



INYO COUNTY LOCAL TRANSPORTATION COMMISSION

P.O. DRAWER Q
INDEPENDENCE, CA 93526
PHONE: (760) 878-0201
FAX: (760) 878-2001



Michael Errante, Executive Director

AGENDA

INYO COUNTY LOCAL TRANSPORTATION COMMISSION

On-line Only

jkokx@inyocounty.us is inviting you to a scheduled Zoom meeting.

Topic: Inyo County Local Transportation Commission Meeting
Time: Mar 16, 2022 09:00 AM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/85016574725?pwd=MXFCZmY4NnBzUjRXakNxdEU5MGdmZz09>

Meeting ID: 850 1657 4725

Passcode: 409723

Dial by your location

+1 669 900 9128 US (San Jose)

Find your local number: <https://us02web.zoom.us/j/85016574725?pwd=MXFCZmY4NnBzUjRXakNxdEU5MGdmZz09>

All members of the public are encouraged to participate in the discussion of any items on the Agenda. Questions and comments will be accepted via e-mail to: jkokx@inyocounty.us

Any member of the public may also make comments during the scheduled "Public Comment" period on this agenda concerning any subject related to the Inyo County Local Transportation Commission.

PUBLIC NOTICE: In compliance with the Americans with Disabilities Act, if you need special assistance to participate in this meeting, please contact the Transportation Commission Secretary at (760) 878-0201. Notification 48 hours prior to the meeting will enable the Inyo County Local Transportation Commission to make reasonable arrangements to ensure accessibility to this meeting (28CFR 35. 102-35. ADA Title II).

March 16, 2022

9:00 a.m. Open Meeting

1. Roll Call
2. Public Comment

ACTION ITEMS

3. Consent Agenda
 - a. Request your Commission authorize future meetings during a state of emergency to be conducted virtually, in accordance with AB 361.

- b. Secretary of the Local Transportation Commission - Request approval of the minutes of the meeting of February 16, 2022.
4. Request Commission receive a staff report and a copy of the meeting notes of the Social Services Transit Advisory Council and **conduct a public hearing** to gather input on unmet transit needs.
5. Request Commission approve the Triennial Performance Audit cost quote from Moore & Associates, Inc. via Minute Order and authorize the Executive Director to sign related documents for the next two years of performance audit services.

DISCUSSION ITEMS

6. Request Commission receive a staff report on Local Transportation Fund estimates for FY 2022-2023.

INFORMATIONAL ITEMS

7. ESTA Report – Executive Director’s Report
8. Tribal Report
9. DVNP Report
10. Caltrans Report
11. City of Bishop Report
12. Executive Director’s Report
13. Reports from all members of the Inyo County LTC

CORRESPONDENCE

.

ADJOURNMENT

Adjourned until 9 a.m., Wednesday April 20, 2022

Action Item No. 3

Consent Agenda



INYO COUNTY LOCAL TRANSPORTATION COMMISSION



P.O. DRAWER Q
INDEPENDENCE, CA 93526
PHONE: (760) 878-0201
FAX: (760) 878-2001

Michael Errante, Executive Director

MINUTES

INYO COUNTY LOCAL TRANSPORTATION COMMISSION

On-line Only

February 16, 2022

9:00 a.m. Open Meeting

1. Roll Call
2. **Commissioners Present:**

Steven Muchovej
Doug Thompson
Jennifer Roeser
Celeste Berg
Jose Garcia
Rick Pucci

Others Present:

Michael Errante, Director
Justine Kokx, Staff
Phil Moores, ESTA
Deston Dishion, City of Bishop
Adam Weitzmann, Caltrans
Dennee Alcalá, Caltrans
Ryan Dermody, Caltrans
Kirsten Helton, Caltrans
Jeny Parks, IMAH
Marilyn Mann, Health & Human Services

3. Public Comment
None

ACTION ITEMS

4. Election of Officers - The LTC By-Laws state the Chair and Vice-Chair shall be nominated and then elected at the first meeting of the calendar year.

Commissioner Berg was nominated as Chair.

*Motion to approve was made by Commissioner Thompson and seconded by Commissioner Pucci. All in favor

Commissioner Thompson was nominated as Vice Chair.

*Motion to approve was made by Commissioner Pucci and seconded by Commissioner Roeser. All in favor.

5. Consent Agenda

- a. Request your Commission authorize future meetings during a state of emergency to be conducted virtually, in accordance with AB 361.
- b. Secretary of the Local Transportation Commission - Request approval of the minutes of the meeting of November 17, 2021.
- c. Secretary of the Local Transportation Commission - Request approval of the minutes of the special meeting of December 15, 2021.
- d. Secretary of the Local Transportation Commission - Request approval of the minutes of the special meeting of January 12, 2022.
- e. Secretary of the Local Transportation Commission - Request approval of the minutes of the special meeting of February 9, 2022.

Commissioner Thompson requested the Section #14 of the November minutes be revised to not reflect that he was part of the SNC grant.

*Motion to approve the Consent agenda with the proposed changes was made by Commissioner Roeser and seconded by Commissioner Berg. All in favor.

6. Receive invoice of Rural Planning Assistance funds for first quarter of Fiscal Year 2021-2022. Justine Kokx provided a brief summary of the Q1 RPA invoice. Majority of the \$58K was salaries and benefits due to early months of the fiscal year.

INFORMATIONAL ITEMS

7. ESTA Report

- ESTA FY2020-2021 Annual Report.

Phil Moores presented the ESTA Annual Report. ESTA is doing well despite the impacts of COVID during the prior year, one of the major services didn't run at all during the summer of 2020. Plans currently working on: Short Range Transit Plan, Coordinated Human Services Plan, Emissions Transition Plan. 10 new buses coming, new modern look coming as well. Looking into Micro transit system for Bishop similar to Uber, Lyft, using smart phone to track locations and arrival times of buses. Currently operating under a pure dispatch system, where you must call in, arrange a ride, bus locations unknown. Ridership was 57% down in FY2021, about 20% down now. Recovery will take about a year. Federal aid kept ESTA afloat. Ridership revenue accounts for about 20% of revenue. ESTA finished year strong and continues to be in a good position. Commissioner Thompson posed 2 questions: 1) Status of potential 7-day service between Reno and Lancaster. Phil replied that he is looking into utilizing existing grant to expand this service. Thinks that it's possible to fund. 2) Status of trailhead shuttle. Phil replied

that this could happen if the USFS were willing to partner with ESTA and take the lead, like the way they do for Red's Meadow. Without the restriction to Whitney Portal to the public, he believes people will just continue to drive. High up-front cost \$200k per vehicle. However, that partnership is not happening currently. Not impossible.

8. Tribal Report

None.

9. DVNP Report

None.

10. Caltrans Report

Quarterly report link provided in the chat

Ryan Dermody introduced himself and congratulated Chair Berg on her appointment. Talked about upcoming community-based pedestrian and bicycle related projects. He has been here over 20 years, and these projects are finally coming to fruition. Struggling with hiring, a lot of workload and resources, but lack of staff. Introduced Kirsten Helton as the Deputy District Director of Planning and Environmental for Caltrans D9. She has had a lot of experience with environmental processes. Kirsten Helton provided an update of recent Clean California Dump Days event in Bishop, had 135 vehicles pass through, 300 cubic yards. Very successful. Scheduling upcoming Dump Days in Independence and Lone Pine. Contact Mark Heckman if any questions. Two additional Clean California projects: 1) install lighting along Hwy 395 at Fort Independence, 2) Gateway monument in Independence along Hwy 395. The Olancha Cartago 4-Lane Project is heading into the 2-3rd week of construction. She has been involved with the project since the beginning. Chris Long, a landowner in Olancha requested more consistent information about the project from Caltrans, asked about the batch plant, traffic on Fall Rd. and suggested they update their website with information. Kirsten mentioned that the batch plant location was identified in the environmental document. Does anticipate traffic on Fall Rd., contractor is grading a new dirt road to access the batch plant. Kirsten agreed to update the website and get more information to the community. Denee anticipates 2-year construction project for Olancha Cartago.

11. City of Bishop Report

Deston Dishion reported continuing work with consultant and that the design kickoff meeting occurred for the E. Line Street Bridge project. Keeping project on an accelerated pace for construction by leveraging CRSSA funds in 2024.

12. Executive Director's Report

Mike Errante echoed Ryan's struggles with lack of staff. He provided various updates on County wide projects. North Round Valley Bridge has traction, all north piles are complete. By the end of next month all piles will be in, super structure work will begin. Anticipate completion by end of summer. Airport doing well. The numbers look good, Denver leg outpacing L.A. and S.F. East Coast visitors are outpacing "local" visitors. On the 26th of March flights will end.

Middle of June, back online. Not sure which leg will come back through September. Will stop in September and will restart three flights per day in December. Doug asked about summer service for through hikers. Mike replied summer will start in June, no date yet, don't even know which flight yet. Commissioner Muchovej asked if there was a plan for parking. He finds it challenging to decipher where to park with all the trailers and boats. Mike says gradually decreasing long term parking. Working on getting funds to improve the surface of the parking lot. Deston asked about a process for shuttle services. Ashley has put together an agreement, but no business license. Commissioner Roeser followed up, the intent of raising the parking rates was to help with parking issues. Asked about deplanement numbers. Mike thinks deplanement will get to 10,000 within a year, which triggers a \$1,000,000 entitlement. Flights to and from Denver are full. Carrol Creek and Walker bridge ROW certifications are in the works. Construction will begin in this spring and fall. We are behind on some capital improvement projects due to lack of staff. Appreciates all the cooperation between the agencies.

13. Reports from all members of the Inyo County LTC

- Commissioner Thompson – Sustainable Recreation Tourism Initiative Update.
*Commissioner Thompson reported that 2 out of the 8 SRTI projects are funded. The long trail between Alpine County and southern Inyo County is going to be interesting; all entities, all agencies will be involved, will be very complicated. The critical project is the Assets Inventory Gap Analysis. The more tourism we receive the more need will be for obtaining goods, but we don't capture a lot more money because we don't produce service items other than labor. If we could shift over to product development, so we have the resource, the more tourism that comes in, the more money can stay here. Livestock feasibility study withered on the vine. We can't even buy hamburger produced locally in the County because the packing must be done by licensed slaughterhouses. Closest is in Fallon NV. We have no large bakery, no egg producer, no produce, just means we import more products for tourists. The other SRTI project is a foundation for obtaining more grants. Before you can get grants you have to have this analysis. He's been following Build Back Better. A lot of money is coming. Fire and trails are going to be big, so are roads. Campground improvement projects money came in last year. A lot of these are going to be funded into 2023. First year is a buildup. Once money is available, the background information is going to be critical. Touching on Sierra Nevada Conservancy. We tried to promote it before it was even established. Governor Schwarzenegger came to Mammoth, and from that presentation it got funded at the state level at \$54 million. Six areas were established; we were called the Whitney area. We got \$1 million. Towards the end we picked up more, but now SNC is funding different projects. But somehow all of these projects are related to transportation. It took 20-30 years for the airport services to shift from Mammoth to Bishop. Shuttle services are the type of thing that will make the airport successful. Inyokern used to provide shuttle services to contractors into Ridgecrest. Thinks Bishop could use that same model. These things are happening, but it's a slow process. Keep them on the radar. Thank you.

*Commissioner Roeser appreciated all of Doug's good points. She brought up the Scenic Byways project also as a good project that needs funding. Agreed the Assets Inventory will be critical. Through the IJA she met a good contact at Build America Better. In

addition to their grant program, they are implementing a loan program for counties, non-profits, municipalities, & cities. Low-cost loans, 2% and up to 30-75 years. Can be used as matching funds for grants. Focusing on rural and under-served communities. Partnering with USDA Rural Development Agency. Prioritizes funding for transit routes that are struggling, & electrification of fleets. IJJA also includes investments in workforce development. Perhaps the Community Business Resource Center can use this, and/or partner with City and agencies for workforce development programs.

*Chair Berg expressed thanks for the Chair nomination to Commissioner Muchovej for his awesome facilitation of the meetings. Also, thanks to John and Justine for all the meeting preparation, and to all commissioners for their continued informative updates.

*Commissioner Muchovej thanked Commissioner Roeser for the update. It would be great to brainstorm how to make use of the availability of funding. Yes, a lot of fire funding, clearly not LTC, however, burying power lines as roads get improved could link LTC to fire funding. If we could get creative in that regard.

*Commissioner Roeser Excellent point. Attended a workshop inter-governmental affairs – EPA, USDA, USFA, FCC. Exactly what they are talking about, looking for creative ways to leverage funds for seemingly disconnected opportunities.

*Commissioner Thompson - Desert Mountain RC&D was complicated, 3 counties didn't want to apply. Recognized quickly there wasn't a lot of competition for these grants, so it was relatively easy. Once we do the package, a lot of the information just transfers onto the next grants, put a "cookbook" in place, just change the first page. Keep it straightforward, do what the grant wants. The process starts with these grants and foundation studies.

CORRESPONDENCE

Request Commission receives a letter encouraging Re-establishment of Regional Rail Service Within the Eastern Sierra Corridor.

*Commissioner Muchovej. Great idea, curious as to how the LTC can support these sorts of ideas. We must think big but also need to be pragmatic. There are a lot of other things on our plates.

*Chair Berg concurred. Any ideas?

*Commissioner Roeser spoke with a Railroad Transportation Administration representative. There is funding for railroad projects if for transportation purposes rather than for freight purposes. They are literally funding up to 90%. The first step is finding a rail line willing to take it on. We should respond by saying "this is a good idea, we will put it in our file." The railroad ROW still exists in south county. If a proponent or consortium wanted to find a rail line that would want to move forward that would be the first step.

*Commissioner Thompson supported a letter of support, although, he has been involved with rails to trails projects for a long time.

*Commissioner Roeser - The SRTI Alpine to Inyo trail was one of the topmost suggested ideas and was born of a desire to convert rails to trails.

ADJOURNMENT

*Commissioner Roeser motioned to adjourn and seconded by Chair Berg. All in favor.

Adjourned at 10:05 am until 9 a.m., Wednesday March 16, 2022

Action Item No. 4

Staff Report on SSTAC meeting followed by a public hearing to gather input on unmet transit needs



INYO COUNTY LOCAL TRANSPORTATION COMMISSION



P.O. DRAWER Q
INDEPENDENCE, CA 93526
PHONE: (760) 878-0201
FAX: (760) 878-2001

Michael Errante
Executive Director

S T A F F R E P O R T

MEETING: March 16, 2022

PREPARED BY: Justine Kokx, Transportation Planner

SUBJECT: Unmet Transit Needs Hearing

Recommended Action

Staff recommends that your Commission 1) receive the annual Social Services Transit Advisory Council (SSTAC) meeting notes and 2) conduct a public hearing to gather input on unmet transit needs.

Background

As a guide for receiving comments, refer to the definition of an “unmet transit need” and “reasonable to meet” set forth in the LTC Organization and Procedures Manual.

Unmet Transit Need

An unmet transit need exists if an individual or individuals of any age or physical condition are unable to transport themselves from one location to another. Documentation regarding the unmet need and the person’s residential address must be provided in a letter addressed to the Executive Director of the ICLTC or by testimony at a public hearing held for the purpose of determining unmet transit needs. An unmet transit need is, at a minimum, those public transportation or specialized transportation services that are identified in the Regional Transportation Plan and that have not been implemented or funded.

Reasonable to Meet

A documented unmet transit need is reasonable to meet if:

- A service can be provided which meets a minimum farebox of 10% of operating costs; and,
 - a. It is transit service for essential intra-county purposes which are defined as medical or dental services, shopping, employment, personal business, or social service appointments; or
 - b. It is transit service for essential inter-county purposes which purposes are defined as medical or dental services or social service appointments not available in this county or the out-of-county destination is the closest location where the services are available to the

origin of the trip; and the origin and/or destination of the trip are within two miles of the established area of operation or cohesive community.

In addition to the above definitions, it is reasonable for a person boarding a transit vehicle to expect that vehicle to travel the most direct route, practicable with normal operating procedures, to its destination.

2022 Social Services Transit Advisory Council (SSTAC)

The SSTAC's input shall be incorporated with and made an integral part of the ICLTC's annual "Unmet Transit Needs" hearing and findings process. The purpose of this hearing is to obtain citizen input regarding unmet transit needs and to receive information from the SSTAC meeting held on February 9, 2022. The meeting notes from that meeting are attached for your information. There was a review of services, and discussion of potential additional services. ESTA staff was present and was able to answer questions clarifying what services they provide. LTC staff would like to thank those who attended the SSTAC meeting. There was a discussion of a variety of Eastern Sierra transit issues. Issues raised include extending the Bishop Dial A Ride hours later into the evening, extending service for inter-regional routes to the weekends, re-establishing a route between Tecopa and Pahrump, weekend "Mammoth Express" service from Bishop, and discussion of transit schedules and locations served.

Background Information on Transportation Development Act related sales tax revenues

One of the primary duties of the Inyo County LTC is the administration of TDA funds, both Local Transportation Funds (LTF) and State Transit Assistance (STA). The ICLTC allocation of STA monies goes to ESTA as our only designated Consolidated Transportation Service Agency (CSTA). The LTF monies are allocated to multiple uses by your Commission. The LTF is derived from a 1/4% of the total sales tax revenue generated in Inyo County, including the City of Bishop.

The largest allocation of LTF funds has been for public transit and has been allocated to ESTA, a portion of these funds is allocated to the LTC for the administration, 5% is eligible to be allocated for community transit services (Eastern Sierra Area Agency for Aging being the only current eligible applicant), and 2% is eligible to be allocated to pedestrian and bicycle facilities. If there are remaining funds, those funds can be allocated for work by the County and City on local streets and roads.

Overview

The LTC has not allocated Transportation Development Act funds for local streets and roads for at least 16+ years. ESTA has made every effort to revise their services to serve unmet transit needs as identified. Here is a partial list of how ESTA has been able to adjust their services:

- ❑ Extending DAR Services to Keeler
- ❑ Having the Mammoth Express bus stop in Rovana or Round Valley on a call-stop basis
- ❑ Continue US 395 bus south to Lancaster
- ❑ Lone Pine residents can now travel from Lone Pine to Reno in a day – this was accomplished by moving the northbound US 395 bus departure back and moving the Lone Pine to Bishop bus forward
- ❑ Extending the Wilkerson deviated fixed route bus to Keough's Hot Springs on a call-stop basis
- ❑ ESTA acquired a grant for people to access out of the area non-emergency medical services. People arrange rides with private parties and apply to ESTA for reimbursement of expense. The reimbursement rate is based on the annual IRS Medical Travel Rate.
- ❑ ESTA extended Dial-a Ride service to include White Mountain Research Center as a result of last year's unmet needs transit needs process.

If funding allows, ESTA may be required to provide any new services that meet the definition of being

an “unmet transit need” and “reasonable to meet.” It should be noted that TDA funds in Inyo County are only slowly increasing and depend on tax revenues. It will be a challenge for ESTA to increase their current services. At the same time, it is important to know the transit needs in the area and ESTA has been successful at obtaining some transit grants to provide additional services or help fund existing services and to extend their existing services.

The findings from the SSTAC meeting and the two LTC unmet transit needs hearings will be used to identify unmet transit needs. The results of these hearings, which will be brought before your Commission at the June 2022 meeting, are an essential part in determining the allocation of TDA revenues in FY 2022-2023.

attachments: -Agenda for SSTAC 02/09/22 meeting
-Meeting notes from the 02/09/2022 SSTAC meeting



INYO COUNTY LOCAL TRANSPORTATION COMMISSION

P.O. DRAWER Q
INDEPENDENCE, CA 93526
PHONE: (760) 878-0201
FAX: (760) 878-2001



Michael Errante, Executive Director

Social Services Transit Advisory Council AGENDA

Topic: Inyo County Social Services Transportation Advisory Council Meeting
Time: Feb 9, 2022 10:00 AM Pacific Time (US and Canada)

Join Zoom Meeting

<https://us02web.zoom.us/j/89523023356?pwd=eGRvS2poL29vK081VzRlZGNQZ2NPZz09>

Meeting ID: 895 2302 3356
Passcode: 170739
1-669-900-9128 US (San Jose)

February 9, 2022

10:00 a.m.- 11:00 a.m.

- 1. INTRODUCTIONS**
- 2. REVIEW OF PURPOSE**
- 3. SCHEDULE OF PUBLIC HEARINGS**
 - 1. March 16, 2022 9:00 am**
 - 2. April 20, 2022 9:00 am**
- 4. REVIEW OF PRIOR YEAR ALLOCATION**
 - a. Administrative**
 - b. Bike & Ped Program**
 - c. ESTA**
 - d. ESAAA**
- 5. IDENTIFY POTENTIAL CLAIMANTS**
- 6. REVIEW SERVICES PROVIDED**
- 7. OPEN DISCUSSION OF IDEAS & POTENTIAL ISSUES**

ADJOURNMENT



INYO COUNTY LOCAL TRANSPORTATION COMMISSION

P.O. DRAWER Q
INDEPENDENCE, CA 93526
PHONE: (760) 878-0201
FAX: (760) 878-2001



Michael Errante, Executive Director

Social Services Transit Advisory Council

Notes

February 9, 2022, 10:00 a.m. ZOOM meeting

INTRODUCTIONS/PARTICIPANTS

Michael Errante, Executive Director, ICLTC
Justine Kokx, Transportation Planner, ICLTC
Tyler Davis, ESAAA, Inyo County HHS
Jenny Park, IMAH
Phil Moores, Director, ESTA
Rick Franz, Caltrans
Karen Harrison, Kern Regional Center
Adam Weitzman Caltrans
Tania Ramos, ESTA Rider

REVIEW OF PURPOSE

Justine Kokx, LTC staff introduced herself and stated that the Transportation Development Act requires that we allocate LTF funding only after considering whether local transit agencies are recognizing and accommodating for unmet transit needs, if they are reasonable to meet. This meeting is the first step in deciding how the TDA funds will be allocated to ESTA, ESAAA, any other claimants, and for administration of the TDA.

SCHEDULE OF PUBLIC HEARINGS

The LTC is required to have this initial meeting as well as two public hearings which are generally held at the LTC's regularly scheduled meetings. The public hearings will be scheduled at the LTC meetings on March 16, 2022, 9:00 am and April 20, 2022, 9:00 am

1. OPEN DISCUSSION OF IDEAS & POTENTIAL ISSUES

Phil Moores began the discussion by asking the group if they have experienced any capacity issues with Dial-a-Ride, or situations where the bus didn't have enough seats? There were no issues reported. Phil asked if any wait times longer than 30 minutes. Tania, a regular Dial-a-Ride user, reported that yes, she has had to wait longer than 30 minutes a couple of times per month. Jenny added that IMAH does have another client that has a 4:00 pick up time, and the bus is on time 80% on time, but occasionally they wait longer. Phil reported that they did add another driver recently.

Phil asked about gaps in the service either locations or times. Tania would like to ride on the weekends, but no service on Sundays. This is a hole in the system.

Phil asked the non-transit users of the group about reasons why they don't use the service. Justine said she would like to take public transit to work between Lone Pine and Independence, but schedules don't match up with 8-5 workday. He reported that yes, there is a hole in the system in that area, transit times don't match commuter times. The idea is to get everybody out of their cars and use public transit, but the distance between sites makes matching with commuter times difficult to do. There is some growth to do.

Phil is working on possible weekend 395 service to Reno, currently if you want to get a ride to the airport, you can't do that. Jenny asked if that would include weekend trips between Mammoth and Bishop? Phil replied that yes, he is looking into adding weekend Mammoth Express, it's on the list. Jenny mentioned that perhaps Mammoth Mtn. might be willing to offset some costs for this. Perhaps in the next application for that corridor Phil will ask for those services.

Karen of Kern Regional Center gave ESTA kudos for their great service over the years. She and their clients have developed a rapport over the years with ESTA drivers & dispatchers. They have always felt safe, especially in Mammoth during bad snowstorms. KRC buys passes, this process works great for them. Phil mentioned that they are currently working on their Coordinated Human Services Plan. Designed to make sure that we cover all the citizens' needs, among the disabled, low income, senior groups, and agencies. The Short-Range Strategic Plan includes adding Micro Transit element to the services, which would allow riders to track bus movement and progress using their smartphones. Would clients have trouble using an app to track busses? Some may, but others would still need to call Dispatch. Dispatch will never go away. Jenny thinks having an app to see where the bus is at all times, would be great.

Tania stated that the Transit App in Mammoth is not always accurate. Phil says they are working on improving this GPS based system.

Adam would be interested in using Night Rider Dial-a-Ride services for nights out on Fridays and Saturdays.

Mike Errante asked where the Night Rider service goes – Just Bishop.

Tyler reported that quite a few CPS and senior program participants use dial a Ride and they are very happy with the services. Seniors love the Dial-a-Ride service to the Senior Center in Bishop. Phil reported that new busses will have child seats. He encouraged getting kids used to riding public transit early – Kids LOVE riding the bus!

Reviewed the prior year's Unmet needs list

- Lone Pine to Bishop increased frequency – Not an unmet need.
- Extend Bishop Dial-a-Ride hours – Yes, an unmet need.
- Weekend US 395 service – Yes, an unmet need.

- Trailhead service – Yes, unmet need but not reasonable to meet. Very expensive endeavor. Whitney Portal would need to be limited access and partnership with USFS required.
- Fixed route service in Bishop – not an unmet need. Would need to have an eligibility process for DAR services.
- Improving phone system for DAR services. Micro transit may help with this. Not an unmet need.
- White mountain Research Center service was added last year as a result of this process.
- Owen’s River – Interested in providing this service, but problematic due to some rowdy rider experience in previous years. However, if the community really wants this service added, they should rally.

Tecopa to Pahrump service was canceled. This is an unmet need - keep it on the list.
 ESTA had added service between LP and Keeler as result of the 2020 SSTAC meeting.

Potential unmet needs discussed today:

Tecopa to Pahrump service
 Weekend 395 service
 Weekend Mammoth Express Service
 Wait times sometimes greater than 30 minutes
 Later weekday service still needed (even though it currently goes until 6:30 pm)

Phil reported that Mammoth services represent 90% of income, but short on drivers. A “War plan” is in place to recruit. Uses Kari Davis, graphic designer for advertising services. She’s great. Adding sign on bonuses of \$1000.

Phil reiterated that this meeting is not the only place where folks can report unmet needs. Feel free to reach out to Phil with any concerns, ideas, at any time.

Meeting adjourned: 11:00 a.m.

Action Item No. 5
Triennial Performance Audit



INYO COUNTY LOCAL TRANSPORTATION COMMISSION



P.O. DRAWER Q
INDEPENDENCE, CA 93526
PHONE: (760) 878-0201
FAX: (760) 878-2001

Michael Errante
Executive Director

STAFF REPORT

MEETING: March 16, 2022

PREPARED BY: Justine Kokx, Transportation Planner

SUBJECT: Triennial Performance Audit of ICLTC, ESTA & ESAAA

STAFF RECOMMENDATION:

It is recommended that your Commission authorize via Minute Order the ICLTC Executive Director to sign the Letter of Engagement with Moore & Associates, Inc. as attached and authorize the Executive Director to enter into a contract for provision of auditing services effective April 1, 2022, through August 31, 2023.

SUMMARY DISCUSSION:

Your Commission is being asked to authorize the ICLTC Executive Director to sign a contract for the next round of triennial audits of the ICLTC, ESTA and ESAAA. The ICLTC is required by the Transportation Development Act (TDA) to submit to an external, independent triennial performance audit every three years. A performance audit is a systematic process of evaluating an organization's effectiveness, efficiency, and economy of operation. The objectives of the audit are to provide a means for evaluating an organization's performance and to make recommendations for improvements. In addition, the audit evaluates the adequacy of an organization's systems and the degree of compliance with established policies and procedures. The triennial performance audit of the ICLTC and Eastern Sierra Area Agency on Aging (ESAAA) will cover the three-year period starting on July 1, 2018, and ending on June 30, 2021; and 3) of the Eastern Sierra Transit Authority (ESTA), the three-year period starting on July 1, 2019 and ending on June 30, 2022.

The Regional Transportation Planning Entity is responsible for ensuring that a performance audit is conducted and must select an auditor to perform the work. An auditor is normally selected through a Request for Proposal (RFP) process. The RFP was advertised on the Inyo County website and in the Inyo County Register from February 8, 2022, through March 7, 2022. Three highly qualified proposals were received and scored by a panel knowledgeable about transit and the TDA. Moore & Associates ranked highest according to the scoring criteria. The audit will be funded with TDA-LTF monies.

Moore & Associates has also provided a cost quote to match the programs that they will be auditing, for a total cost of \$39,968.80. The scope of work is also attached.

Moore & Associates Price Proposal

Section 7 | Price Proposal

Labor Expenses			Task 1: RTPA Audit								Task 1 Total	
			Task 1.1		Task 1.2		Task 1.3		Task 1.4			
Title	Name	Rate	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
PROJECT MANAGER	Kathy Chambers	\$65.00	8	\$520.00	4	\$260.00	12	\$780.00	16	\$1,040.00	40	\$2,600.00
SENIOR AUDITOR	Jim Moore	\$70.00	6	\$420.00	4	\$280.00	16	\$1,120.00	12	\$840.00	38	\$2,660.00
ADMINISTRATIVE STAFF		\$25.00	2	\$50.00	0	\$0.00	2	\$50.00	4	\$100.00	8	\$200.00
Subtotal, Direct Labor			16	\$990.00	8	\$540.00	30	\$1,950.00	32	\$1,980.00	86	\$5,460.00
Burden and Overhead			88%	\$871.20	\$475.20	\$1,716.00	\$1,742.40					
Total Labor				\$1,861.20	\$1,015.20	\$3,666.00	\$3,722.40					
Direct Costs												
TRAVEL				\$0.00	\$0.00	\$0.00	\$0.00					
PRINTING/PRODUCTION				\$0.00	\$0.00	\$0.00	\$250.00					
Total Direct Costs				\$0.00	\$0.00	\$0.00	\$500.00					
TOTAL COST				\$1,861.20	\$1,015.20	\$3,666.00	\$4,222.40					

Labor Expenses			Task 2: ESAAA Operator Audit										Task 2 Total	
			Task 2.1		Task 2.2		Task 2.3		Task 2.4		Task 2.5			
Title	Name	Rate	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
PROJECT MANAGER	Kathy Chambers	\$65.00	8	\$520.00	4	\$260.00	12	\$780.00	14	\$910.00	16	\$1,040.00	54	\$3,510.00
SENIOR AUDITOR	Jim Moore	\$70.00	6	\$420.00	4	\$280.00	4	\$280.00	20	\$1,400.00	12	\$840.00	46	\$3,220.00
ADMINISTRATIVE STAFF		\$25.00	2	\$50.00	0	\$0.00	2	\$50.00	2	\$50.00	4	\$100.00	10	\$250.00
Subtotal, Direct Labor			16	\$990.00	8	\$540.00	18	\$1,110.00	36	\$2,360.00	32	\$1,980.00	110	\$6,980.00
Burden and Overhead			88%	\$871.20	\$475.20	\$976.80	\$2,076.80	\$1,742.40						
Total Labor				\$1,861.20	\$1,015.20	\$2,086.80	\$4,436.80	\$3,722.40						
Direct Costs														
TRAVEL				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00						
PRINTING/PRODUCTION				\$0.00	\$0.00	\$0.00	\$0.00	\$250.00						
Total Direct Costs				\$0.00	\$0.00	\$0.00	\$0.00	\$500.00						
TOTAL COST				\$1,861.20	\$1,015.20	\$2,086.80	\$4,436.80	\$4,222.40						

Labor Expenses			Task 3: ESTA Operator Audit										Task 3 Total	
			Task 3.1		Task 3.2		Task 3.3		Task 3.4		Task 3.5			
Title	Name	Rate	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
PROJECT MANAGER	Kathy Chambers	\$65.00	8	\$520.00	4	\$260.00	12	\$780.00	14	\$910.00	20	\$1,300.00	58	\$3,770.00
SENIOR AUDITOR	Jim Moore	\$70.00	6	\$420.00	4	\$280.00	6	\$420.00	20	\$1,400.00	14	\$980.00	50	\$3,500.00
ADMINISTRATIVE STAFF		\$25.00	2	\$50.00	0	\$0.00	2	\$50.00	4	\$100.00	4	\$100.00	12	\$300.00
Subtotal, Direct Labor			16	\$990.00	8	\$540.00	20	\$1,250.00	38	\$2,410.00	38	\$2,380.00	120	\$7,570.00
Burden and Overhead			88%	\$871.20	\$475.20	\$1,100.00	\$2,120.80	\$2,094.40	\$6,661.60					
Total Labor				\$1,861.20	\$1,015.20	\$2,350.00	\$4,530.80	\$4,474.40	\$14,231.60					
Direct Costs														
TRAVEL				\$0.00	\$0.00	\$0.00	\$1,100.00	\$500.00	\$1,600.00					
PRINTING/PRODUCTION				\$0.00	\$0.00	\$0.00	\$0.00	\$250.00	\$250.00					
Total Direct Costs				\$0.00	\$0.00	\$0.00	\$1,100.00	\$500.00	\$1,850.00					
TOTAL COST				\$1,861.20	\$1,015.20	\$2,350.00	\$5,630.80	\$4,974.40	\$16,081.60					

Labor Expenses			Project Total	
Title	Name	Rate	Hours	Cost
PROJECT MANAGER	Kathy Chambers	\$65.00	152	\$9,880.00
SENIOR AUDITOR	Jim Moore	\$70.00	134	\$9,380.00
ADMINISTRATIVE STAFF		\$25.00	30	\$750.00
Subtotal, Direct Labor			316	\$20,010.00
Burden and Overhead			88%	\$17,608.80
Total Labor				\$37,618.80
Direct Costs				
TRAVEL				\$1,600.00
PRINTING/PRODUCTION				\$750.00
Total Direct Costs				\$2,350.00
TOTAL COST				\$39,968.80

Labor Expenses			Project Total	
Title	Name	Rate	Hours	Cost
PROJECT MANAGER	Kathy Chambers	\$65.00	152	\$9,880.00
SENIOR AUDITOR	Jim Moore	\$70.00	134	\$9,380.00
ADMINISTRATIVE STAFF		\$25.00	30	\$750.00
Subtotal, Direct Labor			316	\$20,010.00
Burden and Overhead		88%		\$17,608.80
Total Labor				\$37,618.80
Direct Costs				
TRAVEL				\$1,600.00
PRINTING/PRODUCTION				\$750.00
Total Direct Costs				\$2,350.00
TOTAL COST				\$39,968.80



Proposal Prepared for
County of Inyo

Triennial Performance Audits of the Inyo County Local Transportation Commission, Eastern Sierra Transit Authority, and Eastern Sierra Area Agency on Aging

MARCH 7, 2022





25852 mcbean pkwy #187
valencia, ca 91355
(p) 888.743.5977
www.moore-associates.net

March 7, 2022

Ms. Justine Kokx
Transportation Planner
Inyo County Public Works Department
P.O. Drawer Q
168 N. Edwards Street
Independence, CA 93526

Subject: Request for Proposal for TDA Triennial Performance Audits

Dear Ms. Kokx:

Enclosed is Moore & Associates' proposal to prepare Triennial Performance Audits of the Inyo County Local Transportation Commission (ICLTC) and the two transit operators to which the Commission allocates TDA funding: 1) Eastern Sierra Area Agency on Aging and 2) Eastern Sierra Transit Authority.

By way of introduction, Moore & Associates' consulting practice is limited solely to public transportation organizations such as the Commission and its public transit partners. Founded in California in 1991, the firm is currently certified as a Small Business with the State's Department of General Services. (Documentation is provided in Appendix B.)

Within the past five years the project team presented herein has successfully completed Triennial Performance Audits for the Butte County Association of Governments, El Dorado County Transportation Commission, Fresno Council of Governments, Imperial County Transportation Commission, Kern Council of Governments, Kings County Association of Governments, Lake County/City Area Planning Council, Los Angeles County Metropolitan Transportation Authority, Madera County Transportation Commission, Modoc County Transportation Commission, Nevada County Transportation Commission, Sacramento Area Council of Governments, San Benito Council of Governments, San Joaquin Council of Governments, Shasta Regional Transportation Agency, Stanislaus Council of Governments, Tulare County Association of Governments, and Ventura County Transportation Commission. This extensive experience ensures each of the Inyo County audits will be in full accordance with all TDA requirements.

A Triennial Performance Audit serves as a systematic process for objectively evaluating the effectiveness, efficiency, and economy of an organization. Each Transportation Development Act (TDA) audit must be performed in accordance with California Public Utilities Code Section 99246, the procedures of which are delineated in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* published by Caltrans. **Each of our Associates understands how the effective and efficient provision of transit service enhances the quality of life of riders and the overall community.**

We believe Moore & Associates is uniquely qualified to undertake this assignment for the following reasons:

1. The extensive experience gained through completion of nearly 250 TDA performance audits across the past 15 years. This knowledge means the Commission and its project partners will benefit from an audit team that is up-to-date on the latest TDA-related legislation.
2. Moore & Associates warrants it will complete the audits of the ICLTC and Eastern Sierra Area Agency on Aging prior to June 30, 2022. These audits will be completed in advance of the deadline stated in the ICLTC's RFP, and thereby eliminate the need to obtain an extension from Caltrans in future audit cycles.
3. Moore & Associates warrants it will complete the audit of the Eastern Sierra Transit Authority by June 30, 2023 (versus August 2023 as indicated in the RFP). Doing so will benefit the ICLTC by shifting future TDA audits to Caltrans' traditional audit deadline.

We propose [Kathy Chambers](#) as our audit project manager. Kathy has served as either project manager or senior auditor for more than 200 TDA audits across the past 15 years. As such, she possesses a solid understanding of Caltrans' audit requirements, audit processes, and the impacts of recent changes to TDA legislation. Beyond conducting successful audits, Kathy is frequently called upon by public transportation entities throughout California to aid in the preparation of their respective TDA audit. Joining Kathy in this assignment will be [Jim Moore](#), our firm's founder. Together this team has successfully completed more than 250 TDA triennial performance audits.

Enclosed are one original and two copies of our proposal. This submission represents a firm offer with a validity of 90 days from the filing deadline. As our firm's Director of Administrative Services, I am authorized to negotiate and enter into any legally binding contract on behalf of Moore & Associates, Inc. Should you have any questions regarding our proposal, please contact me by phone at (661) 253-1277 or email at stephanie@moore-associates.net.

Moore & Associates, Inc. is committed to success and confident of its ability to complete this project in a quality manner within the stipulated timeframe. We look forward to discussing our proposed project approach, credentials, and experience with your selection committee. Thank you for your consideration of Moore & Associates, Inc.

Sincerely,



Stephanie Roberts
Director of Administrative Services



Table of Contents

Section 1 Introduction.....	1
Project Understanding	1
Section 2 Technical Approach	3
Task 1: Triennial Performance Audit of the Inyo County Local Transportation Commission	3
Task 2: Triennial Performance Audit of the Eastern Sierra Area Agency on Aging.....	6
Task 3: Triennial Performance Audits of the Eastern Sierra Transit Authority	9
Proposed.....	12
Project Schedule	12
Section 3 Project Management	14
Section 4 Consultant Staff	15
Project Team.....	15
Resumes	17
Section 5 Consultant Qualifications and References	19
References.....	20
Section 6 Contract.....	23
Section 7 Price Proposal	24
Appendix A Sample Reports	26
Appendix B Small Business Documentation	27



Section 1 | Introduction

Project Understanding

A Triennial Performance Audit is designed to provide an independent, objective evaluation of those activities funded through use of State of California Transportation Development Act (TDA) funds. The scope of the proposed project includes audits of the Inyo County Local Transportation Commission (ICLTC) as the Regional Transportation Planning Agency (RTPA), and the two transit operators to which it allocates TDA funding: Eastern Sierra Area Agency on Aging (ESAAA) and the Eastern Sierra Transit Authority (ESTA).

As the Regional Transportation Planning Agency (RTPA), the Inyo County Local Transportation Commission (ICLTC) assists local jurisdictions with transportation planning and allocating federal and state transportation funds. The Eastern Sierra Area Agency on Aging (ESAAA) is a community/human services transit provider which provides demand-response transportation to individuals who are unable to use traditional public transportation. Eastern Sierra Transit Authority (ESTA) is the primary public transit operator in Inyo and Mono Counties and receives Transportation Development Act (TDA) funding from both the ICLTC and the Mono County Local Transportation Commission (MCLTC). The ESTA provides a combination of demand-response, regional and local fixed-route, seasonal shuttle, vanpool, and intercity transit services in both Inyo and Mono counties.

A Triennial Performance Audit serves as a systematic process for objectively evaluating the effectiveness, efficiency, and economy of an organization. The proposed audit of the ICLTC and ESAAA will cover the three fiscal years from July 1, 2018 through June 30, 2021 (FY 2018/19, FY 2019/20, and FY 2020/21). The audit of the ESTA will cover the three fiscal years from July 1, 2019 through June 30, 2022 (FY 2019/20, FY 2020/21, and FY 2021/22).

A Triennial Performance Audit is required for every RTPA and transit operator funded through Article 4 of the State of California's Transportation Development Act (TDA), and is recommended for those funded under Article 4.5 and Article 8. Each audit must be performed in accordance with California Public Utilities Code Section 99246, the procedures of which are delineated in the *Performance Audit Guidebook for Transit Operators and Transportation Planning Entities* published by Caltrans, as well as *Government Audit Standards* published by the U.S. Comptroller General.

Developments Occurring During the Audit Period

The last half of the current audit period was markedly different from the first. The impact of the COVID-19 pandemic has resulted in significant declines in ridership and fare revenue. In many instances, transit operators throughout California 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 mitigated some of the lost revenues, many transit programs have yet to regain pre-pandemic ridership and fare levels. As a result, the proposed Triennial Performance Audits will provide an assessment not only of how the COVID-19 pandemic impacted each organization, but also how each responded to the crisis.



In addition to the COVID-19 pandemic, recent and proposed changes to the TDA may result in future 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 due to the ongoing COVID-19 pandemic.

Assembly Bill 90, signed into law on June 29, 2020, provided temporary regulatory relief for transit operators required to conform with Transportation Development Act (TDA) farebox recovery ratio thresholds in FY 2019/20 and FY 2020/21. While the ability to maintain state mandates and performance measures is important, AB 90 offered much-needed relief from these requirements for the years initially impacted by the COVID-19 pandemic while TDA reform continues to be discussed. AB 90 included provisions specific to transit operator funding through the TDA, including temporary farebox recovery ratio waivers, changes regarding the allocation of STA funds, and eligibility for using STA for operating purposes.

Assembly Bill 149, signed into law on July 16, 2021, provided additional regulatory relief with respect to TDA compliance. Recognizing the ongoing impact of the COVID-19 pandemic, it extended the provisions of AB 90 through FY 2022/23 as well as provided additional relief with respect to local funding, operating cost, and use of STA funds.

In addition to the tasks discussed in our proposed Technical Approach, as a **value-added bonus**, Moore & Associates, Inc. will also provide the ICLTC with its proprietary "white paper" summarizing the impact of recent TDA legislation (AB 90 and AB 149) on RTPAs and transit operators in California. This resource will provide valuable insight into recent TDA-related legislation discussions for Commission staff as well as transit operator staff.



Section 2 | Technical Approach

Our audit team will conduct a virtual project initiation meeting shortly after receipt of a Notice to Proceed. Our project manager will submit our data needs requests to ICLTC and the operators following this meeting to allow sufficient time to gather the requested data/information.

We will work with ICLTC and the two transit operators to schedule audit site visits to discuss program performance, review functions and compliance, and to assess progress made toward implementing recommendations presented within the prior TDA audit.

Given our desire to complete the audits of the ICLTC and ESAAA before the June 30 deadline, combined with the continued volatility of the COVID-19 pandemic, we propose conducting virtual site visits of these two organizations. In the past year, we have conducted virtual site visits with numerous RTPAs and transit operators without any impact to the quality of the audits. Doing so also enables projects to stay on track despite the challenging environment.

However, given the timing of the ESTA audit (2023), we recommend conducting an in-person site visit so as to better assess the transit operation. While there would still be the option of conducting a virtual site visit should it be desired, there is a definite benefit in being able to tour and observe the operations facility in person, especially since this would be our first engagement with ESTA.

As discussed in the RFP, the ICLTC and ESAAA audits will cover the three fiscal years from July 1, 2018, through June 30, 2021 (FY 2018/19, FY 2019/20, and FY 2020/21). The ESTA audit will cover the three fiscal years from July 1, 2019 through June 30, 2022 (FY 2019/20, FY 2020/21, and FY 2021/22). Employing our proposed two-phase approach, our audit team will complete the ICLTC and ESAAA audits before June 30, 2022, and the ESTA audit prior to June 30, 2023.

Task 1: Triennial Performance Audit of the Inyo County Local Transportation Commission

The purpose of this performance audit is to objectively evaluate the efficiency, economy, and effectiveness of the Inyo County Local Transportation Commission (ICLTC) as the Regional Transportation Planning Agency (RTPA). The audit will focus on the RTPA's performance as it relates to TDA compliance as well as overall function. The audit objectives include:

1. Assess compliance with TDA regulations;
2. Review actions taken 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.



Task 1.1: Determine Compliance with Legal and Regulatory Requirements

The audit team will review the ICLTC's compliance with applicable sections of the Transportation Development Act California Code of Regulations (July 2018 update). Chapter IV of the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* lists specific RTPA compliance requirements that should be investigated through the use of existing documents and interviews with ICLTC staff. Throughout the assessment, our audit team will objectively evaluate each of the requirements and discuss compliance with ICLTC staff.

Our goal will be to complete the compliance review in advance of the site visit so that potential findings can be discussed during the site visit. If an indication of non-compliance is ultimately revealed, a finding regarding the non-compliance will be made in the audit report along with recommendations for its resolution.

Task 1.2: Follow-Up on Prior Performance Audit Recommendations

To ensure the Triennial Performance Audit process remains constructive, the audit team will obtain and review key documents to determine the status of the recommendations included within the prior performance audit of the ICLTC. The audit report will include a summary of those recommendations and review progress which the ICLTC (RTPA) has made toward implementation. If implementation of a recommendation is ongoing, we will note this and document the progress to-date. If a prior audit recommendation has not been implemented, we will identify the reasons why and assess if it remains relevant or feasible. Should a yet-to-be implemented recommendation still be deemed relevant and feasible, we will include it in the 2022 audit report. Notable progress made by the ICLTC towards implementation of prior recommendations will also be documented.

Task 1.3: Review RTPA Functions

The roles and related functions of the Regional Transportation Planning Agency differ significantly from those of a transit operator. A transit operator's functional review focuses on a single specific transit program and its supporting functions. By contrast, the functional review of an RTPA has a dual focus: the internal functioning of the RTPA as an organization as well as its role in supporting and funding each of the transit operators to which it allocates TDA funding. Rather than evaluating a series of objective performance measures (such as those calculated for transit operators), our audit team instead will review regional goal-setting and coordination activities.

In conducting a functional review of the ICLTC, our audit team will identify and determine the extent and efficiency of the RTPA's functions using the following sources:

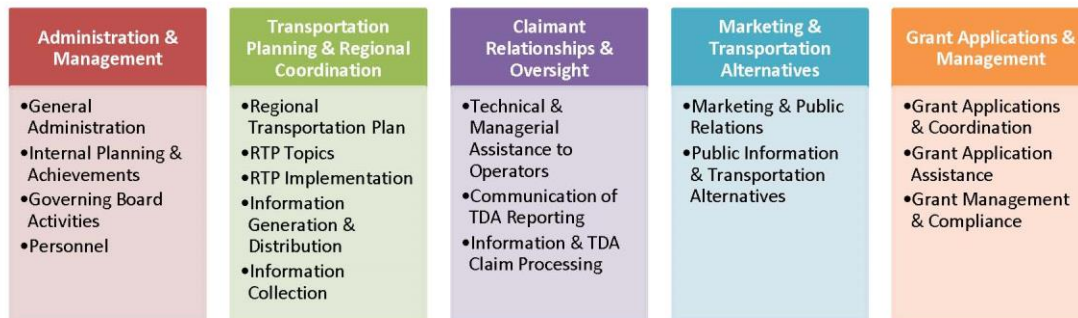




- Interviews with ICLTC staff;
- Interviews with each of the two operators within the RTPA's jurisdiction;
- Internal and external agency documents (including Board reports, planning studies, etc.); and
- Organizational policies and processes (including TDA claims).

A functional review of an RTPA determines the effectiveness and efficiency of key functional areas. Our audit team will review the various related functions of the RTPA for consistency with those included in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, the elements of which are: Administration and Management; Transportation Planning and Regional Coordination; Claimant Relationships and Oversight; Marketing and Transportation Alternatives; and Grant Applications and Management.

RTPA Functions



In addition, our audit team will review the RTPA's goal-setting and regional planning activities. As warranted, additional documentation or interviews will be requested to fully examine performance or functional issues. Issues arising during the functional review will be included as functional findings, with recommendations for their resolution.

Task 1.4: Reporting and Presentation

We propose advancing the audit schedule so as to return ICLTC to a more traditional audit schedule that is in compliance with the established deadline of June 30, 2022. The draft triennial performance audit report of the RTPA will be provided for ICLTC staff review no later than May 30, 2022. Should the RTPA be able to produce additional information or documentation to warrant removal of a finding, doing so would take place at this time. Following receipt of comments from Commission staff regarding the draft audit, the audit team will incorporate edits, comments, and/or management responses into the report. The final report will be submitted no later than June 30, 2022.

Following the approval of the final draft report, Moore & Associates will prepare a PowerPoint to support a presentation to the ICLTC Board in June 2022. We understand the ICLTC board meets on the third Wednesday of the month at 9:00 a.m.

Task 1 deliverables: Draft triennial performance audit report of the RTPA by May 30, 2022, final audit report submitted by June 31, 2022, presentation to the ICLTC by June 30, 2022.



Task 2: Triennial Performance Audit of the Eastern Sierra Area Agency on Aging

A Triennial Performance Audit of a transit operator is intended to:

1. Provide operator management with information specific to the economy, efficiency, and effectiveness of its programs across the prior three years;
2. Provide the operator with knowledge and insight for use in future planning; and
3. Assure legislative and governing bodies (as well as the public) that TDA funds are being utilized efficiently.

Our audit team will verify the methodologies which the ESAAA used to calculate the performance indicators, compare internal data to that reported to external entities; examine operational functions (such as service planning, maintenance, financial planning, etc.); and provide constructive recommendations for improving efficiency and functionality.

Task 2.1: Determine Compliance with Statutory and Regulatory Requirements

The audit team will review the ESAAA's compliance with applicable sections of the Transportation Development Act California Code of Regulations (July 2018 update). Chapter III of the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* lists specific operator compliance requirements (such as timely filing of TDA fiscal audits and eligibility to use State Transit Assistance funds for operating purposes) that should be investigated through the use of existing documents as well as interviews with ESAAA staff.

Our audit team will work with the ESAAA to obtain all necessary documents, and will be available to answer questions should the ESAAA's project representative be unclear as to what exactly is being requested. Our goal will be to complete the compliance review in advance of the site visit so that initial findings regarding potential non-compliance can be discussed at that time. If an indication of potential non-compliance is identified, a finding will be included in the draft audit report along with recommendations for resolution.

Task 2.2: Follow-Up on Prior Performance Audit Recommendations

To ensure the Triennial Performance Audit process remains constructive for all parties involved, our audit team will obtain and review key documents to determine the status of recommendations included within the prior TDA audit.

Operator Data Needs

- External Reports**
 - State Controller Reports
 - NTD reports
- Planning Documents**
 - Short Range Transit Plan
 - Other planning documents
- Financial Documents**
 - Annual TDA fiscal audits
 - Annual budget
- Program Information**
 - Monthly and annual performance reports
 - Summary of service & fare changes
 - Full-time equivalent employees
 - Organizational chart
 - Marketing collateral
- Maintenance Documents**
 - PMI forms & logs
 - Fleet inventory
 - TAM Plan
 - CHP terminal inspection reports
- Compliance Documents**
 - TDA claims
 - Documentation of steps taken to address prior audit findings



The review process plays a vital role in ensuring each operator complies with applicable TDA regulations, fulfills its assigned responsibilities, and offers the most effective and efficient transit service(s) possible. This objective assessment will provide assurance the operator has made quantifiable progress toward improving both the efficiency and effectiveness of its performance. If a prior audit recommendation has not been implemented, we will determine the reasons why, and assess if it remains relevant or feasible to implement. Findings and recommendations from prior TDA audits will be discussed within the 2022 audit report.

Moore & Associates also believes it is important to document notable accomplishments, especially with respect to prior audit recommendations, as these demonstrate an operator's commitment to full TDA compliance as well as introducing improvements to its operations and/or administration.

Task 2.3: Verify Performance Indicators

Through a review of performance indicators, our audit team will develop a thorough understanding of the recent performance of the Eastern Sierra Area Agency on Agency (ESAAA). Such indicators can provide insight into current operations as well performance trends across a longer period. Further, information gathered in this task may be used to identify potential issues or concerns that may lead to further examination during the functional review. We anticipate evaluating (at least) the following TDA-mandated performance indicators:

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

In addition, our audit team will review supplemental (non-TDA) data and performance indicators we believe to be valuable in evaluating program performance. These may include:

- Operating Cost/Vehicle Service Mile,
- Vehicle Service Miles/Vehicle Service Hour, and
- Average Fare/Passenger.

To ensure the information reflects TDA definitions stipulated in PUC 99247, the audit team will assess the internal controls regarding the collection of performance-related data. The following data collection methods will be used in validating performance measures:

- **Operating Cost:** Operating cost will be validated by verifying that the operator keeps records of transit costs according to the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation.
- **Ridership:** Verify the passenger data collection process by obtaining copies of reports that provide a listing of passenger counts for the reporting period being audited.



- **Vehicle Service Hours and Miles:** Following a review of data relating to Vehicle Service Miles and Hours for the audit period, the definition and methodology for calculating Vehicle Service Hours and Vehicle Service Miles will be discussed and reviewed to ensure compliance.
- **Employee Hours:** This metric is one of the most frequently misunderstood and miscalculated elements of a TDA audit. Our audit team will verify all transit-related hours worked by persons employed in connection with the system are captured. This includes employees not directly employed by the operator (such as an operations contractor) as well as hours worked by staff not normally assigned to transit, but who support the transit program (such as financial analysts). In addition, we will ensure the TDA definition of full-time equivalent is used in calculating this metric for the State Controller Reports.
- **Fare Revenue:** Utilize total audited fiscal year fare revenues to calculate the farebox recovery ratio. Our audit team will also review any fare revenue supplement associated with local program funds. The integrity of the revenue data collection process should be tested by (a) dividing total fare revenue by passenger count to obtain an average fare per passenger, (b) sampling fare collection data at its source, and (c) comparing the two figures.

In addition, we will compare performance indicators to those calculated within the prior TDA Triennial Performance Audit for further trend analysis with the goal of identifying potential issues or concerns that may need further examination during the functional review.

Task 2.4: Review Operator Functions

Our audit team will objectively evaluate the operator's functions for consistency with the functional areas presented in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*. The functional review will address seven key functional areas: General Management and Organization; Service Planning; Scheduling, Dispatch, and Operations; Personnel Management and Training; Administration; Marketing and Public Information; and Maintenance.

Operator Functions

General Management & Organization	Service Planning	Scheduling, Dispatch, & Operations	Personnel Management & Training	Administration	Marketing & Public Information	Maintenance
<ul style="list-style-type: none">•Administrative Oversight•Organizational Structure & Reporting•Recent Program Changes & Innovations•Areas of Interest to Management & Board	<ul style="list-style-type: none">•Strategic Planning•Short-Range Planning•Evaluation of Routes•Planning for Special Needs Transportation•Public Participation•Survey of Riders/Non-Riders	<ul style="list-style-type: none">•Assignment of Drivers•Vacation, Absences, & Sick Leave•Assignment of Passengers to Demand-Response Routes•Part-Time and Cover Drivers•Assignment of Vehicles to Routes	<ul style="list-style-type: none">•Recruitment•Motivation•Training & Safety•Discipline•Benefits	<ul style="list-style-type: none">•Budgeting & MIS•Financial & Grants Management•Risk Management•Contract Management•Facility Management•Accounts Payable•Procurement•Revenue Collection & Cash Management•Payroll	<ul style="list-style-type: none">•Marketing & Public Information•Communications with Other Government Agencies	<ul style="list-style-type: none">•Preventive Maintenance•Sufficiency of Facility•Vehicle Condition•Repair Scheduling•Parts Management•Communications with Dispatch•Contracting Out•Providing Maintenance to Other Organizations

Our functional review of the ESAAA will include:

- Interviews with management, staff, and/or Advisory Council members;
- Review of documents (i.e., committee reports, surveys, or transit planning studies);
- Calculation of additional metrics to provide additional insight into respective performance;
- Recommended updates to existing Performance Measurement Standards; and



- Confirmation that goals and objectives reflect the overall mission, vision, and values of the operator as well as guide the service development process.

Task 2.5: Reporting and Presentation

We propose advancing the audit schedule so as to return ESAAA to a more traditional audit schedule that is in compliance with the established deadline of June 30, 2022. The draft triennial performance audit report of the ESAAA will be provided for ICLTC and operator staff review no later than May 30, 2022. Should the operator be able to produce additional information or documentation to warrant removal of a finding, doing so would take place at this time. Following receipt of comments from staff regarding the draft audit, the audit team will incorporate edits, comments, and/or management responses into the report. The final report will be submitted no later than June 30, 2022.

Following the approval of the final draft report, Moore & Associates will prepare a PowerPoint to support a presentation to the ICLTC Board in June 2022. We understand the ICLTC board meets on the third Wednesday of the month at 9:00 a.m.

Task 1 deliverables: Draft triennial performance audit report of the ESAAA by May 30, 2022, final audit report submitted by June 31, 2022, presentation to the ICLTC by June 30, 2022.

Task 3: Triennial Performance Audit of the Eastern Sierra Transit Authority

Task 3.1: Determine Compliance with Statutory and Regulatory Requirements

The audit team will review the ESTA's compliance with applicable sections of the Transportation Development Act California Code of Regulations (July 2018 update). Chapter III of the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* lists specific operator compliance requirements (such as timely filing of TDA fiscal audits and eligibility to use State Transit Assistance funds for operating purposes) that should be investigated through the use of existing documents as well as interviews with operator staff.

Our audit team will work with ICLTC and ESTA as well as the Mono County Local Transportation Commission to obtain all necessary documents, and will be available to answer questions should any entity need clarification as to the items being requested. Our goal will be to complete the compliance review in advance of the site visit so that any findings regarding potential areas of non-compliance can be discussed at that time. If an indication of potential non-compliance is identified, a finding will be included in the ESTA audit report along with recommendations for resolution.

Task 3.2: Follow-Up on Prior Performance Audit Recommendations

To ensure the Triennial Performance Audit process remains constructive for all parties involved, our audit team will obtain and review key documents from the ESTA to determine the status of recommendations included within the prior TDA audit.

The review process plays a vital role in ensuring the ESTA complies with applicable TDA regulations, fulfills its assigned responsibilities, and offers the most effective and efficient transit service(s) possible. Doing so will provide assurance the ESTA has made quantifiable progress toward improving both the efficiency



and effectiveness of its performance. If a prior audit recommendation has not been implemented, the audit team will determine the reasons why, and assess if it remains relevant or feasible to implement. Findings and recommendations from the prior TDA audit will be discussed within the 2023 audit report.

Task 3.3: Verify Performance Indicators

Through a review of performance indicators, our audit team will develop a thorough understanding of the recent performance of the ESTA to which the Inyo County LTC and Mono County LTC allocate TDA funding. We anticipate evaluating (at least) the following TDA-mandated performance indicators:

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

In addition, our audit team will review supplemental (non-TDA) data and performance indicators we believe to be valuable in evaluating program performance. These may include:

- Operating Cost/Vehicle Service Mile,
- Vehicle Service Miles/Vehicle Service Hour, and
- Average Fare/Passenger.

To ensure the information reflects TDA definitions stipulated in PUC 99247, Moore & Associates, Inc. will assess the internal controls regarding the collection of performance-related data as discussed in Task 2.

In addition, we will compare performance indicators to those calculated within the prior TDA Triennial Performance Audit for further trend analysis with the intent of identifying potential issues or concerns that may need further examination during the functional review.

Task 3.4: Review Operator Functions

Our audit team will objectively evaluate each operator function for consistency with those presented in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*. The functional review will address seven key functional areas: General Management and Organization; Service Planning; Scheduling, Dispatch, and Operations; Personnel Management and Training; Administration; Marketing and Public Information; and Maintenance.





Operator Functions

General Management & Organization	Service Planning	Scheduling, Dispatch, & Operations	Personnel Management & Training	Administration	Marketing & Public Information	Maintenance
<ul style="list-style-type: none">•Administrative Oversight•Organizational Structure & Reporting•Recent Program Changes & Innovations•Areas of Interest to Management & Board	<ul style="list-style-type: none">•Strategic Planning•Short-Range Planning•Evaluation of Routes•Planning for Special Needs Transportation•Public Participation•Survey of Riders/Non-Riders	<ul style="list-style-type: none">•Assignment of Drivers•Vacation, Absences, & Sick Leave•Assignment of Passengers to Demand-Response Routes•Part-Time and Cover Drivers•Assignment of Vehicles to Routes	<ul style="list-style-type: none">•Recruitment•Motivation•Training & Safety•Discipline•Benefits	<ul style="list-style-type: none">•Budgeting & MIS•Financial & Grants Management•Risk Management•Contract Management•Facility Management•Accounts Payable•Procurement•Revenue Collection & Cash Management•Payroll	<ul style="list-style-type: none">•Marketing & Public Information•Communications with Other Government Agencies	<ul style="list-style-type: none">•Preventive Maintenance•Sufficiency of Facility•Vehicle Condition•Repair Scheduling•Parts Management•Communications with Dispatch•Contracting Out•Providing Maintenance to Other Organizations

Our functional review of the ESTA will include:

- Interviews with management, staff, and/or members of the governing body;
- Review of documents (i.e., committee reports, surveys, or transit planning studies);
- Calculation of additional metrics to provide additional insight into respective performance;
- Recommended updates to existing Performance Measurement Standards; and
- Confirmation that goals and objectives reflect the overall mission, vision, and values of the operator as well as guide the service development process.

Task 3.5: Reporting and Presentation

We propose advancing the audit schedule so as to return ESTA to a more traditional audit schedule that is in compliance with the established deadline of June 30, 2023. The draft triennial performance audit report of the ESAAA will be provided for ICLTC and operator staff review no later than April 30, 2023. Should the operator be able to produce additional information or documentation to warrant removal of a finding, doing so would take place at this time. Following receipt of comments from staff regarding the draft audit, the audit team will incorporate edits, comments, and/or management responses into the report. The final report will be submitted no later than June 30, 2023.

Following the approval of the final draft report, Moore & Associates will prepare a PowerPoint to support a presentation to the ESTA Board during its monthly meeting in June 2023. ESTA meets the first Friday of each month.

Task 1 deliverables: Draft triennial performance audit report of the ESTA by April 30, 2023, final audit report submitted by June 30, 2023, presentation to the ESTA Board by June 30, 2023.



Proposed Project Schedule

2022 TASKS	March				April				May				June				
	7	14	21	28	4	11	18	25	2	9	16	23	30	6	13	20	27
Task 1: Triennial Performance Audits of the Inyo County Local Transportation Commission																	
Task 1.1: Determine Compliance with Legal and Regulatory Requirements																	
Task 1.2: Follow Up on Prior Performance Audit Recommendations																	
Task 1.3: Review RTPA Functions																	
Task 1.4: Reporting & Presentation																	
Task 2: Triennial Performance Audit of the Eastern Sierra Area Agency on Aging (ESAAA)																	
Task 2.1: Determine Compliance with Statutory and Regulatory Requirements																	
Task 2.2: Follow Up on Prior Performance Audit Recommendations																	
Task 2.3: Verify Performance Indicators																	
Task 2.4: Review of Operator Functions																	
Task 2.5: Reporting & Presentation																	
PROJECT MILESTONES																	
<i>Notice to Proceed</i>																	
<i>Kickoff meeting</i>																	
<i>Monthly Progress Report</i>																	
<i>Data collection</i>																	
<i>Virtual site visits</i>																	
<i>LTC and ESAAA administrative draft delivered</i>																	
<i>LTC and ESAAA final performance audit report delivered</i>																	
<i>Presentation(s)</i>																	



INYO COUNTY LOCAL TRANSPORTATION COMMISSION
TRIENNIAL PERFORMANCE AUDITS

Technical Proposal
 March 7, 2022

2023 TASKS	February				March				April				May				June				
	6	13	20	27	6	13	20	27	3	10	17	24	1	8	15	22	29	5	12	19	26
Task 3: Triennial Performance Audit of the Eastern Sierra Transit Authority (ESTA)																					
Task 3.1: Determine Compliance with Statutory and Regulatory Requirements																					
Task 3.2: Follow Up on Prior Performance Audit Recommendations																					
Task 3.3: Verify Performance Indicators																					
Task 3.4: Review of Operator Functions																					
Task 3.5: Reporting & Presentation																					
PROJECT MILESTONES																					
<i>Kickoff meeting</i>																					
<i>Monthly Progress Report</i>																					
<i>Data collection</i>																					
<i>In-person site visit</i>																					
<i>ESTA administrative draft delivered</i>																					
<i>ESTA final performance audit report delivered</i>																					
<i>Presentation to ESTA Board</i>																					



Section 3 | Project Management

We propose [Kathy Chambers](#) as our audit project manager. She will be directly involved in every aspect of the associated work, ensuring all team members meet the established schedule and that all project deliverables are completed and accurate.

Effective project management is the key to a successful project outcome. It ensures the four project constraints of scope, time/schedule, cost, and quality are kept in balance throughout the course of the engagement. Each Moore & Associates' project manager is responsible for planning, organizing, motivating, and controlling the resources, processes, and protocols necessary for achieving a project's specific goals.

To support our proposed project management approach, Moore & Associates will utilize Basecamp, an easy-to-use web-based project collaboration tool which is provided at no-cost to our clients. Basecamp allows us to monitor task progress in real-time, assign resources effectively, and keep tabs on the project schedule. It ensures transparent communication between project team and client so that there are no surprises.



Our project manager will remain accountable throughout the entire project duration to ensure the ICLTC's project manager is kept up to date on all key aspects of the project. Our project team meets frequently to discuss all project elements and plan necessary actions. Upon identification of priority tasks, we will update the project Basecamp account, thereby providing the Commission's project manager with real-time access to all project materials. Should any question arise from our anticipated tasks, they may be submitted via the same Basecamp account, further maintaining complete transparency and open communication.

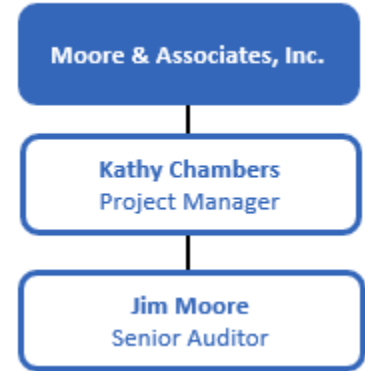
In addition to real-time status updates available through the Basecamp platform, we propose to conduct project status teleconferences with ICLTC's project manager on an as-needed basis to provide project status updates, recent tasks completed, as well as upcoming project tasks inclusive of anticipated staff assistance.



Section 4 | Consultant Staff

Project Team

Given the insight and dedication required to conduct this engagement, we propose **Kathy Chambers** as Project Manager and **Jim Moore** as Senior Auditor. Moore & Associates' personnel selected for this project were chosen not only for their experience completing successful triennial performance audits, but also for their specialized insight into public transportation. Collectively, they have successfully completed more than 250 Triennial Performance Audits in California. They are seasoned professionals, well-versed in the industry terminology, best practices, and operational standards needed to develop recommendations for enhanced service efficiency and effectiveness.



Kathy Chambers, an experienced performance auditor, will serve as project manager. Kathy will lead all tasks by coordinating work assignments and ensuring all project deliverables are of the highest quality. Kathy recently served successfully as project manager for TDA audits of the Alpine County Local Transportation Commission, Butte County Association of Governments, El Dorado County Transportation Commission, Fresno Council of Governments, Imperial County Transportation Commission, Kern Council of Governments, Kings County Association of Governments, Lake City/Council APC, Madera County Transportation Commission, Modoc County Transportation Commission, Nevada County Transportation Commission, Sacramento Area Council of Governments, San Benito Council of Governments, San Joaquin Council of Governments, Shasta Regional Transportation Agency, Stanislaus Council of Governments, Tulare County Association of Governments, and Ventura County Transportation Commission. She is intimately familiar with TDA compliance requirements, and strives to guide clients through a successful audit by remaining available to answer questions and address potential concerns via telephone, email, and the Basecamp project management software.

Jim Moore, our firm's founder, possesses more than 30 years of high-profile transportation experience gained in both the public and private sectors. Jim's experience includes performance audits, service planning, and project management for more than 200 public transportation organizations throughout the western United States, including triennial performance audit. Among his recent TDA audit assignments are the Fresno Council of Governments, Imperial County Transportation Commission, Kern Council of Governments, Kings County Association of Governments, Madera County Transportation Commission, Nevada County Transportation Commission, Sacramento Area Council of Governments, San Joaquin Council of Governments, Shasta Regional Transportation Agency, Stanislaus Council of Governments, Tulare County Association of Governments.

Resumes for project team are provided on the following pages.



Guarantees

We affirm all key personnel proposed for this project have sufficient capacity and availability to complete this project within the proposed timeframe and budget. **As such, we also offer the Inyo County Local Transportation Commission the following guarantees:**

- No person designated as “key” to the project shall be removed or replaced without the prior written concurrence of the ICLTC’s project manager.
- The quality of all deliverables will meet the ICLTC’s standards as well as TDA requirements.
- All deadlines agreed upon at project initiation will be met.

Personnel Effort and Project Responsibilities

The matrix provided below illustrates the project effort and person hours for each Moore & Associates’ staffer assigned to this project, as well as specific areas of responsibility.

	Task 1	Task 2	Task 3	Total	Specific Responsibilities
Kathy Chambers	40	54	58	152	Project initiation, compliance assessment, data analysis, site visits, functional reviews, findings, report preparation, and presentations.
Jim Moore	38	46	50	134	Follow-up on prior recommendations, site visits, functional reviews, findings, and report preparation.
Administrative Staff	8	10	12	30	Data collection and follow-up. Miscellaneous support.
Total	86	110	120	316	



Resumes

Kathy Chambers

Project Role

- Project Manager
- Lead Auditor

Professional Involvement

- California Association for Coordinated Transportation (CalACT)
- Association for Coordinated Transportation

Performance audit experience

- Alpine County Local Transportation Commission (RTPA, Alpine County).
- Butte Council of Governments (RTPA, City of Gridley, Butte Regional Transit).
- El Dorado County Transportation Commission (RTPA, El Dorado County Transit Authority).
- Fresno Council of Governments (RTPA, City of Clovis, City of Fresno, Fresno County Rural Transit Agency, Fresno County Economic Opportunities Commission).
- Imperial County Transportation Commission (RTPA, Imperial County, the Imperial Irrigation District, Brawley, Calexico, Calipatria, El Centro, Holtville, Imperial, and Westmorland).
- Kern Council of Governments (cities of Arvin, California City, Delano, McFarland, Ridgecrest, Shafter, Taft, Tehachapi, and Wasco; North of the River CTSA; Kern Transit; Golden Empire Transit; and RTPA).
- Kings County Association of Governments (City of Corcoran, Kings County Area Public Transit Agency, and RTPA).
- Lake City/County Area Planning Council (Lake Transit Authority and Lake APC as RTPA).
- Los Angeles County Metropolitan Transportation Authority (LACMTA as RTPA and operator as well as 21 additional operators).
- Madera County Transportation Commission (Chowchilla Area Transit Express; Madera Area Express; Madera County Connection; City of Madera Dial-A-Ride; Eastern Madera County Escort/Senior Bus; and RTPA).
- Modoc County Transportation Commission (RTPA, Modoc Transportation Agency).
- Nevada County Transportation Commission (RTPA, County of Nevada, and Town of Truckee).
- Orange County Transportation Authority (OCTA as RTPA; Orange County Transit District and Laguna Beach as operators).
- Placer County Transportation Planning Agency (cities of Auburn, Lincoln, and Roseville; Placer County Transit; CTSA; and RTPA).
- Sacramento Area Council of Governments (Sacramento Regional Transit and Paratransit, Inc.).
- San Benito Council of Governments (San Benito LTA and RTPA).
- San Joaquin Council of Governments (cities of Lodi, Ripon, and Tracy; San Joaquin RTD; Regional Rail Commission; and RTPA).
- Santa Cruz County Regional Transportation Commission (including RTPA and Santa Cruz MTD).
- Shasta Regional Transportation Agency (RTPA and Redding Area Bus Authority).
- Stanislaus Council of Governments (cities of Ceres, Modesto, and Turlock; ROTA; County of Stanislaus; and RTPA).
- Tulare County Association of Governments (cities of Dinuba, Exeter, Porterville, Tulare, Visalia, and Woodlake; County of Tulare; and TCAG).
- Ventura County Transportation Commission (cities of Camarillo, Moorpark, Ojai, Simi Valley, and Thousand Oaks; County of Ventura; Gold Coast Transit District; Valley Express; and RTPA).



Jim Moore

Project Role

- Senior Auditor

Professional Involvement

- Community Transportation Association of America (CTAA)
- California Association for Coordinated Transportation (CalACT)

Performance audit experience

- Alpine County Local Transportation Commission (RTPA, Alpine County).
- Butte Council of Governments (RTPA, City of Gridley, Butte Regional Transit).
- Fresno Council of Governments (RTPA, City of Clovis, City of Fresno, Fresno County Rural Transit Agency, Fresno County Economic Opportunities Commission).
- Imperial Valley Association of Governments (cities of Brawley, Calexico, and El Centro; Imperial Valley Transit; AIM Transit; West Shores Dial-A-Ride; and Med-Express).
- Kern Council of Governments (cities of Arvin, California City, Delano, McFarland, Ridgecrest, Shafter, Taft, Tehachapi, and Wasco; North of the River CTSA; Kern Regional Transit; Golden Empire Transit; and Kern COG).
- Kings County Association of Governments (City of Corcoran, Kings County Area Public Transit Agency, and RTPA).
- Los Angeles County Metropolitan Transportation Authority (LACMTA as RTPA as well as 21 transit operators)
- Madera County Transportation Commission (Chowchilla Area Transit Express; Madera Area Express; Madera County Connection; City of Madera Dial-A-Ride; Eastern Madera County Escort/Senior Bus; and MCTC).

- Nevada County Transportation Commission (RTPA, County of Nevada, and Town of Truckee).
- Orange County Transportation Authority (Orange County Transportation Authority as the RTPA; Orange County Transit District and Laguna Beach as operators).
- Placer County Transportation Planning Agency (cities of Auburn, Lincoln, and Roseville; Placer County Transit; CTSA; and PCTPA).
- Sacramento Area Council of Governments (Sacramento Regional Transit and Paratransit, Inc.).
- San Joaquin Council of Governments (cities of Lodi and Ripon; San Joaquin RTD; Regional Rail Commission; and SJCOG).
- San Luis Obispo Council of Governments (San Luis Obispo Regional Transit Authority, City of Paso Robles, South County Area Transit, and SLOCOG).
- Santa Cruz County Regional Transportation Commission (including RTPA and Santa Cruz MTD).
- Stanislaus Council of Governments (cities of Ceres, Modesto, and Turlock; County of Stanislaus; and RTPA).
- Transportation Agency for Monterey County (cities of Greenfield, King, and Soledad; Monterey-Salinas Transit; and Transportation Agency for Monterey County).
- Tulare County Association of Governments (cities of Dinuba, Exeter, Porterville, Tulare, Visalia, and Woodlake; County of Tulare; and TCAG).



Section 5 | Consultant Qualifications and References

Established in 1991, Moore & Associates, a certified small business with the State of California DGS office, consults in the areas of performance and management audits, service evaluation and design, and marketing exclusively to public transportation organizations throughout the western United States. The firm has a proven track record of successfully assisting public entities with Triennial Performance Audits that are not only fully compliant with TDA guidelines, but also present practical and sustainable recommendations specifically tailored to the needs and realities of each organization, whether RTPA or transit operator.



Moore & Associates' unique advantage is the ability to look at the bigger picture, given it has been a part of more than just the audit process. Our firm's considerable experience regarding strategic planning, transit management, and other integral elements of public transportation provision provides a depth of insight that cannot be obtained from merely reviewing reports or looking at performance indicators. Moore & Associates' work has covered all public transportation modes, ranging from large multi-modal metropolitan transportation organizations such as Los Angeles Metro and Sacramento RT to modest rural demand-response programs. We understand public transit from multiple perspectives, including as planners, operators, and riders. Therefore, our recommendations will take into account the unique characteristics of a service/planning area, including its opportunities and challenges.

We have assisted more than 250 public transportation clients, including recent performance audit work for the Alpine County Local Transportation Commission, Butte County Association of Governments, El Dorado County Transportation Commission, Fresno Council of Governments, Imperial County Transportation Commission, Kern Council of Governments, Kings County of Government, Lake County/City Area Planning Council, Los Angeles County Metropolitan Transportation Authority, Madera County Transportation Commission, Modoc County Transportation Commission, Nevada County Transportation Commission, Orange County Transportation Authority, Placer County Transportation Planning Agency, Plumas County Transportation Commission, Sacramento Area Council of Governments, San Benito Council of Governments, San Joaquin Council of Governments, Shasta Regional Transportation Agency, Stanislaus Council of Governments, Transportation Agency for Monterey County, Tulare County Association of Governments, and Ventura County Transportation Commission. These audits were completed in full compliance with the California TDA, and the majority have included both RTPA and transit operator components.

As requested in the Request for Proposals, two samples of our reports on closely related projects are provided electronically.



References

San Joaquin Council of Governments

Triennial Performance Audits

Gracie Orosco, Chief Accountant

555 E. Weber Ave., Stockton, CA 95202

209.235.0454



Duration: June 2021 – March 2022

In 2021, Moore & Associates was selected by the San Joaquin Council of Governments to conduct the FY18 – FY21 Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and each of the county's transit operators: City of Escalon, City of Lodi, City of Manteca, City of Ripon, City of Tracy, San Joaquin Regional Rail Commission, and San Joaquin Regional Transit District. Tasks of the audit included determining compliance with statutory and regulatory requirements, status of prior performance audit recommendations, verification of performance indicators, and a review of operator functions. The audits not only fulfilled the requirements of the TDA with respect to SJCOG as the RTPA, but also provided a continuing assessment of productivity and TDA compliance for the operators. Moore & Associates was also selected to conduct SJCOG's TDA audits in 2018.

KEY STAFF: Kathy Chambers (Project Manager), Jim Moore (Senior Auditor).

Stanislaus Council of Governments

Triennial Performance Audits

Karen (Kincy) Dunger, Manager of Financial Services

1111 I Street, Modesto, CA 95354

209.525.4640



Duration: June 2021– March 2022

In 2021, Moore & Associates was selected by the Stanislaus Council of Governments to conduct the FY18 – FY21 Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and of the county's transit operators: the Cities of Ceres, Modesto, and Turlock; County of Stanislaus; and Stanislaus Regional Transit Authority. Moore & Associates presented recommendations to assist StanCOG and the transit operators by improving progress toward their respective transportation goals. The audits fulfill the requirements of the TDA with respect to StanCOG as the RTPA while also recommending productivity improvements for the operators. County-wide, compliance findings pertained to STA eligibility, while functional findings focused on accurate data reporting and the need to include a farebox compliance element in TDA fiscal audits. Audits will be completed on schedule and within the stipulated budget. Moore & Associates was also selected to conduct StanCOG's TDA audits in 2019.

KEY STAFF: Kathy Chambers (Project Manager), Jim Moore (Senior Auditor).



Fresno Council of Governments

Triennial Performance Audits

Jennifer Soliz, Associate Regional Planner
2035 Tulare Street, Suite 201, Fresno, CA 93721
559.233.4148



Duration: October 2021 – May 2022

During 2021, Moore & Associates was selected by the Fresno Council of Governments to conduct the FY 2018/19 – FY 2019/20 Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and of the county's transit operators: the cities of Clovis and Fresno; Fresno County Rural Transit Agency, and Fresno Economic Opportunities Commission. The audits fulfill the requirements of the TDA with respect to Fresno COG as the RTPA while also providing for future productivity improvements and TDA compliance improvements for the operators. Moore & Associates was also selected to prepare Fresno COG's TDA Triennial Performance Audits in 2018.

KEY STAFF: Kathy Chambers (Project Manager), Jim Moore (Senior Auditor).

Modoc County Transportation Commission

Triennial Performance Audits

Niki Lemke, Chief Fiscal Officer
108 S. Main St., Alturas, CA 96101
530.233.6410



Duration: June 2021 – December 2021

In 2021, Moore & Associates was selected by the Modoc County Transportation Commission to conduct the FY18 - FY21 Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and the county's transit operator, Modoc Transportation Agency. Tasks of the audit included determining compliance with statutory and regulatory requirements, status of prior performance audit recommendations, verification of performance indicators, and a review of operator functions. The audits not only fulfilled the requirements of the TDA with respect to MCTC as the RTPA, but also provided a continuing assessment of productivity and TDA compliance for the operator.

KEY STAFF: Kathy Chambers (Project Manager).



Kings County Association of Governments

Triennial Performance Audits

Teresa Nickell, Regional Planner

339 W. D Street, Suite B, Lemoore, CA 93245

559.852.2657



Duration: September 2021– May 2022

In 2019, Moore & Associates was selected by the Kings County Association of Governments to conduct the FY 2016 – FY 2018 Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and of the county's transit operators: Kings County Area Public Transit Agency (KCAPTA) and the City of Corcoran. Moore & Associates presented recommendations to assist KCAG and the transit operators by improving progress toward their respective transportation goals. Audits were completed on schedule and within the stipulated budget. The audits fulfilled the requirements of the TDA with respect to KCAG as the RTPA while also recommending productivity improvements for transit operators. Moore & Associates was subsequently selected to prepare KCAG's FY 2019 – FY 2021 TDA Triennial Performance Audits, which is currently in progress.

KEY STAFF: Kathy Chambers (Project Manager), Jim Moore (Senior Auditor).

Nevada County Transportation Commission

Triennial Performance Audits

Dan Landon, Executive Advisor

101 Providence Mine Road, Suite 102, Nevada City, CA 95959

530.265.3202



Duration: October 2018 – May 2019

In 2019, Moore & Associates was selected by the Nevada County Transportation Commission to conduct the FY 2015/16 – FY 2017/18 Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and of the county's transit operators: County of Nevada (Gold Country Stage and Gold Country Lift) and Town of Truckee. Moore & Associates developed recommendations to assist NCTC and the transit operators by improving progress toward their respective transportation goals. Audits were completed on schedule and within the stipulated budget. The audits fulfilled the requirements of the TDA with respect to NCTC as the RTPA while also recommending productivity improvements for the operators. Compliance findings tended to be administrative in nature and should be easily addressed prior to the next audit. Functional findings focused primarily on more effective program documentation.

KEY STAFF: Kathy Chambers (Project Manager), Jim Moore (Senior Auditor).



Section 6 | Contract

Moore & Associates, Inc. has no concerns regarding entering into the County of Inyo Standard Contract No. 113 included within the Request for Proposals. Moore & Associates is also able to comply with all the insurance requirements set forth in the *Terms and Conditions*, as discussed in the RFP.



Section 7 | Price Proposal

Labor Expenses			Task 1: RTPA Audit								Task 1 Total	
			Task 1.1		Task 1.2		Task 1.3		Task 1.4			
Title	Name	Rate	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
PROJECT MANAGER	Kathy Chambers	\$65.00	8	\$520.00	4	\$260.00	12	\$780.00	16	\$1,040.00	40	\$2,600.00
SENIOR AUDITOR	Jim Moore	\$70.00	6	\$420.00	4	\$280.00	16	\$1,120.00	12	\$840.00	38	\$2,660.00
ADMINISTRATIVE STAFF		\$25.00	2	\$50.00	0	\$0.00	2	\$50.00	4	\$100.00	8	\$200.00
Subtotal, Direct Labor			16	\$990.00	8	\$540.00	30	\$1,950.00	32	\$1,980.00	86	\$5,460.00
Burden and Overhead			88%	\$871.20	\$475.20	\$1,716.00	\$1,742.40					
Total Labor				\$1,861.20	\$1,015.20	\$3,666.00	\$3,722.40					
Direct Costs												
TRAVEL				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
PRINTING/PRODUCTION				\$0.00	\$0.00	\$0.00	\$0.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
Total Direct Costs				\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$500.00	\$500.00	\$500.00	\$250.00
TOTAL COST				\$1,861.20	\$1,015.20	\$3,666.00	\$4,222.40					

Labor Expenses			Task 2: ESAAA Operator Audit										Task 2 Total	
			Task 2.1		Task 2.2		Task 2.3		Task 2.4		Task 2.5			
Title	Name	Rate	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
PROJECT MANAGER	Kathy Chambers	\$65.00	8	\$520.00	4	\$260.00	12	\$780.00	14	\$910.00	16	\$1,040.00	54	\$3,510.00
SENIOR AUDITOR	Jim Moore	\$70.00	6	\$420.00	4	\$280.00	4	\$280.00	20	\$1,400.00	12	\$840.00	46	\$3,220.00
ADMINISTRATIVE STAFF		\$25.00	2	\$50.00	0	\$0.00	2	\$50.00	2	\$50.00	4	\$100.00	10	\$250.00
Subtotal, Direct Labor			16	\$990.00	8	\$540.00	18	\$1,110.00	36	\$2,360.00	32	\$1,980.00	110	\$6,980.00
Burden and Overhead			88%	\$871.20	\$475.20	\$976.80	\$2,076.80	\$1,742.40						
Total Labor				\$1,861.20	\$1,015.20	\$2,086.80	\$4,436.80	\$3,722.40						
Direct Costs														
TRAVEL				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
PRINTING/PRODUCTION				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$250.00	\$250.00	\$250.00	\$250.00	\$250.00
Total Direct Costs				\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$500.00	\$500.00	\$500.00	\$250.00	\$250.00
TOTAL COST				\$1,861.20	\$1,015.20	\$2,086.80	\$4,436.80	\$4,222.40						



INYO COUNTY LOCAL TRANSPORTATION COMMISSION
TRIENNIAL PERFORMANCE AUDITS
 Technical Proposal
 March 7, 2022

Labor Expenses			Task 3: ESTA Operator Audit										Task 3 Total	
			Task 3.1		Task 3.2		Task 3.3		Task 3.4		Task 3.5			
Title	Name	Rate	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
PROJECT MANAGER	Kathy Chambers	\$65.00	8	\$520.00	4	\$260.00	12	\$780.00	14	\$910.00	20	\$1,300.00	58	\$3,770.00
SENIOR AUDITOR	Jim Moore	\$70.00	6	\$420.00	4	\$280.00	6	\$420.00	20	\$1,400.00	14	\$980.00	50	\$3,500.00
ADMINISTRATIVE STAFF		\$25.00	2	\$50.00	0	\$0.00	2	\$50.00	4	\$100.00	4	\$100.00	12	\$300.00
Subtotal, Direct Labor			16	\$990.00	8	\$540.00	20	\$1,250.00	38	\$2,410.00	38	\$2,380.00	120	\$7,570.00
Burden and Overhead			88%	\$871.20	\$475.20	\$1,100.00	\$2,120.80	\$2,094.40			\$6,661.60			
Total Labor				\$1,861.20	\$1,015.20	\$2,350.00	\$4,530.80	\$4,474.40			\$14,231.60			
Direct Costs														
TRAVEL				\$0.00	\$0.00	\$0.00	\$1,100.00	\$500.00			\$1,600.00			
PRINTING/PRODUCTION				\$0.00	\$0.00	\$0.00	\$0.00	\$250.00			\$250.00			
Total Direct Costs				\$0.00	\$0.00	\$0.00	\$1,100.00	\$500.00			\$1,850.00			
TOTAL COST				\$1,861.20	\$1,015.20	\$2,350.00	\$5,630.80	\$4,974.40			\$16,081.60			

Labor Expenses			Project Total	
Title	Name	Rate	Hours	Cost
PROJECT MANAGER	Kathy Chambers	\$65.00	152	\$9,880.00
SENIOR AUDITOR	Jim Moore	\$70.00	134	\$9,380.00
ADMINISTRATIVE STAFF		\$25.00	30	\$750.00
Subtotal, Direct Labor			316	\$20,010.00
Burden and Overhead			88%	\$17,608.80
Total Labor				\$37,618.80
Direct Costs				
TRAVEL				\$1,600.00
PRINTING/PRODUCTION				\$750.00
Total Direct Costs				\$2,350.00
TOTAL COST				\$39,968.80



Appendix A | Sample Reports

As requested in the Request for Proposals, two samples of recent TDA Triennial Performance Audit reports are provided electronically on the accompanying USB drive.

- Madera County Transportation Commission, Triennial Performance Audit, 2021.
- Town of Truckee, Triennial Performance Audit, 2019.



Appendix B | Small Business Documentation



Certification ID: 23183

Legal Business Name	Address
MOORE & ASSOCIATES INC	25852 McBean Pkwy
Doing Business As (DBA) Name1	#187
MOORE & ASSOCIATES INC	VALENCIA
Doing Business As (DBA) Name2	CA 91355
Office Phone Number	Email:
661/253-1277	info@moore-associates.net
Business Fax Number	Total Number of Employees
661/253-1208	8
Business Web Address	Business Types
http://www.moore-associates.net	Service
Service Areas	
Alameda , Alpine , Amador , Butte , Calaveras , Colusa , Contra Costa , Del Norte , El Dorado , Fresno , Glenn , Humboldt , Imperial , Inyo , Kern , Kings , Lake , Lassen , Los Angeles , Madera , Marin , Mariposa , Mendocino , Merced , Modoc , Mono , Monterey , Napa , Nevada , Orange , Placer , Plumas , Riverside , Sacramento , San Benito , San Bernardino , San Diego , San Joaquin , San Luis Obispo , San Mateo , Santa Barbara , Santa Clara , Santa Cruz , Shasta , Sierra , Siskiyou , Solano , Sonoma , Stanislaus , Sutter , Tehama , Trinity , Tulare , Tuolumne , Ventura , Yolo , Yuba	
View Keywords	View Classifications

Active Certifications

[More Help](#)

Certification Type	Status	From	To
SB(Micro)	Approved	05/14/2019	05/31/2022

Discussion Item No. 6
LTF estimates for FY 2022-2023



INYO COUNTY LOCAL TRANSPORTATION COMMISSION



P.O. DRAWER Q
INDEPENDENCE, CA 93526
PHONE: (760) 878-0201
FAX: (760) 878-2001

Michael Errante
Executive Director

S T A F F R E P O R T

MEETING: March 16, 2022

PREPARED BY: Justine Kokx, Transportation Planner

SUBJECT: Fiscal Year 2022-2023 Transportation Development Act (TDA) Local
Transportation Funds (LTF) Apportionment and Allocations

Recommendation

Your Commission is being asked to receive the Inyo County Auditor’s estimate of Local Transportation Funds (LTF) tax revenues available in FY 22-23 for distribution in accordance with the Transportation Development Act (TDA). Staff has included recommendations and is asking for input and direction on proposed allocations

The Inyo County Auditor has formulaically estimated FY22-23 to be \$892,140, which is 3% higher than what was allocated last year of \$869,739.

Last year in Resolution #2021-07 you allocated	-	\$869,739 total
Inyo County Auditor’s FY22-23 estimate	-	\$892,140 total

Background

Annually, prior to July 1st, your Commission will allocate next fiscal years’ TDA revenues, both State Transit Assistance (STA) and Local Transportation Fund (LTF) funds.

STA funds are diesel tax revenues that are traditionally allocated 100% to ESTA and will be addressed under a separate Resolution according to estimates received from the State Controller’s Office.

LTF funds are derived from a ¼% of the California Sales Tax in Inyo County and are split between several purposes. The attached spreadsheet as provided by the Inyo County Auditor shows a ten year

history of LTF revenues and a projection of next year’s available revenues. The table on the next page summarizes the amount of TDA funds received by the Inyo County LTC (ICLTC) and how those funds have been allocated in the last 14 budget cycles. Section 4A of the ICLTC Organization and Procedures Manual sets forth the procedures for allocation of TDA funds in the upcoming fiscal year. The ICLTC owed estimates to potential claimants as of March 1st, 2022.

The ICLTC shall make allocations from the TDA Fund annually in accordance with the following priorities:

1. To the ICLTC, such sums as are necessary to meet its expenses in the performance of the administrative duties assigned under the Act.
2. Thereafter, up to two percent (2%) of the remaining available funds county-wide may be set aside to be allocated for pedestrian and bicycle facilities anywhere in the County.
3. Thereafter, up to five percent (5%) of the remaining funds may be set aside to be allocated under Article 4.5 of the Act for “community transit services, including such services for those, such as the disabled, who cannot use conventional transit services.” Claims may be filed under Article 4.5 of the Transportation Development Act.
4. Thereafter, to operators of public transportation systems, such monies as are approved by the ICLTC for claims presented pursuant to Article 4 Section 99260 of the P.U.C. Code; and to applicants contracting for public transportation services in accordance with Article 8 Section 99400(c).
5. Thereafter, to the County of Inyo and the City of Bishop such monies (up to and including the apportionment allowed based on the latest department of Finance figures) approved by the ICLTC for claims presented pursuant to Article 8, Section 99400(a) involving projects for local streets and roads including facilities provide for exclusive use by pedestrians and bicyclists.

Administrative Allocation –

Staff is recommending, in line with last year, a 10% Administrative Allocation plus any required audit fees. In addition to a fiscal audit, we will have a triennial performance audit of the LTC, ESTA and ESAAA.

Reserve Balance

A reserve balance is crucial to making annual allocations and the monthly payments. Tax revenues vary by month and year. During the October 2021 LTC meeting your Commission authorized resolution No. 2021-13 distributing the year-end fund balance less a 30% reserve balance of the FY 2021-2022 LTF allocation. Staff will bring a staff report and a resolution to your Commission to consider distributing reserves again in FY 2022-2023.

History

Fiscal Year	Over / Under	Amount Received from State	ESTA Operating Expense ¹	ESAAA Operating Expenses	Bicycle and Pedestrian	Admin. & Audits	Total Allocations
09-10	-65,502	\$745,137	\$718,567	\$40,532	\$16,328	\$35,212	\$810,639
10-11	+10,094	\$808,953	\$716,689	\$37,762	\$15,413	\$28,212	\$798,859
11-12	+76,257	\$832,507	\$677,803	\$35,674	\$14,561	\$28,212	\$756,250
12-13	+70,846	\$868,134	\$705,770	\$37,145	\$15,161	\$39,212	\$797,288
13-14	-85,170	\$763,558	\$753,660	\$39,666	\$16,190	\$39,212	\$848,728
14-15	-4,446	\$850,948	\$770,108	\$40,531	\$16,543	\$28,212	\$855,394
15-16	+60,722	\$881,963	\$720,622	\$37,927	\$15,480	\$47,212	\$821,241
16-17	-2,658	\$846,572	\$748,582	\$39,399	\$16,060	\$46,189	\$849,230
17-18	+103,290	\$943,519	\$743,855	\$39,150	\$15,979	\$41,245	\$840,229
18-19	+84,962	\$988,844	\$782,785	\$41,199	\$16,816	\$63,078	\$903,882
19-20	+111,738	\$958,545	\$746,836	\$39,307	\$16,043	\$44,621	\$846,807
20-21	+291,013	\$986,804	\$576,866	\$30,361	\$12,392	\$76,171	\$695,791
21-22		\$869,739 (est.)	\$722,425	\$38,022	\$15,519	\$93,773	\$869,739
21-22	30%	Reserve Dist.	\$319,511	\$16,816	\$6,864	\$38,132	\$381,323
22-23		\$892,140 (est.)	\$703,955	\$37,050	\$15,123	\$136,012	\$892,140

Informational Item No. 7
ESTA Executive Report

STAFF REPORT

Subject: Executive Director's Report
Presented by: Phil Moores, Executive Director

Recruitment

Summer driver recruitment for Mammoth is underway. ESTA has done everything we could think of to attract employees, now we must wait and see if it was enough. We need a successful Reds Meadow Shuttle summer to cover dramatic increases in expenses.

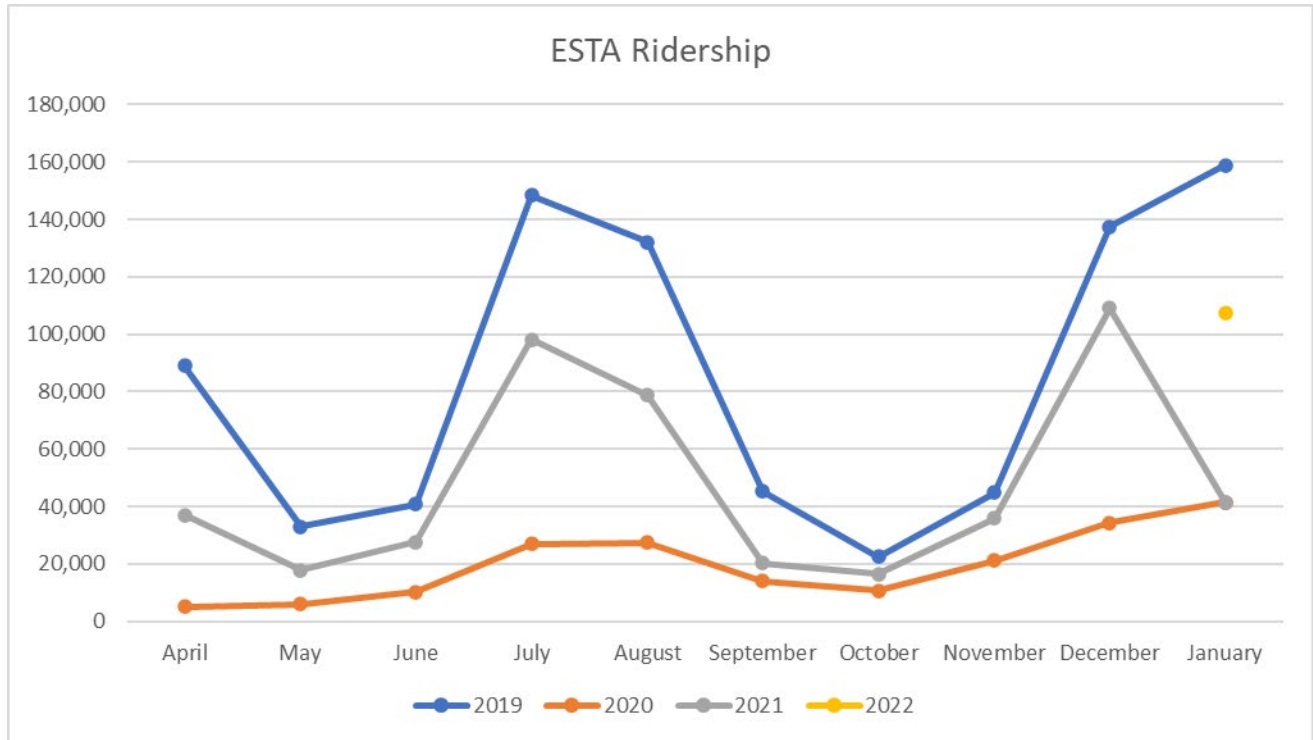
ESTA's is fully staffed on the administrative front. Bus drivers are the only position needed.

Ridership

Unsurprisingly, overall ridership increased in January compared to last year. Compared to pre-Covid, January was still 32% down.

January Ridership Report					
Route	Pre-Covid 2019	Covid 2021	Current 2022	Change Current vs. Last year	% Change Current vs Pre-Covid
BEN	28.00	1.00	0.00	-1	-100.00%
BISDAR	3,637.00	2,170.00	2,428.00	258	-33.24%
BPTCAR	14.00	3.00	12.00	9	-14.29%
LANC	356.00	120.00	298.00	178	-16.29%
LP/BIS	273.00	133.00	168.00	35	-38.46%
LPDAR	370.00	319.00	351.00	32	-5.14%
MAMFR	30,904.00	5,269.00	16,693.00	11,424	-45.98%
MDAR	426.00	97.00	183.00	86	-57.04%
MMSA	121,230.00	32,894.00	85,954.00	53,060	-29.10%
MXP	564.00	141.00	454.00	313	-19.50%
NRIDER	230.00	88.00	218.00	130	-5.22%
RENO	606.00	240.00	620.00	380	2.31%
WLK	116.00	6.00	3.00	-3	-97.41%
Total	158,754	41,481	107,382	65,901	-32%

The chart below shows the ridership by month since pre-Covid.



Vehicles

We are awaiting the arrival of twelve new vehicles:

- Three 22-foot Ford E450's (May 2022)
- Four 34-foot Freightliners (December 2022)
- Two 38-foot Freightliners (December 2022)
- Two Trolleys (One bought by the Town) (December 2022)
- One Ford Transit electric van (June 2022)

These vehicles will have a positive impact on driver comfort, reliability, and maintenance. Consequently, ESTA will have several buses to sell or give away.

Security

The Bishop office will receive security cameras. Investment in tools, and increased foot traffic from the commercialization of the airport requires improved security and deterrence.

Maintenance

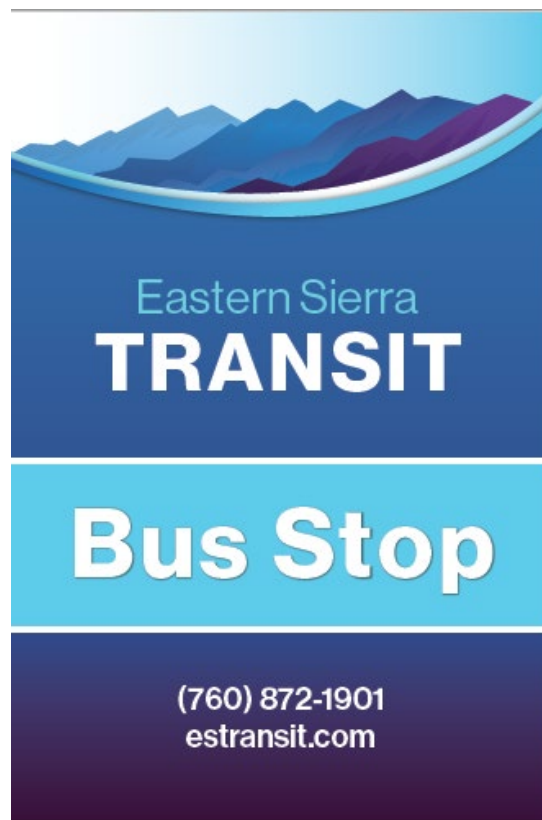
We continue to improve our light maintenance capabilities with additional tools and electrification of the conex containers in the Bishop bus yard.

Brand

A local graphics designer, Keri Davis, has re-designed ESTA's vehicles and bus stop signs. The new vehicles mentioned above will have the new decals.



The new bus stop sign will appear at all ESTA stops:



Finance

ESTA's financial position is stable at the moment. The final third of the year will give us a glimpse into FY22-23. The rising cost of fuel, parts, and labor, coupled with employee shortages will make balancing the budget difficult next year. Regardless, reserves remain strong, and there is no reason for concern. A conservative approach is called for as we face uncertain economic events in the coming years. This means limiting service expansion and staying within budget as much as possible.