000			
<i>Road 30 N. of Ave 12 (Match for SB-1 LPP)</i>	\$ 185,000			
<i>Pavement Management System</i>	\$ 50,000			
<i>Reserve for next fiscal year</i>	\$ 1,321,101			
Total Projects	\$ 9,399,984			
Balance	\$ -			

<i>Safe Routes to School & Jobs (Local)</i>	<u>Carryover</u>	<u>Excess</u>	<u>Allocation</u>	<u>Available</u>
<u>Street Maintenance Program</u>	\$1,640,554	\$44,540	\$686,973	\$2,372,067
<u>Project</u>	<u>Budget</u>			
<i>Overlays</i>	\$ 500,000			
<i>Chip Seal</i>	\$ 500,000			
<i>Patching</i>	\$ 250,000			
<i>Misc. Road Maintenance</i>	\$ 435,094			
<i>Reserve for Next Fiscal Year</i>	\$ 686,973			
Total Projects	\$ 2,372,067			
Balance	\$ -			

<u>County Maintenance Districts</u>	\$1,441,300	\$29,979	\$462,685	\$1,933,664
<u>Project</u>	<u>Budget</u>			
<i>Overlays/Chip Seals</i>	\$ 800,000			
<i>Patching</i>	\$ 100,000			
<i>Misc. Road Maintenance</i>	\$ 571,279			
<i>Reserve for Next Fiscal Year</i>	\$ 462,385			
Total Projects	\$ 1,933,664			
Balance	\$ -			

Measure T 2020-21 Annual Work Program Amendment No. 1
12

City of Madera

Measure T Annual Expenditure Plan
Fiscal Year 2020-21

Commute Corridors/Farm to Market (Regional) Carryover Excess Allocation Available

Rehab, Reconstruct, Maintenance Program \$8,300,644 \$70,777 \$1,075,449 **\$9,446,870**

Project	Budget
Olive Ave. Widening – Gateway to Knox, R-10	\$ 5,385,788
2020-21 City Streets 3R & ADA Project, R-77	\$ 355,000
Almond Ave Extension – Pine to Stadium, R-82	\$ 500,000
Traffic Study – Almond/Pine/Stadium, R-87	\$ 130,000
Granada Drive/Howard Road Traffic Signal, TS-17	\$ 223,257
Howard Road/Westberry Traffic Signal, TS-19	\$ 150,000
Total Projects	\$ 6,744,045
Balance	\$ 2,702,825

Safe Routes to School & Jobs (Local) Carryover Excess Allocation Available

Street Maintenance Program \$1,167,192 \$36,804 \$559,233 **\$1,763,229**

Project	Budget
Overlays	\$ 175,000
Chip Seal	\$ 600,000
Other Seals	\$ -
Patching/Street Maintenance	\$ 100,000
Reserve for Next Fiscal Year	\$ -
Total Projects	\$ 875,000
Balance	\$ 888,229

Supplemental Street Maintenance Program \$593,408 \$24,772 \$376,407 **\$994,587**

Project	Budget
Overlays	\$ -
Surface Seal, General Maintenance	\$ -
Other Seals	\$ -
Patching/Street Maintenance	\$ 400,000
Reserve for Next Fiscal Year	\$ -
Total Projects	\$ 400,000
Balance	\$ 594,587

Flexible Program

\$0

\$0

\$935,640

Item N.

Project	Budget
MCTA Impound for matching	\$ 935,640
Total Projects	\$ 935,640
Balance	\$ -

ADA, Seniors, Paratransit

\$107,780

\$1,416

\$21,509

\$130,705

Project	Budget
ADA Walkability/Sidewalks Program, R-64	\$ 20,000
Total Projects	\$ 20,000
Balance	\$ 110,705

Transit Enhancement Program

Carryover

Excess

Allocation

Available

\$333,067

\$5,181

\$78,718

\$416,965

Project	Budget
	\$ -
Total Projects	\$ -
Balance	\$ 416,965

ADA / Seniors / Paratransit

\$80,212

\$481

\$7,313

\$88,006

Project	Budget
	\$ -
Total Projects	\$ -
Balance	\$ 88,006

Environmental Enhancement Program

Carryover

Excess

Allocation

Available

Total for all Sub-programs

\$314,308

\$5,662

\$86,036

\$406,006

Project	Budget
Alley Paving – Torres Way, ALY-01	\$ 15,000
2021 CMAQ Alley Paving, ALY-03	\$ 10,000
Schnoor Ave Sidewalk – Sunset to River, R-58	\$ 3,000
ADA Walkability Sidewalks Program, R-64	\$ 20,000
Washington School Sidewalks, R-93	\$ 5,000
Bike Path – Tulare/Cleveland/Raymond, PK-48	\$ 40,000
Total Projects	\$ 93,000
Balance	\$ 313,006

City of Chowchilla

Measure T Annual Expenditure Plan
Fiscal Year 2020-21

Commute Corridors/Farm to Market (Regional) Carryover Excess Allocation Available

Rehab, Reconstruct, Maintenance Program \$0 \$13,584 \$203,450 **\$217,034**

Project	Budget
SR99/233 Roundabouts	\$ 96,534
Humboldt Storm Drain Project	\$ 120,500
Total Projects	<u>\$ 217,034</u>
Balance	\$ -

Safe Routes to School & Jobs (Local) Carryover Excess Allocation Available

Street Maintenance Program \$21,068 \$7,064 \$105,794 **\$133,926**

Project	Budget
Overlays	\$ -
Chip Seal	\$ -
Other Seals	\$ -
Patching/Street Maintenance/Operations	\$ 133,926
Equipment	\$ -
Reserve for Next Fiscal Year	\$ -
Total Projects	<u>\$ 133,926</u>
Balance	\$ -

Supplemental Street Maintenance Program \$14,181 \$4,754 \$71,207 **\$90,143**

Project	Budget
Overlays	\$ 80,143
Chip Seal	\$ -
Other Seals	\$ -
Patching/Street Maintenance/Operations	\$ 10,000
Reserve for Next Fiscal Year	\$ -
Total Projects	<u>\$ 90,143</u>
Balance	\$ -

<u>Flexible Program</u>	\$57,266	\$11,818	\$177,001	\$ <i>Item N.</i>
Project	Budget			
<i>Impound for MCTA Matching Projects</i>	\$ 188,820			
<i>Maintenance/Operations</i>	\$ 57,266			
Total Projects	\$ 246,086			
Balance	\$ -			

<u>ADA Compliance</u>	\$4,698	\$272	\$4,069	\$9,039
Project	Budget			
ADA Assessment Study	\$ 9,039			
Total Projects	\$ 9,039			
Balance	\$ -			

<u>Transit Enhancement Program (Public)</u>	<u>Carryover</u>	<u>Excess</u>	<u>Allocation</u>	<u>Available</u>
	\$1,595	\$949	\$14,893	\$17,437

Project	Budget
Total Projects	\$ -
Balance	\$ 17,437

<u>ADA / Seniors / Paratransit</u>	\$0	\$92	\$1,383	\$1,476
Project	Budget			
<i>Reserve for Next Fiscal Year</i>	\$ 1,476			
Total Projects	\$ 1,476			
Balance	\$ -			

<u>Environmental Enhancement Program</u>	<u>Carryover</u>	<u>Excess</u>	<u>Allocation</u>	<u>Available</u>
---	-------------------------	----------------------	--------------------------	-------------------------

<u>Total for all Sub-programs</u>	\$0	\$1,087	\$16,276	\$17,363
Project	Budget			
<i>Reserve for future projects</i>	\$ 17,363			
Total Projects	\$ 17,363			
Balance	\$ -			

(This page intentionally left blank)

Reports

End of Year Reports

Madera County Transportation Authority



End of Year Reports

County of Madera



End of Year Reports

City of Madera



End of Year Reports

City of Chowchilla

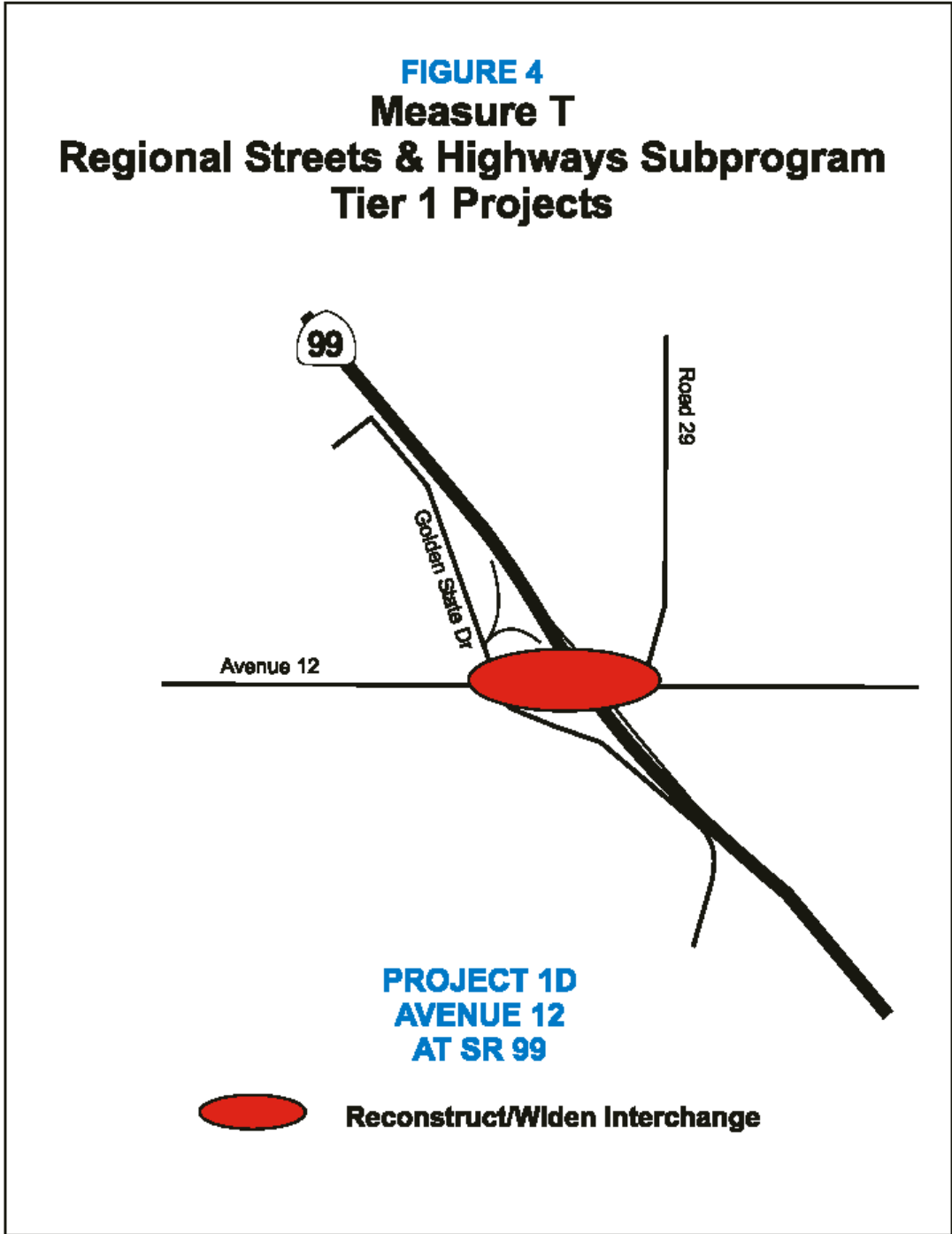


Other Reports

Measure T Fiscal Year Receipts from BOE

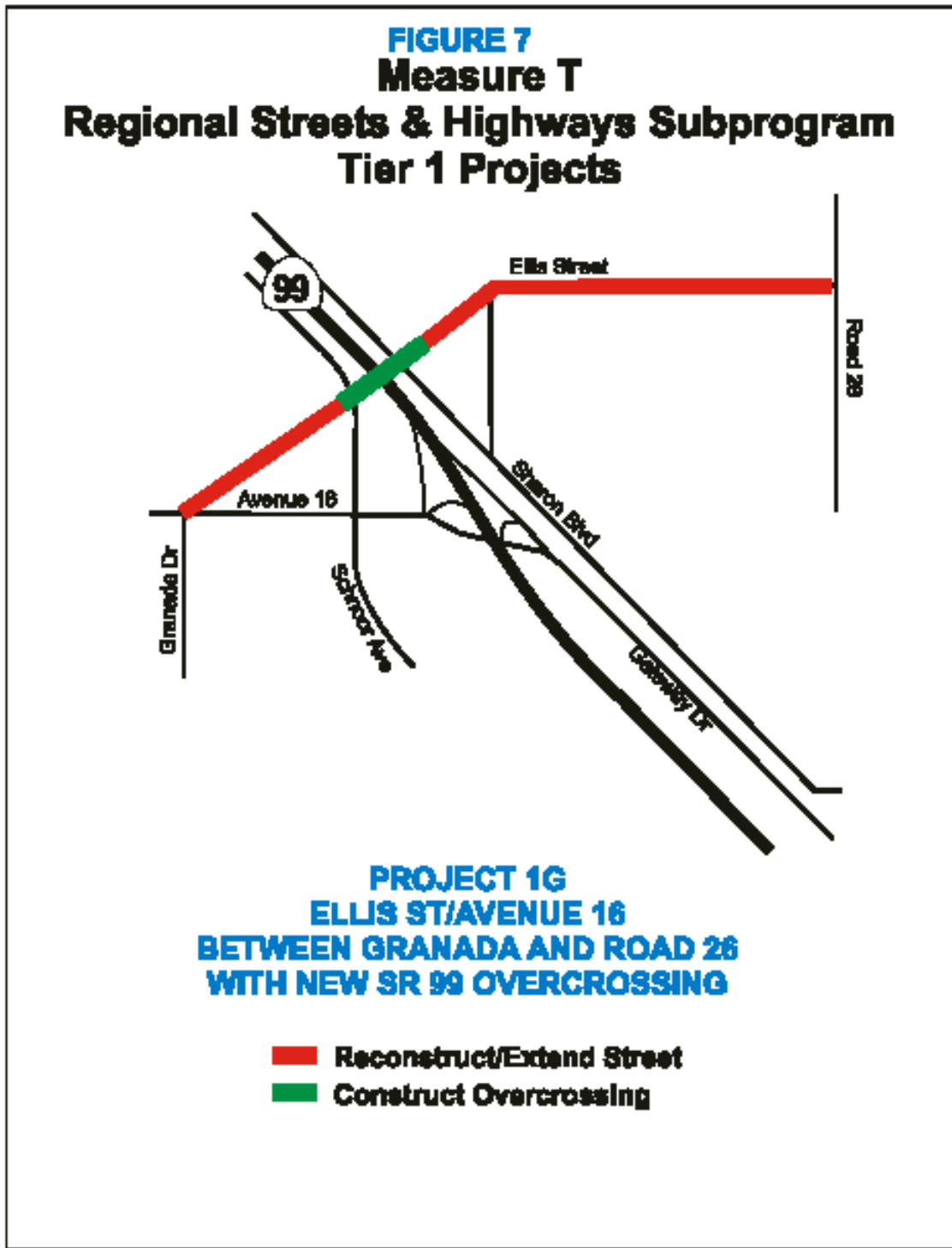
Year	Month	Monthly Advance	Adjust to Actual	Quarterly Interest	Monthly Totals	Misc Revenues	Annual Proceeds	Misc Expenditures	Net Proceeds	BOE Admin Fee
2019	Jul	739,200	239,601.20		978,801.20					
	Aug	-	918,842.07		918,842.07					
	Sep	709,800	175,195.33	12,797.24	897,792.57					29,140
	Oct	709,800	335,103.74		1,044,903.74					
	Nov	-	967,098.13		967,098.13					
2020	Dec	649,700	112,002.78	11,411.86	773,114.64					29,140
	Jan	649,700	168,959.92		818,659.92					
	Feb	-	1,174,683.01		1,174,683.01					
	Mar	623,500	147,535.48	13,515.57	784,551.05					29,140
	Apr	498,800	181,165.52		679,965.52					
	May	-	780,243.94		780,243.94					
	Jun	495,900	257,929.89	7,570.53	761,400.42					22,830
		5,076,400.00	5,458,361.01	45,295.20	10,580,056.21	-	10,580,056.21	-	10,580,056.21	110,250

Appendix



VRPA Technologies, Inc.

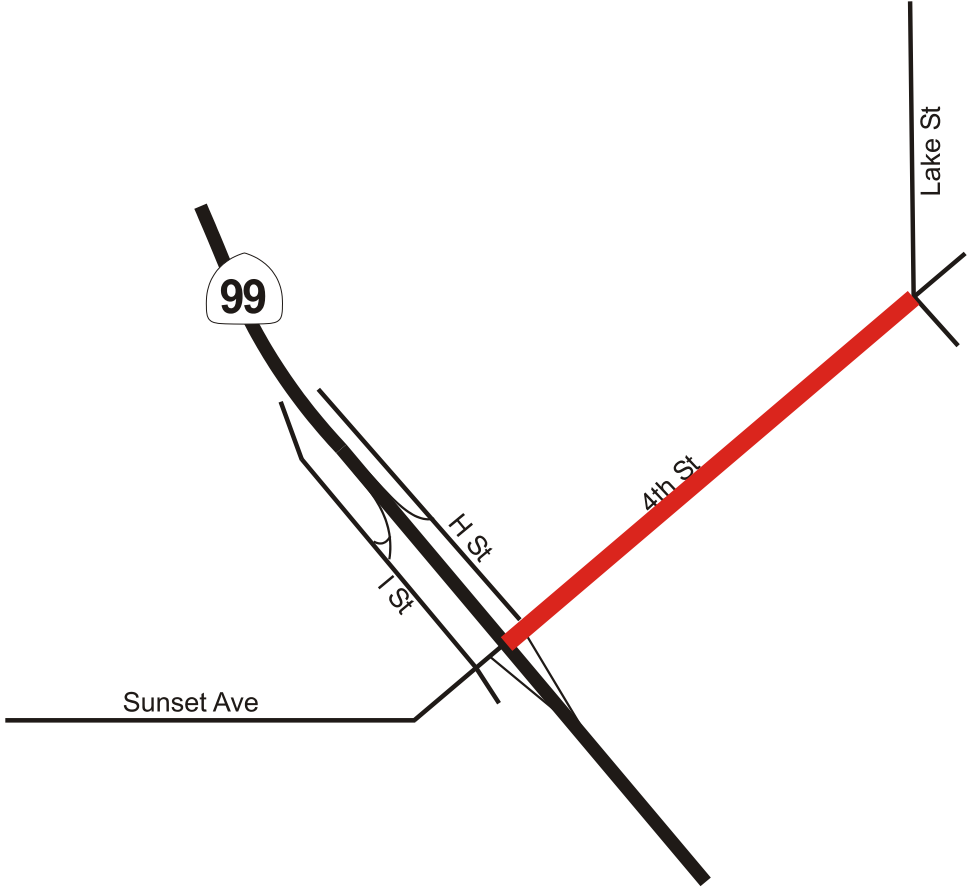
Map of Avenue 12 Interchange Project



VRPA Technologies, Inc.

Map of Ellis Street Overcrossing Project

FIGURE 14
Measure T
Regional Streets & Highways Subprogram
Tier 1 Projects

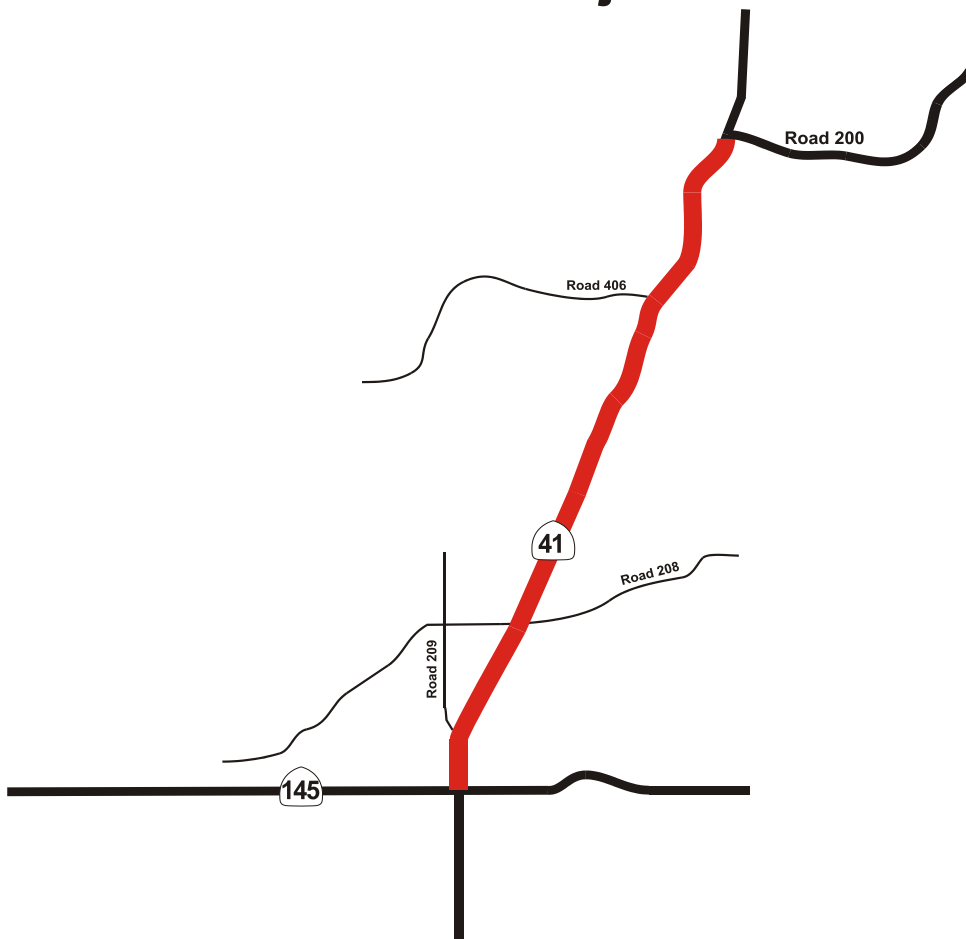


PROJECT 1N
4TH AVENUE
BETWEEN SR 99 AND LAKE ST

■ Reconstruct/Widen From 2 to 4 Lanes with Railroad Crossing

Map of 4th Street Widening

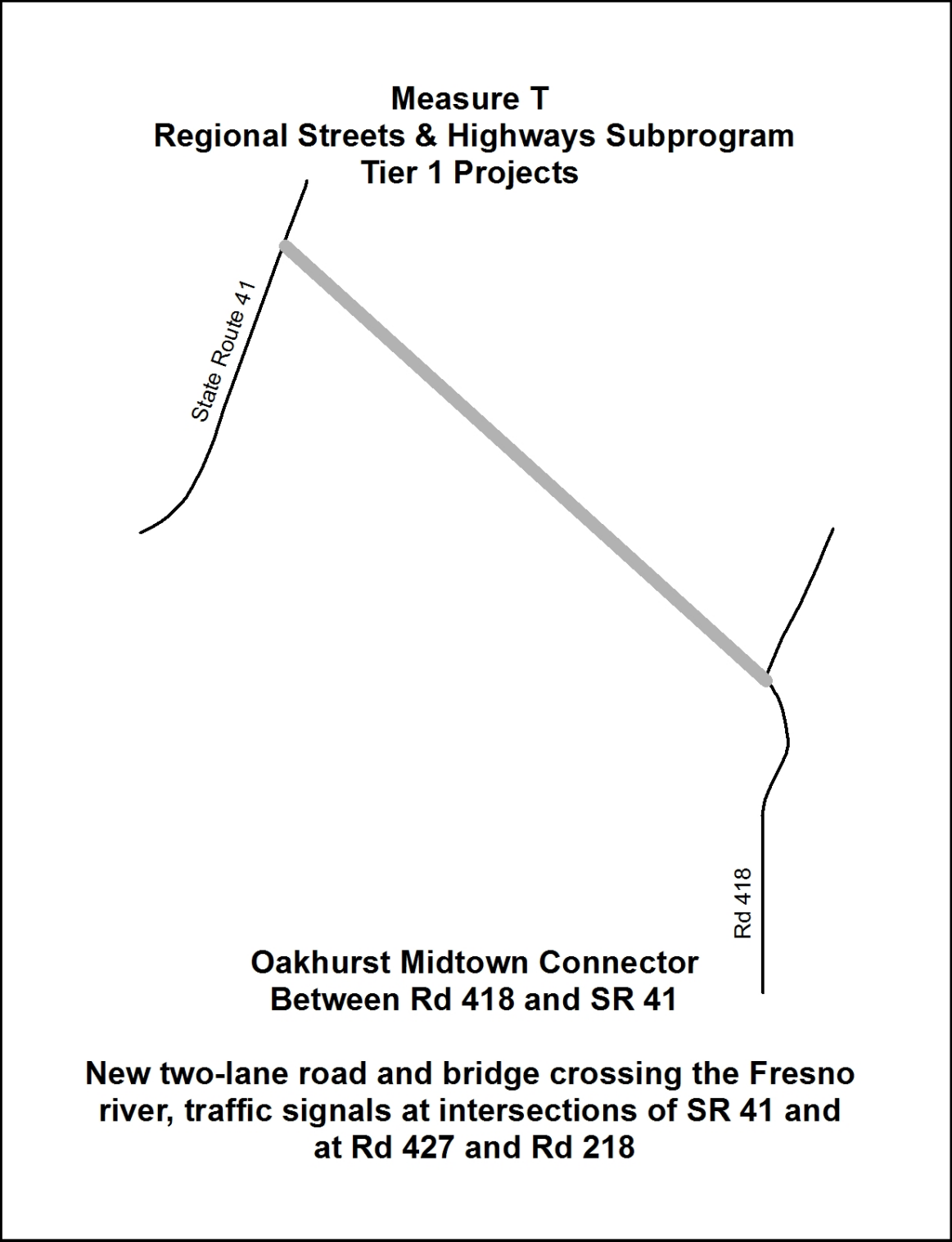
FIGURE 1 Measure T Regional Streets & Highways Subprogram Tier 1 Projects



**PROJECT 1A
SR 41
BETWEEN SR 145 AND ROAD 200**

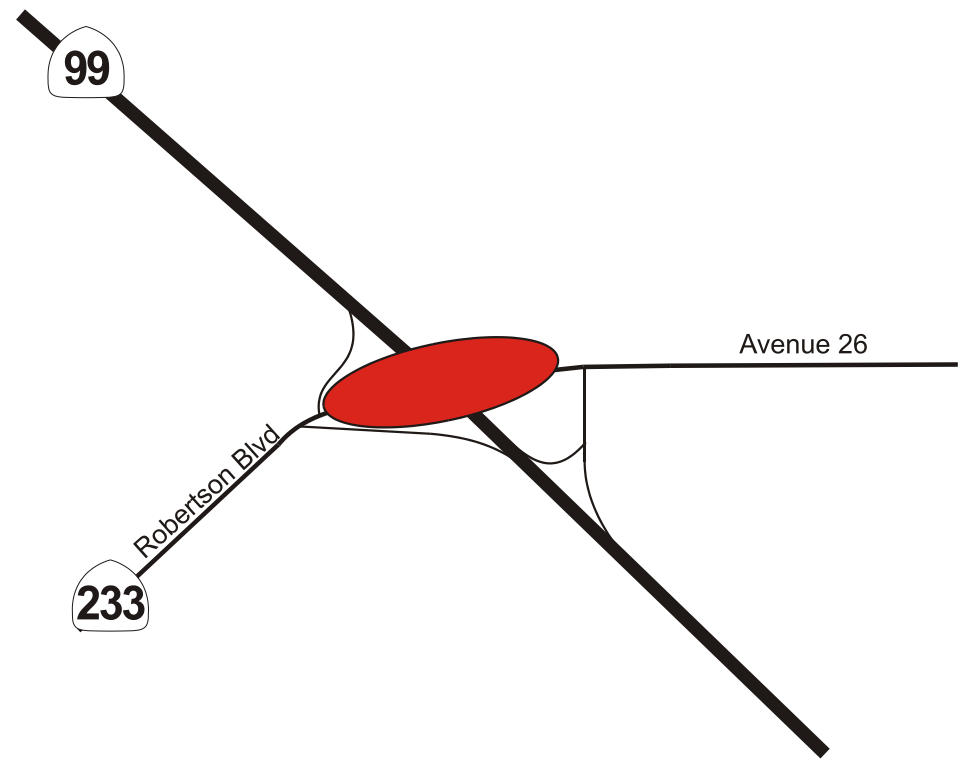
■ Construct Passing Lanes

Map of SR 41 Passing Lanes



Map of Oakhurst Mid-Town Connector

FIGURE 6
Measure T
Regional Streets & Highways Subprogram
Tier 1 Projects



PROJECT 1F
SR 233
AT SR 99

 **Reconstruct/Widen Interchange**

Map of SR 233 Interchange

Madera 2020 STIP Program

Madera

Agency	Rte	PPNO	Project	Ext	Del.	Voted	Total	Prior	Project Totals by Fiscal Year					Project Totals by Component				
									20-21	21-22	22-23	23-24	24-25	R/W	Const	E & P	PS&E	R/W Sup
Highway Projects:																		
Caltrans	99	5335	Madera, Ave 12-Ave 17, widen to 6 lanes (RT99) (incr 10-18 vote)			close	1,858	1,858	0	0	0	0	0	0	0	0	0	
Madera CTC		6L05	Planning, programming, and monitoring			May-19	120	120	0	0	0	0	0	0	120	0	0	
Madera CTC		6L05	Planning, programming, and monitoring				276	0	93	92	91	0	0	0	276	0	0	
Total Programmed or Voted since July 1, 2018							2,254											
PROPOSED 2020 PROGRAMMING																		
Highway Project Proposals:																		
Madera CTC		6L05	Planning, programming, and monitoring				-276	0	-93	-92	-91	0	0	0	-276	0	0	
Madera CTC		6L05	Planning, programming, and monitoring				392	0	79	78	78	78	79	0	392	0	0	
Subtotal, Highway Proposals							116	0	-14	-14	-13	78	79	0	116	0	0	
Total Proposed 2020 STIP Programming							116											

Balance of STIP County Share, Madera	
Total County Share, June 30, 2019	(6,476)
Total Now Programmed or Voted Since July 1, 2018	2,254
Unprogrammed Share Balance	0
Share Balance Advanced or Overdrawn	8,730
Proposed New Programming	116



2001 Howard Road, Suite 201 Madera, CA 93637