

FY 2008-10 Triennial Performance Audit of Eastern Sierra Transit Authority



FINAL DRAFT

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SUBMITTED TO:

**Inyo County Local Transportation Commission
Mono County Local Transportation Commission**

SUBMITTED BY:

PMC[®]


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Section I

Introduction

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

The Inyo County and Mono County Local Transportation Commissions jointly engaged PMC to conduct a performance audit of the Eastern Sierra Transit Authority (ESTA) covering the most recent triennial period, fiscal years 2007-2008 through 2009–2010. The purpose of the performance audit is to evaluate ESTA's effectiveness and efficiency in its use of TDA funds to provide public transit in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates ESTA's compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether ESTA is meeting the PUC's reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of ESTA's transit functions. From the analysis that has been undertaken, a set of recommendations has been made for the Authority which is intended to improve the performance of its functions.

In summary, this TDA audit affords the opportunity for an independent, constructive, and objective evaluation of the organization and its operations that otherwise might not be available. The methodology for the audit included conducting in-person interviews with ESTA executive management and staff, in-person interviews with staff representing both Local Transportation Commissions, phone interview with the Town of Mammoth Lakes Transportation Director, collection and review of documents for ESTA and the LTCs, data analysis, and on-site observations. The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* published by the California Department of Transportation (Caltrans) was used to guide in the development and conduct of the audit. The *Transportation Development Act Statutes and California Codes of Regulations* published by Caltrans was also used as a reference where appropriate during the evaluation.

Overview of the Transit System

Background

The Eastern Sierra Transit Authority is a Joint Powers Authority formed on October 10, 2006. Parties to the JPA agreement include the County of Inyo, County of Mono, City of Bishop, and Town of Mammoth Lakes. ESTA is a relatively new public transit agency created to meet the growing need for public transportation for the four member jurisdictions and throughout the entire Eastern Sierra region. The ESTA Board of Directors is made up of eight members, two from each of the member jurisdictions and appointed from their respective governing bodies. ESTA

began operating transit services on July 1, 2007, assuming control of all the services, staff and capital from the system formerly known as Inyo Mono Transit.

ESTA is guided by its Vision Statement:

The purpose of the Eastern Sierra Transit Authority is to provide excellent public transportation services in an entrepreneurial style within the Eastern Sierra Region. The Authority, through its leadership, provides responsive and reliable services and is a regional platform for service planning and funding decisions.

System Characteristics

ESTA is the primary provider of public bus services throughout Inyo and Mono Counties, and the sole provider of interregional public transportation for the entire Eastern Sierra Region. ESTA offers a variety of bus services including local fixed routes, dial-a-ride, town-to-town services, and interregional service. Although not funded by TDA, ESTA also administers a vanpool program of employees who share the cost of commuting to work from the Bishop area to Mammoth Lakes using a vehicle provided by ESTA and paid for with State funds. Vanpool operating costs are funded by participants including a capital replacement component.

For purposes of description in this section, ESTA bus services are organized by geographic coverage including Local Mammoth Lakes Transit Service, Local Bishop Area Service, Rural Transit Services, and Highway 395 Corridor Services.

Local Mammoth Lakes Transit Service:

Local bus routes are available in Mammoth Lakes with service levels that vary between the summer, winter and shoulder periods. Routes are generally color coded in the bus schedule for simplicity. While year round service is available, commencement and termination of peak season transit service is dependent on Mammoth Mountain's winter operations as well as shoulder weather conditions for summer service.

The Town of Mammoth Lakes contracts with ESTA for extra service hours beyond a base level that is provided through the Transportation Development Act. The Town approved a 1 percent increase in the Transient Occupancy Tax in 2006 (Measure T), and the Town Council has designated these funds to support local transit services in the town. The Town also collects a development transportation tax that is used for transit. The tax is applied to each new development unit at a rate of about \$120 per unit. These locally generated revenues fund the additional service in the contract.

The Purple Line (Midtown LIFT) runs from Vons to The Village with stops by Mammoth Hospital, Mammoth Lakes Library, Mammoth Mountain RV Park, and the Mammoth Lakes California Welcome Center. The Gray Line (Old Mammoth LIFT) originates at Vons and serves the Mammoth College Campus, Mammoth Hospital, Mammoth Lakes Library, and terminates in Old Mammoth at Red Fir Road. Both LIFT routes operate year round seven days a week from 7:00 a.m. to 6:00 p.m.

with stops every 30-minutes. The Night Trolley operates daily during the winter schedule between Canyon Lodge, The Village, and Snowcreek Athletic Club. The Trolley operates from 5:40 p.m. to 2:00 a.m. with stops every 20 minutes.

In addition to the publicly funded service, the Mammoth Mountain Ski Area (MMSA) privately funds and operates local transit service during the winter to provide access from the town to the mountain. The additional routes include the Red Line, Blue Line, Yellow Line, Green Line, and Orange Line. The evening Hospitality Shuttle is tailored for evening shoppers and diners and operates seven nights a week from 6:00 p.m. to midnight during the winter schedule. Shuttle stops are made every hour at designated times and locations including The Village, Mammoth Mountain Inn, Grand Sierra Lodge & Village/Canyon Boulevard, Juniper Springs Resort, and Vons. In partnership with ESTA and the Town, these routes are combined with the publicly funded routes to provide a seamless local fixed route system. For example, the MMSA's main Red Line runs until 5:30 p.m., from which then the Evening Hospitality Shuttle begins service at 6:00 p.m. and runs until midnight.

During the summer months, from July through early September, the Lakes Basin Trolley operates from The Village to Mammoth Lakes Basin from 8:00 a.m. to 6:00 p.m. daily. The Trolley departs The Village every 30 minutes with stops at Twin Lakes (Tamarack Lodge), Lake Mary, Lake, George, Lake Mamie and Horseshoe Lake. This trolley also tows a 12-bike trailer for access to scenic cycling.

Town Trolley Service during the summer schedule makes stops at Snowcreek Athletic Club, Minaret Village Shopping Center, The Village and Canyon Lodge every 20 minutes in peak season, and 30-minutes during shoulder periods. Service is provided from 9:00 a.m. to 10:00 p.m. from June through November.

The Mammoth Area Shuttle (MAS) Bike Shuttle is operated by MMSA for daily access to the Mammoth Bike Park from The Village every 30-minutes from 9:00 a.m. to 5:30 p.m. The route extends from The Village to the Mammoth Mountain Adventure Center from June through September.

Also from late June to early September, the U.S. Forest Service administers a vendor contract with ESTA for daily shuttle service from Mammoth Mountain Main Lodge Adventure Center to Reds Meadow/Devils Postpile. ESTA entered into a Challenge Cost Share Agreement with the Forest Service in 2009 that describes the cooperation between the parties to operate the shuttle system. The Reds Meadow Shuttle operates from 7:30 a.m. to 7:00 p.m. with peak service every 20 minutes from 10:00 a.m. until 4:00 p.m., and between 30 to 45 minutes during the off peak. The shuttle is mandated for access to Devils Postpile and Reds Meadow.

Door-to-door general public dial-a-ride is provided year round with priority given to special needs riders. The service operates from 8:00 a.m. to 6:00 p.m. weekdays and 9:00 a.m. to 6:00 p.m. weekends. Service is available after 6:00 p.m. only for eligible riders that qualify under the Americans with Disabilities Act (ADA) and with 24 hours advanced notice. The evening service provides complementary paratransit service to the fixed route under ADA regulations.

Local Bishop Area Service:

Local transit service in Bishop and the surrounding area is provided by general public dial-a-ride. Service is available Monday through Thursday from 7:00 a.m. to 6:00 p.m., Friday from 7:00 a.m. to 2:00 a.m., Saturday from 8:30 a.m. to 2:00 a.m., and Sunday from 8:00 a.m. to 3:00 p.m. The extended Friday and Saturday night service is referred to as the “Nite Rider”. Fixed route service in Bishop was discontinued in September 2010 due to budget constraints and to improve efficiencies. To compensate for this change, additional service hours were added and a check-point dial-a-ride system was instituted where the vehicle picks up passengers from marked designated locations at certain times and then transports them to their destination in the service area. Check point pick ups are located at Vons/Kmart, Paiute Palace Casino, Joseph’s Market, Post Office, Northern Inyo Hospital, and Dwayne’s Pharmacy.

Rural Transit Services:

ESTA rural transit service is spread among different communities in Mono and Inyo counties. Both dial-a-ride and town-to-town services are provided that link these small rural locations. Lone Pine Dial-A-Ride offers door-to-door bus service in and around the community of Lone Pine for the general public and special needs riders. Service is provided Monday through Friday from 7:00 a.m. to 4:00 p.m. Walker Dial-A-Ride offers door-to-door bus service for the communities within the Antelope Valley including Walker and Coleville for the general public and special needs riders. Service is provided Monday through Thursday from 8:00 a.m. to 4:30 p.m. For both dial-a-rides, reservations are encouraged but same day service is available.

Benton-Bishop service is provided on Tuesday and Friday from 8:25 a.m. to 3:35 p.m., with interim stops in Hammil Valley and Chalfant. One round trip per day is provided in which passengers are able to stay in Bishop for five hours before the return trip. Stop requests at Hammil Valley must be called in advance.

Service from Tecopa Heights in southeastern Inyo County to Pahrump, Nevada is provided once a week with an interim stop in Shoshone. Service is provided in a very isolated area and serves important lifeline transit needs. One round trip is provided and begins in Tecopa on Thursday at 7:45 a.m., returning back from Pahrump at 1:00 p.m. the same day. Prior day reservations are necessary. While the vehicle is in Pahrump between 9:00 a.m. and 11:15 a.m., door-to-door service within Pahrump is available.

Several town-to-town rural services were discontinued due to poor performance and ESTA budget constraints. These services included the Mountain Express connecting Mammoth Lakes, June Lake and Lee Vining; Lone Pine-Olancho-Keeler service that operated one round trip on Tuesday and Thursday; and Walker-Bishop service that provided one round trip on Monday.

Highway 395 Corridor Services:

Corridor service includes both town-to-town service as well as long haul interregional service. Bishop-Mammoth Commuter Service includes three trips a day in each direction Monday through Friday from 7:00 a.m. to 6:35 p.m. Prior service on Saturday was cut to improve efficiencies. Interim stops are made at Crowley Lake, Tom's Place, Pine Creek Road & Highway 395, and Round Valley (Tuesday and Thursday only). Stop requests at Round Valley/Pine Creek Road must be called-in the prior day, while same day stop requests at Tom's Place can be accommodated.

The Lone Pine-Bishop service provides three trips a day in each direction Monday through Friday from 7:15 a.m. to 7:40 p.m. Interim stops are provided in Wilkerson, Big Pine, Aberdeen, and Independence. Stop requests at Wilkerson and Aberdeen Store must be called-in the prior day.

Intercity service is provided between Bridgeport and Carson City on Wednesday and Friday with one trip in each direction. Stops are provided in Bridgeport, Walker, Coleville, Gardnerville and Carson City. In Carson City, the intercity service provides dial-a-ride service for the 4 hours that the vehicle is in Carson City before the return trip.

The June Mountain Express links Mammoth Lakes and the June Mountain Ski Area, with interim stops at June Lake Junction and June Lake. Service is provided from 7:10 a.m. to 5:20 p.m. from mid-December through the June Mountain ski season. The link primarily serves as an employee shuttle for the June Mountain Ski Area in which employees use vouchers that cover the ride. The vouchers purchased by the resort guarantee fare payment to ESTA. Year round service for the express was discontinued.

The withdrawal of Greyhound intercity bus service from the Highway 395 corridor in 2001 resulted in Inyo and Mono counties instituting the CREST (Carson Ridgecrest Eastern Sierra Transit) interregional bus service originally between the Reno airport and Ridgecrest (service has since been extended to Lancaster in Los Angeles County). CREST serves to connect communities along the corridor and link to other intercity transportation services. The CREST North route goes between Lone Pine and Reno and runs every weekday except Wednesday. The service starts in Lone Pine at 6:15 a.m. and serves cities and towns along Highway 395 such as Independence, Big Pine, Bishop, Mammoth Lakes, June Lake, Lee Vining, Bridgeport and Walker, before entering Nevada near Topaz Lake and continuing to the larger cities of Gardnerville, Carson City and Reno. The northern terminals in Reno are the Reno-Tahoe International Airport and Greyhound station. The full trip one way takes about 6 hours. The bus then has a relatively short layover of over an hour before making the return trip back to Lone Pine by 7:40 p.m.

The CREST South route runs on Monday, Wednesday and Friday and extends from Mammoth Lakes to Lancaster. The service starts in Mammoth Lakes at 8:05 a.m. and serves cities and towns along Highway 395 such as Crowley, Tom's Place, Bishop, Big Pine, Independence, Lone Pine, Inyo Kern, Mojave and Lancaster. The expanded service to Lancaster in 2009 replaced the Kern Regional Transit line and allows for direct connections to the Metrolink regional train service serving the greater Los Angeles region. The full trip one way from Mammoth takes a little over 5

hours. The bus then has a relatively short layover of over an hour before making the return trip back to Mammoth Lakes by 7:35 p.m.

For both CREST routes, stops by request only are made at Aberdeen, Coso Junction, and Pearsonville. Reservations are strongly recommended for CREST because of the limited seating for the one roundtrip per route.

With the exception of services in Mammoth Lakes, ESTA does not operate on the following holidays: New Years Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day and Christmas Day. ESTA operates all of its services in Mammoth Lakes on these holidays.

Fares

ESTA fares are structured according to passenger category and the type of transit trip. Due to the various services offered and distance of travel, different fares are applied. Discount fares are available to riders age 60 and over, disabled and youth under the age of 16. Adult fares are charged to non-disabled persons age 16 and over. Children under age 5 ride free when accompanied by a paying adult. Multi-ride discounted passes are available. Fares are paid directly to the driver on most routes and tickets/passes can be purchased from drivers. Tickets and fares are also available at ESTA's Bishop and Mammoth Lakes offices. Social service agencies purchase tickets for their clients to ride onboard the system.

Both cash and check are accepted on the buses, although checks must be from a local bank to be accepted. ESTA also processes credit card payments for advance reservations and advance purchases only with a minimum charge of \$10.00. Credit cards are not accepted on the bus. ESTA has in place a credit card policy describing the use of credit and related charge activities.

For town-to-town and CREST service, one-way fares are charged according to the origin and destination of the passenger trip. Shorter trips charge a lesser fare than a longer trip. The June Mountain Express includes a discounted round trip fare. Passengers who travel roundtrip on CREST the same day are charged for only one way for certain origin-destination combinations. These passengers depart the bus at an interim stop (e.g. Carson City or Gardnerville) in the morning for services such as at a V.A. hospital, and reboard for the return trip in the afternoon.

Mammoth Lakes fixed route services within town are free of charge. The Reds Meadow fare is a set charge established in the agreement with the Forest Service that helps to recover the operating costs of the service. Reds Meadow fares include daily, 3-day and season passes for adults and children. The fare for Bishop Area Dial-a-ride varies based on destination within the service area. Bishop, Lone Pine and Mammoth dial-a-ride fares are all zone based.

Discounted passes are also available for each dial-a-ride. The passes are sold in increments of a 30-day pass and a 10-ride pass for Zone 1, as well as a multizone 10-ride pass. Check point pick ups for Bishop Area Dial-A-Ride receive a \$1.00 discount off the regular fare. For service from Tecopa to Pahrump, multiple drop-offs in Pahrump are available for an additional \$1.00 per stop.

ESTA implemented fare increases early during the audit period to maintain service levels and to meet required performance measures including the farebox recovery ratio. Fares were raised in January 2008 and then again in September 2008. However, due to declining ridership as the economy faltered in 2009 and 2010, ESTA offered a promotional fare decrease that rolled back the fares to the pre-September 2008 rates on many of the routes including the Bishop fixed route, CREST North, Mammoth Express, and Bridgeport to Carson. The lower fare became permanent for the Mammoth Express route after the promotion ended in August 2010. Recently, ESTA obtained community input on a proposal to increase passenger fare rates and for possible route modifications for Eastern Sierra Transit bus services.

Fleet

ESTA's vehicle fleet for 2011 is comprised of 47 vehicles. Among the fleet are a few staff vehicles used for staff transportation, and three vans that are used for the vanpool service. The remaining vehicles are used for public transit revenue service and range in age from their acquisitions between 2003 and 2010. The majority of revenue service vehicles are Ford E-450 cutaway buses that can accommodate 15 to 16 ambulatory riders, or 11 to 12 riders plus 2 wheelchair passengers. The larger fixed route buses can accommodate between 23 and 33 passengers depending on the vehicle model. Most vehicles are wheelchair accessible with the exception of two Ford Escape vehicles and the vans used for vanpools.

Twelve of the vehicles are owned by the Town of Mammoth Lakes and provided to ESTA for use on local service in the town. These include six 2007 Ford E-450 cutaway buses, and six 2007 Ford Supreme Trolleys. ESTA also leases larger transit buses seasonally from Mammoth Mountain Ski Area during peak season. In addition, one of the minibuses used for local fixed route in Bishop is owned by the Bishop Paiute Tribe.

Facilities

ESTA's main administrative office is located in the terminal of the Eastern Sierra Regional Airport (KBIH), located two miles east of the city of Bishop. ESTA leases office space and ground for parking. Most of the transit vehicles are parked in the lot across from the terminal building. The office houses executive management, administrative staff, operations, and dispatch. A smaller office is located at the Town Transit Facility in Mammoth Lakes that handles the operations and dispatching of the local Mammoth transit services. The vehicles used for the local Mammoth service are also stored at this facility. Additional transit vehicles are stored at other locations within both counties for efficiency and practical reasons for services that are too far away and/or do not serve Bishop or Mammoth Lakes. These locations include Walker, Tecopa, and Lone Pine. ESTA does not conduct vehicle maintenance in-house and does not have a vehicle maintenance facility.

Section II

Operator Compliance Requirements

This section of the audit report contains the analysis of ESTA’s ability to comply with state requirements for continued receipt of TDA funds. The evaluation uses the guidebook, *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Agencies, September 2008 (third edition)*, which was developed by the Department of Transportation (Caltrans) to assess transit operators. The updated guidebook contains a checklist of eleven measures taken from relevant sections of the Public Utilities Code and the California Code of Regulations. Each of these requirements is discussed in the table below, including a description of the system’s efforts to comply with the requirements. In addition, the findings from the compliance review are described in the text following the table.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due 90 days after end of fiscal year (Sept. 28/29), or 110 days (Oct. 19/20) if filed electronically (Internet).	Public Utilities Code, Section 99243	Completion/submittal dates based on report copies provided by ESTA: FY 2008: June 24, 2009 FY 2009: November 10, 2009 FY 2010: December 16, 2010 Conclusion: Not in Compliance, as the reports were filed past the due date based on cover letter dates. ESTA’s fiscal auditor indicated via email that the FY 2010 report was filed in October 2010 and possibly meeting the filing date. However, this earlier date could not be verified.
The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has	Public Utilities Code, Section 99245	Completion/submittal dates based on report copies provided by ESTA: FY 2008: September 25, 2008 FY 2009: October 20, 2009

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
received the appropriate 90-day extension by the RTPA allowed by law.		FY 2010: October 19, 2010 Conclusion: Complied
The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator's terminal.	Public Utilities Code, Section 99251 B	<p>ESTA participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim.</p> <p>Inspections are conducted at each of five locations where vehicles are stored. Dates applicable to the audit period were:</p> <p>Bishop: August 7, 2008; August 6, 2009; September 1, 2010.</p> <p>Mammoth: July 11 & October 30, 2008; September 22, 2009; August 17, 2010.</p> <p>Lone Pine: May 16, 2008; May 11, 2009; April 26, 2010.</p> <p>Walker: July 10, 2008; August 5, 2009; August 17, 2010.</p> <p>Tecopa: May 9, 2008; May 19, 2009; May 19, 2010.</p> <p>Conclusion: Complied</p>
The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	ESTA receives TDA funds from both Mono and Inyo counties. Separate allocations from each LTC are made. In Mono County, the LTC passes an annual resolution allocating

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		<p>local transportation funds (LTF). Funds for transit system operations are apportioned to Mono County and the Town of Mammoth Lakes, which then pass through to ESTA. ESTA is not a direct claimant of the LTF funds in Mono County. In Inyo County, claimants such as ESTA submit a direct request for allocation of TDA funds to the Inyo LTC using a claim form. The claim form includes checks of conformance with efficiency standards and requests for supporting documentation of the claimant. A resolution is then passed by the Inyo LTC for direct allocation to ESTA. Although there are slight process differences between the two LTCs in how ESTA receives TDA funds for transit operations, ESTA complies with the rules and regulations adopted by each LTC.</p> <p>Conclusion: Complied</p>
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio determined by the rules and regulations adopted by the RTPA.	Public Utilities Code, Section 99270.1	<p>ESTA is not subject to this farebox recovery provision as the agency does not serve an urbanized area within the two counties.</p> <p>Conclusion: Not Applicable</p>
The operator's operating budget has not increased by more than 15% over the	Public Utilities Code, Section 99266	Percentage increase in ESTA's operating budget:

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).		<p>FY 2007-08: First year budget FY 2008-09: 4.3% FY 2009-10: 8.2%</p> <p>Note: As ESTA commenced service on July 1, 2007, the FY 2007-08 budget serves as the first year budget for determination of the annual change.</p> <p>Source: FY 2008–2010 ESTA adopted budgets.</p> <p>Conclusion: Complied</p>
The operator’s definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.	Public Utilities Code, Section 99247	<p>ESTA’s performance measures meet consistency with most definitions contained in the Public Utilities Code, Section 99247. The one measure that does not meet the definition is full time equivalents reported in the annual State Controller Report. The controller report shows employee headcount whereas the definition requires FTEs be based on total employee hours divided by 2,000 hours. This method lowers the FTE count relative to headcount for part time employees.</p> <p>Conclusion: Partial Compliance</p>
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1	ESTA is not subject to this farebox recovery provision as the agency does not serve an urbanized area within the two

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.		counties. Conclusion: Not Applicable
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Sections 99268.2, 99268.4, 99268.5	The farebox recovery ratios per the annual audited financial statements: FY 2008: 11.22% FY 2009: 17.37% FY 2010: 26.83% Conclusion: Complied
The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.	Public Utilities Code, Section 99271	According to the annual ESTA fiscal audit, the Authority's defined benefit pension plan is provided through CalPERS. The Authority is required to contribute the actuarially determined amounts necessary to fund the benefits for its members. Per the employee Memorandum of Understanding, the Authority pays the plan members contribution on their behalf. Conclusion: Complied
If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation	California Code of Regulations, Section 6754(a)(3)	As a recipient of State Transit Assistance Funds, ESTA makes use of federal funds available under the Federal Transit Administration. FTA funds

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
Act of 1964 before TDA claims are granted.		<p>include the 5310 competitive grant program, 5311 apportionment and 5311(f) grants, as well as 5311 ARRA and 5316 JARC funding.</p> <p>FY 2008: \$367,674 FY 2009: \$288,041 FY 2010: \$437,505</p> <p>Source: ESTA Statement of Budgeted Revenues and Expenditures, FYs 2008-2010.</p> <p>Conclusion: Complied</p>

Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance requirements pertaining to ESTA, the agency fully complied with seven of the nine applicable requirements. Two additional compliance requirements did not apply to ESTA (e.g., urban farebox recovery ratios). A requirement that was partially met relates to the definition of certain performance criteria. One of the criteria, full time equivalents, was not derived correctly as shown in the annual State Controller Report of transit operations.

A requirement that was not met involves the timely submittal of the annual State Controller Reports. In each of the last three years, the submittal date was past the timeline, although it was indicated that the most recent report for FY 2010 was submitted earlier than the date provided on the cover sheet.

2. Based on the annual fiscal audits, ESTA complied with the TDA farebox recovery ratio. The farebox ratio was relatively strong compared to the TDA threshold, averaging over 18 percent during the audit period compared to the minimum statutory requirement of 10 percent. ESTA has been active to streamline services to match available revenue during the tough economic climate including elimination of a few town-to-town services, reduction of days of service, and elimination of fixed route in Bishop in efforts to improve efficiencies and shift limited resources to other productive services. In addition, the Reds Meadow Shuttle has helped to boost the farebox ratio. The shuttle is run frequently during its operations and is mandated for access to the popular Devils Postpile and Reds Meadow, thereby stimulating demand and fare revenues.

3. The fiscal audits of transit systems such as ESTA are required to include findings of compliance with the TDA statute. PUC Section 99245 references the requirement for the fiscal auditor to undertake a series of compliance tasks for transit claimants as part of the annual TDA fiscal audits. California Code of Regulations Section 6667 specifies the minimum 14 compliance tasks that are to be conducted. The auditor's findings, calculations, and conclusions for each compliance task should be documented in the financial audit or compliance report, along with certification, to meet the statutory requirement. From a review of past ESTA audited financial statements, the reports did not appear to include either certification of compliance or documentation of the compliance tasks. Further, as ESTA expended state Public Transportation Modernization Improvement and Service Enhancement Account (PTMISEA) monies in FY 2009 for vehicle purchases, the fiscal audits should provide verification of the amounts received and expended from the PTMISEA. Sample certifications are provided in the appendix for reference and should appear in each TDA fiscal audit report prepared by the CPA.
4. ESTA participates in the annual CHP inspections for its five vehicle storage locations, and received satisfactory ratings at each of its locations with the exception of one inspection. The Mammoth inspection was given an unsatisfactory rating by the CHP inspector in July 2008 due to violations relating to a requirement to enroll three drivers in the DMV pull notice program. The cause was unintentional, as the driver trainer had submitted old forms to the DMV instead of submitting new computerized forms which delayed the enrollment. According to the operations manager, the issue was cleaned up within a few weeks. A required reinspection by the CHP in October 2008 upgraded the rating to satisfactory as the drivers were enrolled in the pull notice program.

Other findings were made by the CHP during the inspections but were not warranted to be rated unsatisfactory. These findings by the CHP include minor violations of vehicle condition and documentation of daily inspection by drivers. However, for a few of the CHP inspections, including the May 2008 inspection at Lone Pine and the July 2008 inspection at the Bishop facility, many vehicles were behind on their maintenance program checks by either several weeks or by thousands of miles. Subsequent inspections in 2009 and 2010 did not report as severe maintenance schedule issues indicating that ESTA has improved its maintenance scheduling practice. Since ESTA does not have its own vehicle maintenance facility, the agency relies on outside vendors for the service and has to coordinate the servicing of the vehicles.

5. The operating budget did not increase by more than 15 percent on an annual basis, increasing by 4 percent between FY 2008 and FY 2009, and by 8 percent between FY 2009 and FY 2010. Actual year end expenditures showed a decrease in operating cost between FY 2008 and FY 2009 as fuel costs declined between the two fiscal years, as did other expenses such as vehicle maintenance and other services. Between FY 2009 and FY 2010, actual expenditures increased by about the same percentage as budgeted.
6. ESTA continues to utilize rural federal grant funding in addition to other funding sources including TDA for transit operations. As an example, for FY 2010, FTA grants for operations comprised about 14 percent of operating revenues. This is combined with other significant revenue sources such as passenger fares, Town of Mammoth Lakes contract service, and TDA.

Section III

Prior Triennial Performance Recommendations

ESTA's efforts to implement the recommendations made in the prior triennial audit of Inyo Mono Transit ending June 30, 2006 are examined in this section of the report. The Caltrans performance audit guidelines prescribe a review of the status of prior audit recommendations. Although ESTA was formed separately and independent of Inyo Mono Transit, a review was conducted as to the extent and applicability of the prior recommendations on ESTA operations. The review included discussions about the prior recommendations with the ESTA Executive Director. For this purpose, each prior recommendation for the Authority is described as listed in the prior audit, followed by a discussion of efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been implemented by ESTA are then presented.

Prior Recommendation 1

Audit adjustments should be recorded to IMT's accounting records so that balances agree to those reported in the annual audit reports.

Actions taken by ESTA

This recommendation was directed at the accounting records of the previous transit system, which predates ESTA. The annual fiscal audits conducted of ESTA between FYs 2008 and 2010 have not made a similar finding concerning agreement of balances, leading to a general conclusion that ESTA does not have the same issue.

Conclusion

This recommendation is no longer warranted, as it was directed at the records of the previous agency.

Prior Recommendation 2

Vehicle service hours and miles should be calculated without the inclusion of deadhead hours and miles. Deadhead hours and miles should be determined using actual data or reasonable estimates.

Actions taken by ESTA

ESTA executive management recognized this issue early upon administering the system, and made appropriate changes to the operations reports that contain the data. Beginning with FY 2008-09, new spreadsheet files are completed that separate revenue miles and hours, defined as when the vehicle is in revenue service, from total miles and hours, which combine revenue and deadhead service. Deadhead is defined as when the vehicle is not in revenue service including traveling from the storage facility to the first bus stop or to the first pick up. Driver manifests were also changed

to allow the driver to record times and mileage that comply with these definitions. The summary revenue and deadhead service information is based on actual data and completed driver manifests. Revenue service data that is separated from deadhead provides management with improved analyses of service productivity, efficiency and effectiveness.

Conclusion

This recommendation has been implemented.

Prior Recommendation 3

IMT should consider placing on-board surveys on all its vehicles so that passengers will have a convenient way of providing comments about service.

Actions taken by ESTA

ESTA conducts rider surveys as a part of its business operations. The surveys provide demographic and service information about the riders and their satisfaction with various aspects of the service. Public hearings in the service area are also held by ESTA when there are proposals for changes such as service reductions and fare adjustments. The Town of Mammoth Lakes Transportation Department also conducts separate rider surveys for services within the town. These surveys are conducted in the summer and winter seasons and capture similar information including demographic data, reasons for the transit trip, and satisfaction rating of the service.

Other venues that provided opportunity for public input to transit service include the conduct of the ESTA Short Range Transit Plan in 2009, and the unmet transit needs hearings and workshops undertaken by the Inyo and Mono County Local Transportation Commissions.

Conclusion

This recommendation has been implemented.

Prior Recommendation 4

IMT should consider replacing its current dispatch software with one that will provide greater functionality and reporting capabilities.

Actions taken by ESTA

ESTA currently conducts dispatching using manual means. Dispatch staff provide assignments of dial-a-ride pickups and develops schedules of reservations by route in the driver manifest. There is no automated scheduling capability, although ESTA has submitted a successful federal 5310 grant for scheduling software and expects to order software by early 2012. Through the American

Recovery and Reinvestment Act (ARRA), ESTA received preventive maintenance funds to replace aging hardware including computers, network server, radios, phones and other equipment. ESTA also acquired the NextBus system for the CREST and town-to-town services that enables riders to obtain bus arrival information electronically on personal devices.

Management has applied for federal grant funding for dispatch software that could automate functions; however, the request often competes against other pressing needs by applicants for the limited grants such as vehicle replacement. Dispatch software also requires a local match of 20 percent of the cost which adds to the funding challenge. ESTA has indicated a strong desire to upgrade its dispatch and communications network with technology such as automatic vehicle location (AVL) devices to enhance the provision of service.

Conclusion

This recommendation has been partially implemented, and is contingent on funding constraints for full implementation.

Prior Recommendation 5

IMT should consider alternatives to integrate activity based accounting into its current accounting system at the County so that financial revenues and expenses can be accumulated by jurisdiction, routes and grants. Consideration should be given to utilizing departments to accomplish this.

Actions taken by ESTA

ESTA has undertaken this effort in coordination with local jurisdiction staff and reports financial and operating details by jurisdiction. Each jurisdiction is assigned a percentage of each route based on the service locations. For example, Bishop Dial-A-Ride is assigned 40 percent to Inyo County and 60 percent to the Town of Bishop. Operating costs including fuel are allocated by route by jurisdiction in the budgeting effort, while service statistics such as service hours and miles are also spread among the jurisdictions and by route accordingly. The jurisdictions include Inyo County, Town of Bishop, Mono County, Town of Mammoth Lakes, and CREST (for FTA 5311(f) intercity funds). The separation of the data enables each jurisdiction to determine the level of service provided given the allocation of costs. Due in part to the contract between ESTA and Mammoth Lakes for additional service, Mammoth receives the largest proportion of service hours and miles.

Conclusion

This recommendation has been implemented.

Prior Recommendation 6

IMT should consider adopting a capital asset replacement plan and consider requesting a reservation in the Local Transportation Funds of Inyo County and Mono County to fund future capital asset purchases.

Actions taken by ESTA

ESTA's Short Range Transit Plan includes fleet procurements in three distinct categories: fleet replacement - after the vehicle useful life is up; fleet expansion purchases - ESTA owned vehicles based on service plan requirements; and fleet expansion leases - vehicles leased by ESTA, typically for expansion purposes on an interim basis until the procurement process can be completed. The fleet procurement plan provides guidance when vehicles should be obtained and grant funds applied.

ESTA management indicated that the agency does not keep a reserve fund for capital assets as the priority of funding is to apply to operations. Nevertheless, in FY 2009 ESTA received state funds to procure 6 cutaway buses and federal funds for one large intercity bus that required a local match from the LTCs. A grant to the Bishop Paiute Tribe also enabled an additional cutaway bus to be purchased by ESTA.

As a form of reserves, ESTA maintains a line of credit with each of the four members of the JPA. The line of credit is used as working capital and is repaid within a year with interest based on the rate in the Local Agency Investment Fund (LAIF). The line of credit is renewed each year with the local jurisdictions from a high of \$80,000 each in FY 2007-08 to \$25,000 each in FY 2011-12. As shown in ESTA's Statement of Budgeted Revenues and Expenditures, the line of credit is repaid when drawn down.

Conclusion

This recommendation has been implemented.

Prior Recommendation 7

IMT should consider the benefits of having a marketing plan to address the dissemination of system information to the public.

Actions taken by ESTA

As part of the Short Range Transit Plan process in 2009, a marketing plan was developed by the consultant. Among the recommendations in the plan was a series of steps to create a uniform brand and image of the transit system. ESTA has been working to develop a uniform brand for itself by phasing out the older logo that has identified parts of its routes and using one for all

services. ESTA has also used interactive social media such as Facebook and Twitter to promote its service. Despite on-going efforts to market the service, ESTA staff indicated that many in the community do not know about the transit system. While this is not unusual when considering entire populations within a service area, the marketing plan prepared for the SRTP should provide additional ideas to reach out to these population segments.

Conclusion

This recommendation has been implemented.

Section IV

TDA Performance Indicators

This section reviews ESTA operational performance that measures the relative efficiency and effectiveness in providing transit service. TDA requires that at least five specific performance indicators be reported for the transit system, which are contained in the first table. Farebox is not one of the five specific indicators, but is a requirement for continued TDA funding and is also included. A breakdown of service performance by route is also provided using annual route statistics provided by ESTA and shown in the following tables. The more detailed route performance is provided in the appendix. Operating cost by route is not available, therefore only systemwide cost is presented. Findings from the analysis are contained in the section proceeding the table and graphs.

Data for the current audit period was obtained from various sources including audited financial statements, State Controller Reports, ESTA annual reports, monthly reports and internal performance documents.

Operating Costs are defined as the annual cost of running a transit operation exclusive of depreciation, capital expenditures, vehicle lease costs, and direct costs of providing charter service. Operating cost data used for the systemwide performance indicators in the table are derived from annual audited financial statements.

Passenger Counts are based on the total number of one-way unlinked passenger trips provided by ESTA. Passenger counts were obtained from board summary reports produced by ESTA. Ridership is accounted for by type of passenger (adult, senior, disabled, wheelchair, child, and child under 5) and by route.

Vehicle Service Hours are defined as the total annual hours that vehicles operate in revenue service. Travel time to and from storage facilities and other deadhead travel are excluded. Driver manifests completed by drivers verify the separation of revenue and deadhead hours. Vehicle service hours were obtained from the state controller report and board summary reports.

Vehicle Service Miles are defined as the total annual miles that vehicles operate in revenue service. Travel distance to and from storage facilities and other deadhead travel are excluded. Driver manifests completed by drivers verify the separation of revenue and deadhead hours. Vehicle service miles were also obtained from the state controller report and board summary reports.

Employee Hours data was obtained from ESTA through a count of annual total pay hours for ESTA staff. Pay hours by fiscal year are:

FY 2007-08 – 71,998.50 hours

FY 2008-09 – 80,434.10 hours

FY 2009-10 – 82,517.13 hours

TDA requires that employees be reported in terms of full-time equivalents (FTEs). This figure is calculated by dividing total annual employee pay hours by 2,000 hours. FTE data contained in the ESTA State Controller Reports do not follow this definition, and should be adjusted to follow this methodology.

Annual Fare Revenue data was obtained from audited financial statements and board summary reports. Fares include cash, credit card payments for advance sales and discount passes. The table showing annual fare revenue systemwide is audited data while the table showing revenue by route is unaudited, explaining the difference between the two totals.

**Table IV-1
ESTA Systemwide Performance Indicators**

Performance Data and Indicators	Audit Period			% Change FY 2008-2010
	FY 2008 ⁽¹⁾	FY 2009 ⁽²⁾	FY 2010	
Operating Cost (audited)	\$3,135,246	\$2,785,653	\$3,042,738	-3.0%
<i>Annual Change</i>		-11%	9%	
Total Passengers	355,751	397,869	532,124	49.6%
<i>Annual Change</i>		12%	34%	
Vehicle Service Hours	55,221	47,112	50,340	-8.8%
<i>Annual Change</i>		-15%	7%	
Vehicle Service Miles	834,784	775,169	864,728	3.6%
<i>Annual Change</i>		-7%	12%	
Employee FTE's ⁽³⁾	36	40	41	14.6%
<i>Annual Change</i>		12%	3%	
Passenger Fares (audited)	\$351,839	\$483,979	\$816,327	132.0%
<i>Annual Change</i>		38%	69%	
Operating Cost per Passenger	\$8.81	\$7.00	\$5.72	-35.1%
<i>Annual Change</i>		-21%	-18%	
Operating Cost per Vehicle Service Hour	\$56.78	\$59.13	\$60.44	6.5%
<i>Annual Change</i>		4%	2%	
Operating Cost per Vehicle Service Mile	\$3.76	\$3.59	\$3.52	-6.3%
<i>Annual Change</i>		-4%	-2%	
Passengers per Vehicle Service Hour	6.4	8.4	10.6	64.1%
<i>Annual Change</i>		31%	25%	
Passengers per Vehicle Service Mile	0.43	0.51	0.62	44.4%
<i>Annual Change</i>		20%	20%	

Performance Data and Indicators	Audit Period			% Change FY 2008-2010
	FY 2008 ⁽¹⁾	FY 2009 ⁽²⁾	FY 2010	
Vehicle Service Hours per Employee	1,534	1,171	1,220	-20.5%
<i>Annual Change</i>		-24%	4%	
Average Fare per Passenger	\$0.99	\$1.22	\$1.53	55.1%
<i>Annual Change</i>		23%	26%	
Subsidy per Passenger	\$7.82	\$5.79	\$4.18	-46.5%
<i>Annual Change</i>		-26%	-28%	
Fare Recovery Ratio	11.22%	17.37%	26.83%	139.1%
<i>Annual Change</i>		55%	54%	
Consumer Price Index (CPI)- California	3.4%	-0.3%	1.3%	

(1) Vehicle hours and miles in FY 2007-08 include both revenue and deadhead service. ESTA began reporting revenue hours and miles separately from total hours and miles beginning in FY 2008-09. Because only revenue service data is shown for FYs 2008-09 and 2009-10 consistent with TDA definitions, the 3-year trend results are slightly skewed downward.

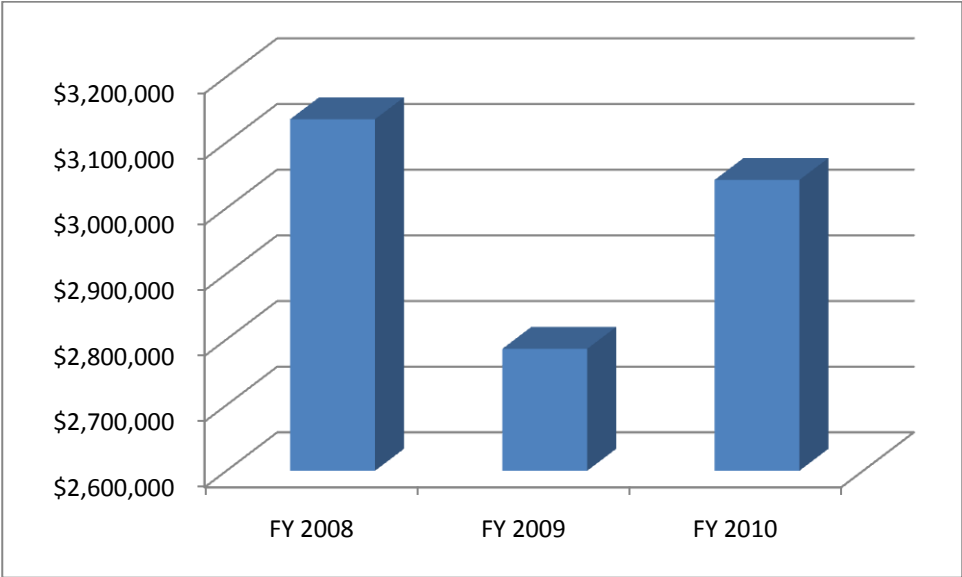
(2) Reds Meadow Shuttle passengers, hours and miles are not included in the FY 2008-09 annual route data provided by ESTA.

(3) Full time equivalent is annual total payroll hours divided by 2,000 hours.

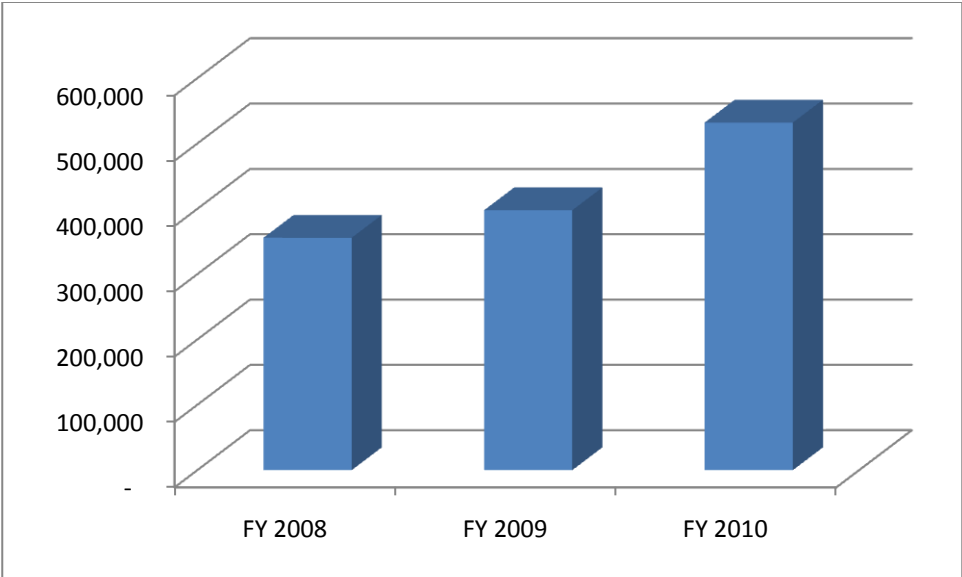
Source: Audited financial reports for cost and fares; and ESTA annual performance data by route for passengers, hours and miles; PMC.

Column graphs on the following pages are used to depict the trends for select systemwide performance indicators (Graphs IV-1 through IV-6).

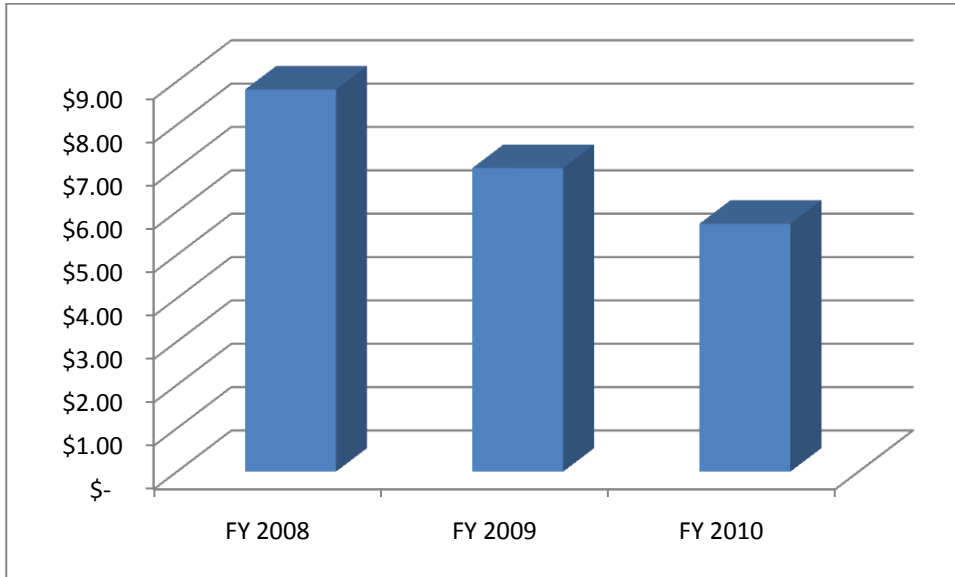
**Graph IV-1
Operating Costs**



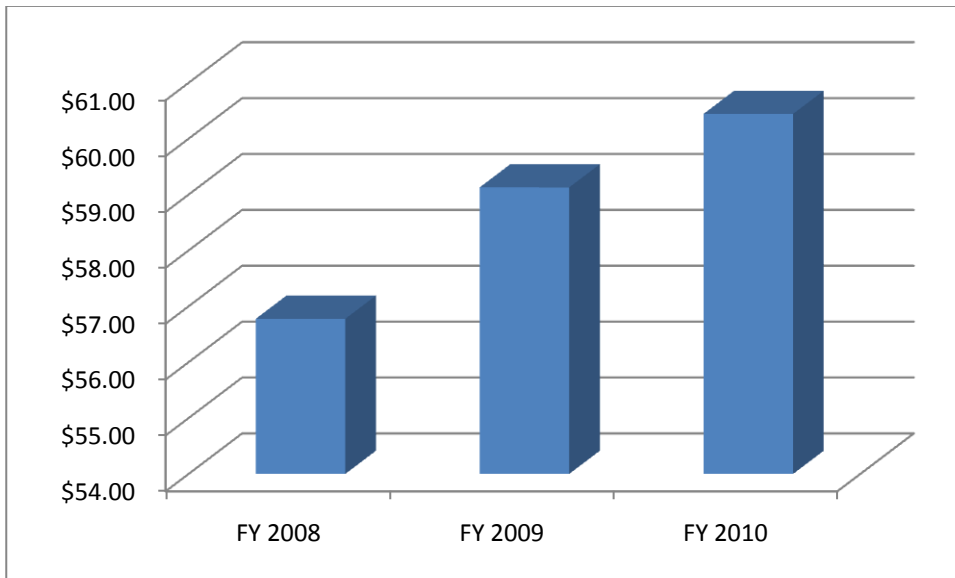
**Graph IV-2
Ridership**



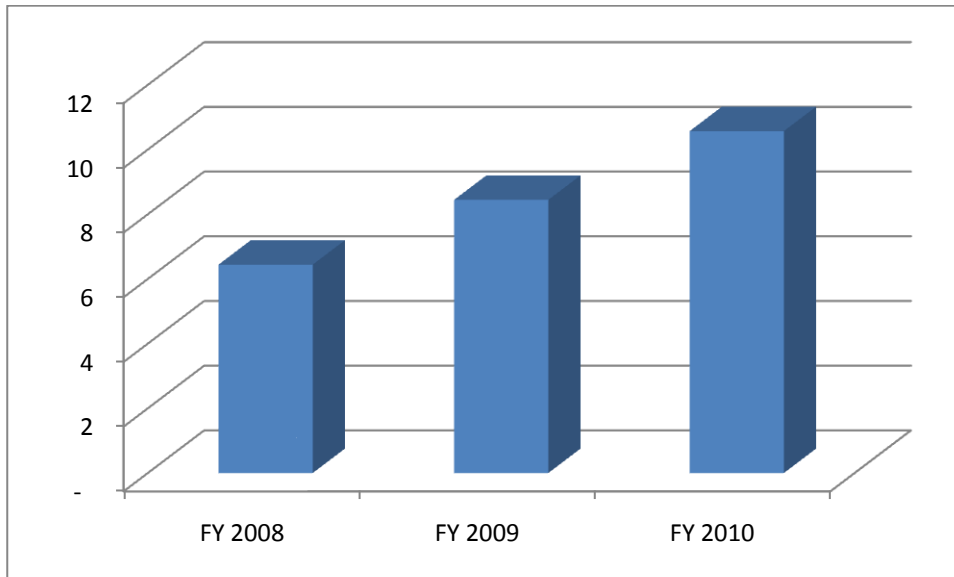
**Graph IV-3
Operating Cost per Passenger**



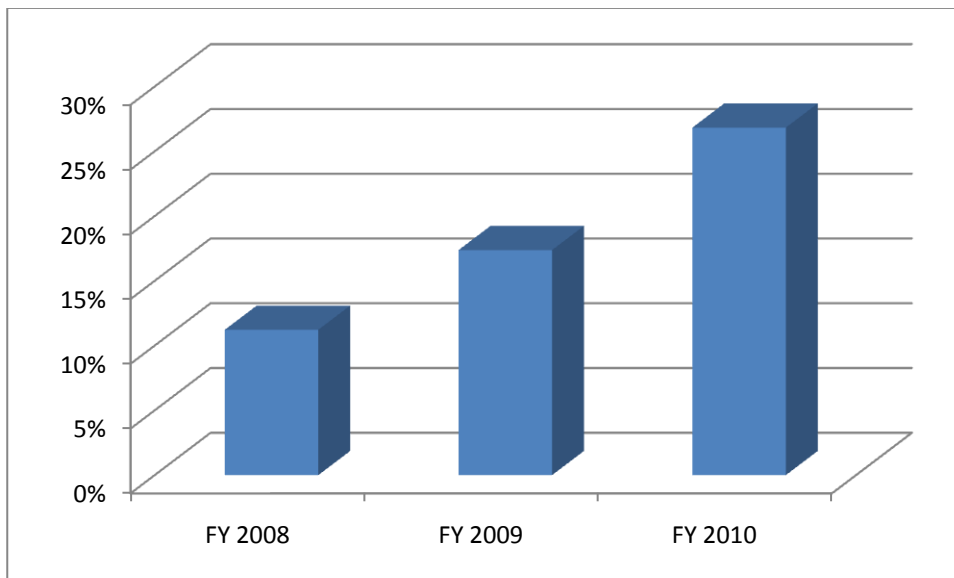
**Graph IV-4
Operating Cost per Vehicle Service Hour**



**Graph IV-5
Passengers per Vehicle Service Hour**



**Graph IV-6
Fare Recovery Ratio**



**Table IV-2
Fare Revenues by Route (Unaudited)**

Route	Fares			% Change FY 2008-2010
	FY 2008	FY 2009	FY 2010	
Mammoth Express	\$27,846	\$36,281	\$34,554	24%
<i>Annual Change</i>		30%	-5%	
Lone Pine to Bishop	\$34,033	\$39,778	\$37,322	10%
<i>Annual Change</i>		17%	-6%	
Olancha/Keeler *	\$114	\$0	\$0	-100%
<i>Annual Change</i>		-100%	0%	
Tecopa	\$629	\$1,497	\$1,019	62%
<i>Annual Change</i>		138%	-32%	
Lone Pine DAR	\$8,345	\$11,423	\$10,104	21%
<i>Annual Change</i>		37%	-12%	
Mountain Express *	\$3,979	\$0	\$0	-100%
<i>Annual Change</i>		-100%	0%	
Bridgeport to Carson	\$5,184	\$7,010	\$7,387	42%
<i>Annual Change</i>		35%	5%	
Walker to Bishop *	\$842	\$0	\$0	-100%
<i>Annual Change</i>		-100%	0%	
Walker DAR	\$3,967	\$6,058	\$4,349	10%
<i>Annual Change</i>		53%	-28%	
Benton to Bishop	\$4,201	\$4,334	\$3,057	-27%
<i>Annual Change</i>		3%	-29%	
Bishop DAR	\$57,848	\$77,073	\$74,324	28%
<i>Annual Change</i>		33%	-4%	
Bishop Local Fixed Route *	\$24,124	\$35,751	\$35,233	46%
<i>Annual Change</i>		48%	-1%	
Mammoth Local Fixed Route ⁽¹⁾	\$2,132	\$13,922	\$0	-100%
<i>Annual Change</i>		553%	-100%	
Mammoth DAR	\$37,453	\$51,391	\$23,695	-37%
<i>Annual Change</i>		37%	-54%	
CREST Intercity	\$124,928	\$147,917	\$135,036	8%
<i>Annual Change</i>		18%	-9%	
June Lake	\$0	\$0	\$25,575	100%
<i>Annual Change</i>		0%	100%	
Reds Meadow ⁽²⁾	\$0	\$0	\$366,883	100%
<i>Annual Change</i>		0%	100%	
Total	\$335,623	\$432,434	\$758,536	126%

Notes: Unaudited fare revenues do not match audited figures.

(1) Includes employee winter shuttle service for FY 2009 which accounts for fare revenues. Local public fixed route is free.

(2) Reds Meadow data not available for FY 2009.

* Routes that have been discontinued.

**Table IV-3
Ridership by Route**

Route	Ridership			% Change FY 2008-2010
	FY 2008	FY 2009	FY 2010	
Mammoth Express	5,474	5,016	5,622	3%
<i>Annual Change</i>		-8%	12%	
Lone Pine to Bishop	11,052	9,540	9,246	-16%
<i>Annual Change</i>		-14%	-3%	
Olancha/Keeler *	52	0	0	-100%
<i>Annual Change</i>		-100%	0%	
Tecopa	188	412	256	36%
<i>Annual Change</i>		119%	-38%	
Lone Pine DAR	6,480	5,198	4,748	-27%
<i>Annual Change</i>		-20%	-9%	
Mountain Express *	662	0	0	-100%
<i>Annual Change</i>		-100%	0%	
Bridgeport to Carson	859	678	745	-13%
<i>Annual Change</i>		-21%	10%	
Walker to Bishop *	163	0	0	-100%
<i>Annual Change</i>		-100%	0%	
Walker DAR	2,265	2,407	1,743	-23%
<i>Annual Change</i>		6%	-28%	
Benton to Bishop	1,531	1,075	677	-56%
<i>Annual Change</i>		-30%	-37%	
Bishop DAR	41,320	39,557	35,931	-13%
<i>Annual Change</i>		-4%	-9%	
Bishop Local Fixed Route *	27,804	26,352	25,993	-7%
<i>Annual Change</i>		-5%	-1%	
Mammoth Local Fixed Route (1)	225,714	277,578	318,843	41%
<i>Annual Change</i>		23%	15%	
Mammoth DAR	26,664	24,434	10,721	-60%
<i>Annual Change</i>		-8%	-56%	
CREST Intercity	5,523	5,622	5,381	-3%
<i>Annual Change</i>		2%	-4%	

Route	Ridership			% Change FY 2008-2010
	FY 2008	FY 2009	FY 2010	
June Lake	0	0	3,143	100%
<i>Annual Change</i>		0%	100%	
Reds Meadow (2)	0	0	109,075	100%
<i>Annual Change</i>		0%	100%	
Total	355,751	397,869	532,124	50%

(1) Includes employee winter shuttle service for FY 2009.

(2) Reds Meadow data not available for FY 2009.

* Routes that have been discontinued.

**Table IV-4
Service Hours by Route**

Route	Revenue Hours			% Change FY 2008-2010
	FY 2008 ⁽¹⁾	FY 2009	FY 2010	
Mammoth Express	1,979	1,224	1,618	-18%
<i>Annual Change</i>		-38%	32%	
Lone Pine to Bishop	2,930	2,267	2,229	-24%
<i>Annual Change</i>		-23%	-2%	
Olancha/Keeler *	202	0	0	-100%
<i>Annual Change</i>		-100%	0%	
Tecopa	143	255	222	55%
<i>Annual Change</i>		78%	-13%	
Lone Pine DAR	2,327	1,849	1,884	-19%
<i>Annual Change</i>		-21%	2%	
Mountain Express *	1,543	0	0	-100%
<i>Annual Change</i>		-100%	0%	
Bridgeport to Carson	840	662	602	-28%
<i>Annual Change</i>		-21%	-9%	
Walker to Bishop *	237	0	0	-100%
<i>Annual Change</i>		-100%	0%	
Walker DAR	1,845	1,561	1,447	-22%
<i>Annual Change</i>		-15%	-7%	
Benton to Bishop	557	683	444	-20%
<i>Annual Change</i>		23%	-35%	
Bishop DAR	12,905	9,904	9,277	-28%
<i>Annual Change</i>		-23%	-6%	
Bishop Local Fixed Route *	6,766	6,452	6,408	-5%
<i>Annual Change</i>		-5%	-1%	

Route	Revenue Hours			% Change FY 2008-2010
	FY 2008 ⁽¹⁾	FY 2009	FY 2010	
Mammoth Local Fixed Route (2)	13,024	13,531	15,144	16%
<i>Annual Change</i>		4%	12%	
Mammoth DAR	6,493	5,636	3,556	-45%
<i>Annual Change</i>		-13%	-37%	
CREST Intercity	3,435	3,085	3,330	-3%
<i>Annual Change</i>		-10%	8%	
June Lake	0	0	351	100%
<i>Annual Change</i>		0%	100%	
Reds Meadow (3)	0	0	3,829	100%
<i>Annual Change</i>		0%	0%	
Total	55,226	47,109	50,340	-9%

(1) Vehicle hours in FY 2007-08 include both revenue and deadhead service. ESTA began reporting revenue hours separately from total hours beginning in FY 2008-09. Because only revenue service data is shown for FYs 2008-09 and 2009-10 consistent with TDA definitions, the 3-year trend results are slightly skewed downward.

(2) Includes employee winter shuttle service for FY 2009.

(3) Reds Meadow data not available for FY 2009.

* Routes that have been discontinued.

**Table IV-5
Service Miles by Route**

Route	Revenue Miles			% Change FY 2008-2010
	FY 2008 ⁽¹⁾	FY 2009	FY 2010	
Mammoth Express	59,997	46,913	72,961	22%
<i>Annual Change</i>		-22%	56%	
Lone Pine to Bishop	98,882	94,318	92,933	-6%
<i>Annual Change</i>		-5%	-1%	
Olancha/Keeler *	6,278	0	0	-100%
<i>Annual Change</i>		-100%	0%	
Tecopa	3,704	7,946	6,716	81%
<i>Annual Change</i>		115%	-15%	
Lone Pine DAR	18,134	14,998	17,462	-4%
<i>Annual Change</i>		-17%	16%	
Mountain Express *	46,085	0	0	-100%
<i>Annual Change</i>		-100%	0%	
Bridgeport to Carson	17,220	14,540	13,393	-22%
<i>Annual Change</i>		-16%	-8%	
Walker to Bishop *	9,452	0	0	-100%
<i>Annual Change</i>		-100%	0%	

Route	Revenue Miles			% Change FY 2008-2010
	FY 2008 ⁽¹⁾	FY 2009	FY 2010	
Walker DAR	15,597	17,286	14,085	-10%
<i>Annual Change</i>		11%	-19%	
Benton to Bishop	12,101	13,188	13,481	11%
<i>Annual Change</i>		9%	2%	
Bishop DAR	147,270	129,277	122,683	-17%
<i>Annual Change</i>		-12%	-5%	
Bishop Local Fixed Route *	88,819	87,248	91,642	3%
<i>Annual Change</i>		-2%	5%	
Mammoth Local Fixed Route (2)	132,947	159,711	184,872	39%
<i>Annual Change</i>		20%	16%	
Mammoth DAR	52,164	52,992	27,645	-47%
<i>Annual Change</i>		2%	-48%	
CREST Intercity	126,134	136,752	146,698	16%
<i>Annual Change</i>		8%	7%	
June Lake	0	0	10,872	100%
<i>Annual Change</i>		0%	100%	
Reds Meadow (3)	0	0	49,285	100%
<i>Annual Change</i>		0%	100%	
Total	834,784	775,169	864,728	4%

(1) Vehicle miles in FY 2007-08 include both revenue and deadhead service. ESTA began reporting revenue miles separately from total miles beginning in FY 2008-09. Because only revenue service data is shown for FYs 2008-09 and 2009-10 consistent with TDA definitions, the 3-year trend results are slightly skewed downward.

(2) Includes employee winter shuttle service for FY 2009.

(3) Reds Meadow data not available for FY 2009.

* Routes that have been discontinued.

**Table IV-6
Average Fare Per Passenger Per Route**

Route	Average Fare Per Passenger			% Change FY 2008-2010
	FY 2008	FY 2009	FY 2010	
Mammoth Express	\$5.09	\$7.23	\$6.15	21%
Lone Pine to Bishop	\$3.08	\$4.17	\$4.04	31%
Olancha/Keeler *	\$2.18	\$0.00	\$0.00	-100%
Tecopa	\$3.34	\$3.63	\$3.98	19%
Lone Pine DAR	\$1.29	\$2.20	\$2.13	65%
Mountain Express *	\$6.01	\$0.00	\$0.00	-100%
Bridgeport to Carson	\$6.04	\$10.34	\$9.91	64%
Walker to Bishop *	\$5.16	\$0.00	\$0.00	-100%

Route	Average Fare Per Passenger			% Change FY 2008-2010
	FY 2008	FY 2009	FY 2010	
Walker DAR	\$1.75	\$2.52	\$2.50	42%
Benton to Bishop	\$2.74	\$4.03	\$4.51	65%
Bishop DAR	\$1.40	\$1.95	\$2.07	48%
Bishop Local Fixed Route *	\$0.87	\$1.36	\$1.36	56%
Mammoth Local Fixed Route	\$0.01	\$0.05	\$0.00	-100%
Mammoth DAR	\$1.40	\$2.10	\$2.21	57%
CREST Intercity	\$22.62	\$26.31	\$25.09	11%
June Lake	\$0.00	\$0.00	\$8.14	100%
Reds Meadow	\$0.00	\$0.00	\$3.36	100%

* Routes that have been discontinued.

**Table IV-7
Fare Revenue Per Mile**

Route	Fare Revenue Per Mile			% Change FY 2008-2010
	FY 2008	FY 2009	FY 2010	
Mammoth Express	\$0.46	\$0.77	\$0.47	2%
Lone Pine to Bishop	\$0.34	\$0.42	\$0.40	17%
Olancho/Keeler *	\$0.02	\$0.00	\$0.00	-100%
Tecopa	\$0.17	\$0.19	\$0.15	-11%
Lone Pine DAR	\$0.46	\$0.76	\$0.58	26%
Mountain Express *	\$0.09	\$0.00	\$0.00	-100%
Bridgeport to Carson	\$0.30	\$0.48	\$0.55	83%
Walker to Bishop *	\$0.09	\$0.00	\$0.00	-100%
Walker DAR	\$0.25	\$0.35	\$0.31	21%
Benton to Bishop	\$0.35	\$0.33	\$0.23	-35%
Bishop DAR	\$0.39	\$0.60	\$0.61	54%
Bishop Local Fixed Route *	\$0.27	\$0.41	\$0.38	42%
Mammoth Local Fixed Route	\$0.02	\$0.09	\$0.00	-100%
Mammoth DAR	\$0.72	\$0.97	\$0.86	19%
CREST Intercity	\$0.99	\$1.08	\$0.92	-7%
June Lake	\$0.00	\$0.00	\$2.35	100%
Reds Meadow	\$0.00	\$0.00	\$7.44	100%

* Routes that have been discontinued.

**Table IV-8
Passengers Per Hour Per Route**

Route	Passengers Per Hour			% Change FY 2008-2010
	FY 2008 ⁽¹⁾	FY 2009	FY 2010	
Mammoth Express	2.8	4.1	3.5	26%
Lone Pine to Bishop	3.8	4.2	4.1	10%
Olancha/Keeler *	0.3	0.0	0.0	-100%
Tecopa	1.3	1.6	1.2	-12%
Lone Pine DAR	2.8	2.8	2.5	-10%
Mountain Express *	0.4	0.0	0.0	-100%
Bridgeport to Carson	1.0	1.0	1.2	21%
Walker to Bishop *	0.7	0.0	0.0	-100%
Walker DAR	1.2	1.5	1.2	-2%
Benton to Bishop	2.7	1.6	1.5	-45%
Bishop DAR	3.2	4.0	3.9	21%
Bishop Local Fixed Route *	4.1	4.1	4.1	-1%
Mammoth Local Fixed Route	17.3	20.5	21.1	21%
Mammoth DAR	4.1	4.3	3.0	-27%
CREST Intercity	1.6	1.8	1.6	1%
June Lake	0.0	0.0	9.0	100%
Reds Meadow	0.0	0.0	28.5	100%

(1) Vehicle hours in FY 2007-08 include both revenue and deadhead service. ESTA began reporting revenue hours separately from total hours beginning in FY 2008-09. Because only revenue service data is shown for FYs 2008-09 and 2009-10 consistent with TDA definitions, the 3-year trend results are slightly skewed downward.

* Routes that have been discontinued.

**Table IV-9
Passengers Per Mile Per Route**

Route	Passengers Per Mile			% Change FY 2008-2010
	FY 2008	FY 2009	FY 2010	
Mammoth Express	0.09	0.11	0.08	-16%
Lone Pine to Bishop	0.11	0.10	0.10	-11%
Olancha/Keeler *	0.01	0.00	0.00	-100%
Tecopa	0.05	0.05	0.04	-25%
Lone Pine DAR	0.36	0.35	0.27	-24%
Mountain Express *	0.01	0.00	0.00	-100%
Bridgeport to Carson	0.05	0.05	0.06	12%
Walker to Bishop *	0.02	0.00	0.00	-100%

Route	Passengers Per Mile			% Change FY 2008-2010
	FY 2008	FY 2009	FY 2010	
Walker DAR	0.15	0.14	0.12	-15%
Benton to Bishop	0.13	0.08	0.05	-60%
Bishop DAR	0.28	0.31	0.29	4%
Bishop Local Fixed Route *	0.31	0.30	0.28	-9%
Mammoth Local Fixed Route	1.70	1.74	1.72	2%
Mammoth DAR	0.51	0.46	0.39	-24%
CREST Intercity	0.04	0.04	0.04	-16%
June Lake	0.00	0.00	0.29	100%
Reds Meadow	0.00	0.00	2.21	100%

(1) Vehicle miles in FY 2007-08 include both revenue and deadhead service. ESTA began reporting revenue miles separately from total miles beginning in FY 2008-09. Because only revenue service data is shown for FYs 2008-09 and 2009-10 consistent with TDA definitions, the 3-year trend results are slightly skewed downward.

* Routes that have been discontinued.

Findings from Verification of TDA Performance Indicators

1. **Operating cost per vehicle service hour**, an indicator of cost efficiency, increased 6.5 percent systemwide from \$56.78 in FY 2008 to \$60.44 in FY 2010 as derived from audited financial data. This growth rate only slightly exceeds the rate of inflation over the three-year period which remained historically low. Overall operating costs decreased by 3 percent during the triennial period, with overall operating hours exhibiting a greater decrease of almost 9 percent. This results in slight growth in the cost per hour trend. Several large cost units such as salaries and fuel moved in tangent with the overall cost trend by decreasing between FYs 2008 and 2009 before increasing in FY 2010. However, vehicle maintenance cost and professional services cost declined each year. Relative to the low rate of inflation, this performance indicator shows ESTA has been relatively cost efficient in relation to the level of service.
2. **Operating cost per passenger**, an indicator of cost effectiveness, decreased by 35 percent systemwide from \$8.81 in FY 2008 to \$5.72 in FY 2010. As operating costs decreased, ridership increased by close to 50 percent which forms a positive trend for this performance indicator. Most of the ridership growth in the past year occurred on the local Mammoth fixed routes as well as the Reds Meadow Shuttle. In addition, CREST South increased ridership as the service was extended from Ridgecrest to Lancaster in 2009 to enable connections onto Metrolink commuter rail to southern California. The additional service in Mammoth enabled through the Town's revenue contribution provides the ability to offer daily and convenient service to both residents and visitors.
3. **Passengers per vehicle service hour**, which measures the effectiveness of the service delivered, increased by 64 percent systemwide during the triennial period, going from 6.4

passengers per hour to 10.6 passengers per hour. For a rural service, the rate of growth is significant. The combined strategy to increase hours on local Mammoth bus service plus the transition of dial-a-ride passengers onto fixed route helped to increase ridership. Also, the Reds Meadow Shuttle contracted to ESTA by the U.S. Forest Service significantly increased ridership, as the service is mandatory for access to the popular Devils Postpile and Reds Meadow. These increases helped to offset ridership and service hour declines with most other ESTA transit routes.

4. **Passengers per vehicle service mile**, another indicator of service effectiveness, increased 44 percent systemwide from 0.43 in FY 2008 to 0.62 in FY 2010. This correlates with the passenger per hour indicator showing the effects from ridership growth relative to the levels of service. As vehicle service miles remained flat, systemwide ridership increased on a net basis.
5. **Vehicle service hours per employee**, which provides a general measure of labor productivity, decreased 20 percent during the audit period, from 1,534 hours in FY 2008 to 1,220 hours in FY 2010. The nearly 15 percent growth in full time equivalent employees over the past three years exceeds the rate of change in service hours, which declined by 9 percent during the same time period. Seasonal part time workers hired during peak seasons fluctuate based on the level of services provided for that period. Administrative and management staff operate under lean staffing levels for a service the size of ESTA.
6. **Farebox recovery** has remained well above the TDA requirement of 10 percent, averaging above 18 percent the last three years. The growth in fare revenues is attributed in part to fare increases in 2008 but in larger part to the recent collection of fares for the Reds Meadow Shuttle. As a mandatory service for access to Reds Meadow, visitors onto forest service land ride the shuttle and pay the fare, which, at current rates of \$7 per adult and \$4 per child combined with 20-minute peak headway service for a good portion of the daily operating schedule, raises close to half of ESTA's annual fare revenues. This infusion of new fare revenues from the relatively new contracted service boosts the system's overall farebox recovery compliance. ESTA, however, recognizes patterns of declining ridership through the end of the audit period on routes outside of local Mammoth Lakes services and is acting upon this trend and funding constraints by proposing further fare increases and adjustments to the transit schedules.

Data Consistency

In a review of data consistency among data sources, fiscal year-end operations performance data was compared between the annual State Controller Report, annual financial statements, and internal year end summaries. Performance data reviewed include operating costs, fare revenue, ridership, vehicle revenue service hours, and vehicle revenue service miles. State Controller Report information that is submitted to the Controller's Office is used to publish a statewide annual transit operators transactions report and enables a comparison of ESTA transit performance against equivalent information provided by all other public transit systems in the state. Incomplete or inaccurate data provided to the State Controller does not provide a fair assessment of actual performance compared to other transit systems and the actual use of TDA revenues.

Among the data sources reviewed for consistency, a number of differences were found. State Controller Reports of ESTA operations are generally prepared and submitted using unaudited data compared to the audited financial statements prepared for the fiscal audit. This often explains the difference in financial data between the two reports. However, an area of the State Controller Report that requires on-going improvement is the completion of the supplement operations data sections. The supplemental data section requires a breakdown of operations data by mode (motor bus versus demand response). A review of the State Controller Reports that were submitted to the State by ESTA shows improvement over the years, but still needs further adjustments. For example, the number of full time equivalents should be reported based on employee payroll hours and divided by 2,000 hours to arrive at a more consistent figure, as opposed to headcount.

Also, there should be consistency between ridership, revenue service hours and miles in the State Controllers Report and the agency's internal annual summaries. For example, the FY 2010 Controller Report shows total passengers of 418,436, revenue hours of 47,915, and revenue miles of 794,338. On the other hand, the internal summaries show total passengers of 532,124, revenue hours of 50,340, and revenue miles of 864,728. A final review of the State Controller Report should be conducted by ESTA management prior to submission to the State to better assure consistency of the data.

Section V

Review of JPA Formation Documents

As part of the project scope for this audit, a special analysis is provided that goes beyond the standard Caltrans Performance Audit Guidelines. In the evaluation of the relatively new JPA, a comparison is provided between the operation of the Eastern Sierra Transit Authority with the duties and powers set forth in the Transit Authority Joint Powers Agreement. The JPA formation documents creating the agency help to define the role of ESTA in service delivery, service planning, reporting, funding, and administration.

We reviewed the agency's formation documents in which the JPA includes language specifying the duties and responsibilities that are granted by the member local jurisdictions. Article provisions specify the powers and duties of the agency, management, and funding role. These provisions were discussed with the ESTA Executive Director during the interviews, along with supporting documentation to compare against actual operating activities.

A table matrix was developed that presents the comparison of operations against the JPA document. Findings from the comparison are highlighted following the matrix.

Table V-1
Comparison of JPA Document and ESTA Operations

	JPA Document	Status of ESTA Operations
	Article II: Powers and Duties of Executive Director	
1	To lead and coordinate the transit system of the Authority and to be responsible to the Board of Directors for proper administration of all affairs of the Authority.	Compliance. Executive Director performs this function agencywide.
2	To appoint, assign, direct, supervise, and, subject to the personnel rules adopted by the Board of Directors, discipline or remove Authority employees.	Compliance. Executive Director performs this function agencywide, including being the Authority's designated representative for negotiations with represented groups. Operations Manager has prime responsibility for drivers and dispatchers. There are separate labor MOU's for operations personnel and the management team.

	JPA Document	Status of ESTA Operations
3	To supervise and direct the preparation of the annual operating and capital improvement budgets for the Board of Directors and be responsible for their administration after adoption by the Board of Directors.	Compliance. The budget is guided by ESTA budget policies. Budget units are detailed and tracked monthly. Statements of Budgeted Revenues and Expenditures provide several updates of the budget, including adjusted budget, monthly activity, actual year-to-date, actual year-to-date compared to budget, and budget variance.
4	To formulate and present to the Board of Directors plans for transit facilities and/or services within the Authority and the means to finance them.	Compliance. A bi-annual service review is conducted in March and September. Route descriptions are provided for the next six month period that are approved by the ESTA board. Plans for transit facilities have been presented to the board.
5	To supervise the planning, acquisition, construction, maintenance, and operation of the transit facilities and/or services of the Authority.	Not yet undertaken. Staff recently presented information to the board regarding a property in Bishop that may be available and that could possibly be developed into a transit operations and maintenance base. In addition, the Mammoth Lakes transit facility project will be initiated soon.
6	To attend all meetings of the Board of Directors and act as secretary of the Board. To cause to be kept minutes of all meetings of the Board of Directors and to cause a copy of the minutes to be forwarded to each member of the Board of Directors and to the member entities, prior to the next regular meeting of the Board of Directors.	Compliance. The ESTA Administrative Assistant/Board Clerk maintains minutes of board meetings.
7	To establish and maintain fare collection and deposit services.	Compliance. Farebox revenues are locked in a drop box at the ESTA administrative office in Bishop. Separate personnel handle the counting and deposit of the revenues. Three times a week a part time account clerk counts the fares in the room and within the presence of the Program Coordinator, and checks against driver manifests. Once a week, a contracted bookkeeper conducts independent review of the revenues.
8	To organize and operate an ongoing transit marketing program, including free-ride events and other special promotions selected by the Board of Directors.	Compliance. Sample of transit marketing events include the annual Stuff-A-Bus Food Drive to support the Salvation Army food pantry. The event has occurred for the past four years. Mule Shuttles are operated during Mule Days

	JPA Document	Status of ESTA Operations
		Celebration in Bishop. ESTA also works with Mammoth Mountain Ski Area and the Town for the Wounded Warriors Project at Mammoth Mountain. Discounted fare promotions for select routes for 90-days have also been implemented.
9	To execute transfers within major budget units, in concurrence with the Treasurer Auditor-Controller of the Authority, as long as the total expenditures of each major budget unit remain unchanged.	Compliance. As allowed under the budget policy. As stated in the ESTA financial audit, the Executive Director has authority to transfer funds between line items, not to exceed \$5,000 or 20% for any one line item with the limits of the overall budget. Budget amendments in excess of \$5,000 or 20% of a line item requires Board approval.
10	To purchase or lease items, fixed assets, or services within the levels authorized in the Bylaws.	Compliance, although no bylaws established. ESTA adopted a purchasing policy to establish an efficient procedure for the purchase of equipment, vehicles, furnishings, supplies, materials, and services. ESTA also leases buildings and office facilities under non-cancelable operating leases. According to the fiscal audit, total cost for such leases was \$76,299 for the year ended June 30, 2010.
11	To lease buses, vans, and other transit vehicles on an "as needed" basis from public or private organizations when deemed necessary to assure continued reliability of service.	Compliance. ESTA leases 12 larger transit buses seasonally from Mammoth Mountain Ski Area for use on the Reds Meadow Shuttle.
12	To perform other such duties as the Board of Directors may require in carrying out the policies and directives of the Board of Directors.	As warranted.
13	The Executive Director shall be responsible to arrange for secondary support services including legal counsel, general services, office space, fueling services, parking, utilities, administrative support, communications, clerk of the board, payroll and other support services.	Support services are in place to assist in the operations of ESTA. The Executive Director negotiates for support services.

	JPA Document	Status of ESTA Operations
	Article III: Authority Powers	
1	To make and enter into contracts and expend funds, providing for transportation services to the public, including special transportation dependent groups, such as the elderly and handicapped, as well as other governmental entities, such as the U.S. Government.	Compliance. Examples include contracts with the U.S. Forest Service for the Reds Meadow Shuttle, the Mammoth Mountain Ski Area for winter service, and the Town of Mammoth Lakes for extended transit services. ESTA also has transfer agreements with the South Tahoe Area Transit Authority (BlueGo transit) in Lake Tahoe.
2	To supervise and oversee the performance of transportation service contracts.	Compliance. ESTA implements transportation service contracts including with the Town of Mammoth Lakes for additional fixed route service, and with the U.S. Forest Service for the Reds Meadow Shuttle. In the near future, the Mammoth Mountain Ski Area will contract with ESTA to have the Authority operate the resort's bus service within the town.
3	To provide all service necessary to operate a transportation system.	Compliance
4	To acquire, construct, manage, maintain or operate any facilities or improvements.	Not yet undertaken. The Mammoth Lakes transit facility project will be initiated soon.
5	To acquire, hold and dispose of property.	Compliance. Per the ESTA purchasing policy and federal and state regulations.
6	To incur debts, liabilities or obligations, which do not constitute a debt, liability, or obligation of their member entities.	Compliance. The member entities extend a line of credit to ESTA which is renewed on an annual basis by the local jurisdictions. Lines of credits drawn by ESTA have been repaid with interest.
7	To employ personnel.	Compliance. ESTA personnel are comprised of management and administrative staff, drivers and dispatchers.
8	To sue and be sued in its own name.	As necessary
9	To invest in accordance with the provisions of Section 6509.5 of the Act, money in the treasury of the Authority that is not required for immediate necessities of the Authority.	Compliance. As stated in the ESTA financial audit, investments consist of funds deposited in the Local Agency Investment Fund (LAIF) which is a pooled money investment account held with the State of California. Deposits into the LAIF were under the Town of Mammoth Lakes financial service arrangement with ESTA. Since March 2011, these funds have been invested by the Inyo County Treasurer's Office. Such investments are within the State Statutes and the Authority's investment policy.

	JPA Document	Status of ESTA Operations
10	To apply for, accept and utilize funds from any source for public transit purposes, including Transportation Development Act Funds, State Transit Assistance Funds, and Section 5310 and Section 5311 funds available through the Federal Transit Administration.	Compliance. ESTA uses funding from local, state and federal sources, including Local Transportation Fund, State Transit Assistance, State Proposition 1B (PTMISEA), State Transportation Improvement Program (STIP), and FTA Sections 5310, 5311 (including 5311 apportionment, 5311(f) and ARRA) and 5316 Jobs Access and Reverse Commute (JARC).
11	To raise revenue, including the establishment of transportation fares, for transit services.	Compliance. Fares are set by ESTA for transit services. Other revenues raised include interest income, gain on sale of capital assets, and rental income.
12	To incur short term indebtedness.	As necessary. ESTA has drawn from a line of credit provided and renewed annually by the member jurisdictions. The agency has made full repayment with interest.
13	To own, lease, operate and maintain transportation vehicles and other property or equipment, which is necessary or reasonable to carry out the purpose of this agreement.	Compliance. ESTA owns, operates and maintains a fleet of vehicles. ESTA also operates vehicles owned by the Town of Mammoth Lakes. The agency leases 12 larger transit buses from MMSA, although a grant awarded to ESTA/Forest Service for new vehicles will replace the lease. ESTA's small fleet of vanpool vehicles are leased to eligible vanpool participants (one of three vehicles is being used).
14	All other powers that are necessary and proper for the Authority in order to provide public transportation service.	As warranted.
15	Provide service to locations outside the jurisdiction and boundaries of any of the member jurisdictions.	ESTA serves communities and areas outside the boundaries of the member jurisdictions for the CREST routes, including in the State of Nevada (Gardnerville, Carson City, and Reno) and southern California (Mojave and Lancaster).
	Article III: Authority Duties	
1	On or before April 1 of each year, it shall cause to be prepared and submitted to the Board of Directors and each of the member entities a proposed budget for the upcoming fiscal year.	ESTA management indicated that April 1 is too early to prepare a budget for submission to the Board of Directors, as the expected revenue picture is not clear enough at this time. Staff indicated a need to modify the language to a later date for preparation and submission of the budget.

	JPA Document	Status of ESTA Operations
2	The Governing Board of each member entity shall designate the Authority as its nonexclusive agent to prepare and submit claims for funds to the Mono County Local Transportation Commission (MCLTC) and/or the Inyo County Local Transportation Commission (ICLTC) in accordance with the Transportation Development Act and its regulation, to receive such funds, and to provide and/or negotiate, prepare contracts, and contract for transportation service.	Compliance. ESTA receives TDA funds from both Mono and Inyo counties. Separate allocations from each LTC are made. In Mono County, the LTC passes an annual resolution allocating local transportation funds (LTF). Funds for transit system operations are apportioned to Mono County and the Town of Mammoth Lakes, which then pass through to ESTA. ESTA is not a direct claimant of the funds in Mono County. In Inyo County, claimants such as ESTA submit a direct request for allocation of TDA funds to the Inyo LTC using a claim form. A resolution is then passed by the Inyo LTC for direct allocation to ESTA. Although there are slight process differences between the two LTCs in how ESTA receives TDA funds for transit operations, ESTA complies with the rules and regulations adopted by each LTC.
3	The Authority will prepare and submit to the member entities quarterly reports concerning the provision of services by the contracting parties.	Compliance. The ESTA Transit Analyst prepares a quarterly operating statistics report for the past quarter including comparisons to the prior year's performance. The report includes analysis of performance measures by route such as ridership by type, fares, service hours and miles. Comparisons to passengers per hour targets in the Short Range Transit Plan are also made by route.
4	The Authority shall provide transit services and shall, on or about April 1 of each year, provide a qualitative and quantitative evaluation of the services to the member entities.	Compliance. On a monthly basis, ESTA prepares a performance report that is more detailed than the quarterly report. The monthly report includes similar data such as ridership, fare revenue, and hours and miles statistics, and comparisons to the prior years. In addition, the monthly report describes other operational information systemwide such as complaints, accidents/incidents, missed runs, roadcalls, and Bishop Area Dial-A-Ride Wait Times.

	JPA Document	Status of ESTA Operations
5	Within 90 days after the close of the fiscal year, the Authority shall prepare and submit an annual report of its operation to the member entities.	Compliance. ESTA staff prepare an annual summary report highlighting the events and activities of the transit system. The annual summary report is prepared and formatted as a public information piece. Within the report are the Executive Director's Message, ESTA Passenger Spotlight, ESTA Employee Spotlight, Overview of the Authority, listing of Board of Directors, Statement of Revenues and Expenditures, and select Operating Statistics.
	Article IV: Funding	
1	The Governing Board of each member entity shall designate the Authority as its nonexclusive agent for purposes of applying for and receiving Transportation Development Act Funds to be used solely for the purposes of funding the administrative, operating and capital costs to be incurred by the Authority under the provisions of the Transportation Development Act statutes and applicable California Code of Regulations.	Compliance. See <i>Authority Duties</i> , Number 2 above.
2	The Authority Executive Director is hereby authorized to prepare, submit and execute grant applications for the use of FTA operating, planning, and capital funds, as well as other state and federal funds which may become available.	Compliance. The Executive Director prepares state and federal transit grant applications that result in several funding sources, including FTA 5310 and 5311(f). Applications are submitted directly to Caltrans with certifications provided by the LTC's. ESTA also submits a project list to the LTC's for funding through the state Public Transportation Modernization Improvement and Service Enhancement Account (PTMISEA).

Summary

The comparison shows that ESTA has been fulfilling its duties and responsibilities contained in the JPA. Being a relatively new transit authority, ESTA staff provide the administrative and operational manpower to serve an independent entity in the provision of public transportation in Mono and Inyo Counties and locations beyond. From engaging in partnerships that result in improved and expanded service, to obtaining funding and planning for current and future services while being accountable, the agency is complying with the duties and responsibilities that are granted by the member local jurisdictions. Also, ESTA has adopted written policies such as for budgeting, service planning, purchasing and use of public resources that help guide its activities and decision making.

Section VI

Review of Operator Functions

This section provides an in-depth review of various functions within ESTA. The review highlights activities and operational practices that impact performance during the audit period, and are based on interviews, data analysis and observations. The following departments and functions were reviewed consistent with the Caltrans audit guidelines:

- Operations
- Maintenance
- Planning
- Marketing
- General Administration and Management (including grants management)

Operations

The past three year period, marked by the commencement of ESTA, brought a number of operational service adjustments and improvements to an existing public transit system. Core transit services have remained largely in tact, including intercity and town-to-town services along Highway 395, rural transportation, and local service in the Town of Mammoth Lakes and in the City of Bishop. Over time, ESTA has implemented changes that have generally improved the performance of the system while addressing continued challenges with funding. Some changes, including an increase in productive services, have resulted in part from new grant funded projects that were obtained through ESTA's partnership with its local jurisdiction members and other government allies.

Among the grant projects are buses obtained by Mammoth Lakes that are used for expanded local trolley service, and buses awarded to ESTA in partnership with the U.S. Forest Service for use on the Reds Meadow Shuttle and subsequently for Mammoth Mountain Ski Area (MMSA) service. The Local Transportation Commissions and ESTA have also worked to program and procure additional bus purchases through State transportation programs.

As the Reds Meadow shuttle buses can be used year round per the allowance by the FTA and the Forest Service, an additional partnering opportunity is presented for a comprehensive year round transit program for Mammoth Lakes. ESTA, MMSA, the Town and the Forest Service are developing a draft MOU that would include for ESTA to operate MMSA's winter transit service and using the Reds Meadow shuttle buses during the winter schedule. Alternatively, without the allowance, these buses would sit idle when not used for the summer Reds Meadow Shuttle. The new contract would enable MMSA flexibility in use of resources for its transit program while also enabling ESTA the ability to further spread its cost of providing local Mammoth service among a larger transit base. This arrangement can possibly lead to greater cost efficiencies which then

benefit the Town of Mammoth Lakes through its own contract with ESTA for expanded local service.

The increased availability of vehicles, coupled with non-traditional local funding sources provided through Mammoth Lakes, have resulted in new Mammoth service that goes beyond the service level that ESTA could provide through the Transportation Development Act. Seasonal and year round transit is offered at peak frequencies that reflect services that could be found in areas with larger populations. New bus signage design improvements funded by the Town and the MMSA have complemented the visibility of the system.

Furthering the ability to leverage service efficiencies is the plan for Mammoth Lakes to lease a transit facility to ESTA on town owned property in the industrial section on Commerce Drive. The transit facility measures approximately 10,000 square feet and would house transit vehicles that operate in Mammoth including the Town owned fleet, ESTA owned vehicles, and the Reds Meadow shuttle buses. ESTA submitted a TIGER II grant to the Federal Transit Administration to enhance and expand the transit facility. These are examples of the partnerships involving ESTA to create efficiencies in public transportation. The emphasis on public transit in Mammoth Lakes is also driven by the Town's General Plan that calls for alternative transportation means.

Communications between riders and vehicles operating on longer distance routes such as CREST and town-to-town services is enhanced through ESTA's investment in NextBus technology. The technology enables riders to obtain bus arrival information electronically on personal devices. Radio communication is used between the Operations Supervisor and drivers. Future plans contingent on available funding are for installation of automated vehicle locators that continuously track each vehicle and are viewed on a computer screen at ESTA offices. The technology also enhances the performance of on-time checks. In addition, there are no cameras on the vehicles which are a low priority amenity for ESTA.

Local Bishop service transitioned from the provision of fixed route and dial-a-ride to only dial-a-ride as a means to increase efficiencies. To accommodate this transition while offering the convenience of fixed route and the personal service of dial-a-ride, ESTA offers "check point" service whereby passengers can look for check point signs at designated locations where the dial-a-ride bus will stop at the departure time. Passengers will then be taken to their desired location within the service area. Check Point Dial-A-Ride also offers a \$1.00 discount off of regular dial-a-ride fares. Check point designations include Vons/Kmart, Paiute Palace Casino, Josephs Market, Dwayne's, Post Office, and Northern Inyo Hospital. As a result of this change in September 2010, productivity has improved with less resources (service hours and miles) being used.

As discussed in the previous chapter, fare revenues are deposited in a locked drop box inside ESTA's administrative facility and adjacent to the Executive Director's office. Drivers who end their shifts back in Bishop drop off the fare pouches directly. However, for some of the more remote services that do not start or end in Bishop, such as Walker Dial-A-Ride and Tecopa-Pahrump service, ESTA employs unique methods to collect the fares generated from these services. For the Walker service, the driver meets with the returning CREST bus from Reno and transfers the fares for travel back to Bishop. For the Tecopa service, in which there is no

connecting bus back to Bishop, the driver sends a money order of the fare revenue amount to the ESTA administrative office. In both instances, the account clerk matches the driver manifest to the revenues delivered to verify that the money collected is consistent with the passengers.

ADA Policy

Passenger certification under the Americans with Disabilities Act (ADA) for after hours service on Mammoth Dial-A-Ride is coordinated by the Board Clerk/Administrative Assistant. An interview is conducted by either the Executive Director or Operations Supervisor. ESTA has in place an ADA Paratransit Policy that describes the process and conditions for receiving certification and service. The agency utilizes a self-certification process with professional verification. The applicant completes a four-page application form that requests basic transportation information including questions about the applicant's ability to use accessible fixed-route transit. The form requests that the applicant provide the name of a licensed professional who can attest to the validity of the information.

Applicants who are determined eligible for ADA complementary paratransit service are assigned an eligibility category. The eligibility category is consistent with the applicant's ability to use the regular fixed-route service. These categories are Unconditional, Conditional, Trip-by-Trip, and Temporary. Included in the ADA policy is a no-show and late cancellation policy aimed at preventing abuse of the system that adversely affects performance. Specific actions by ESTA are enforced based on how many no shows/late cancellations occur within a 90-day period. The database of verified ADA applicants is very small, totaling fewer than 10. As such, only a few ADA requested trips are made at night for Mammoth Dial-A-Ride in which a driver is assigned to provide the trip.

Consolidated Transportation Services Agency

ESTA is the designated Consolidated Transportation Services Agency (CTSA) for both Mono and Inyo Counties. CTSA's are designated by county transportation commissions (CTCs), local transportation commissions (LTCs), regional transportation planning agencies (RTPAs), or metropolitan planning agencies (MPOs) under auspices of the Social Services Transportation Improvement Act to achieve the intended transportation coordination goals of that Act. It was enacted to promote the consolidation and/or coordination of social service transportation services. As the designated CTSA, ESTA is allocated Local Transportation Funds by each LTC during the annual TDA allocation process that is separate from allocations for public transit. The amount of funding for CTSA purposes is a maximum of five percent of remaining LTF and following the allocation procedures prescribed in law.

In this capacity, ESTA provides services that benefit surrounding social service entities. These services include joint safety training and wheelchair lift maintenance, coordination with health and human service organizations, as well as Spanish language assistance for mobility management. ESTA staff indicated that more effort is needed to understand the needs of social service agencies and what transportation services are being provided to increase the effectiveness of the CTSA. There is also a need to better understand the array of services that could be offered

under the umbrella of a CTSA. The *Inyo-Mono Counties Coordinated Public Transit-Human Services Transportation Plan* prepared by Caltrans in October 2008 provides a level of information about local social service transportation that could be of benefit for the CTSA. Staff has attended meetings with Caltrans on such issues.

Operations Workforce

Through the MOU agreement with the driver's union, work shifts are based on seniority. A questionnaire is issued every six months that request driver shifts. Drivers are assigned their routes based on ability and desire. Some routes require different skill sets than others, such as the CREST routes which travel very long distances over one day with a short layover in between the roundtrips. Drivers for the local Bishop and Mammoth services tend to stay within their service areas and do not interchange due to the different transit services offered as well as the differences between the communities. In this manner, customer service is enhanced by the local knowledge and familiarity of the clientele by the drivers. ESTA recognizes employee contributions through the presentation of a plaque and recognition at an ESTA board meeting on a quarterly basis.

Drivers receive the required on-going training as a condition of maintaining their certification. Certifications for all drivers include the Class A or B license with passenger endorsement, and Verification of Transit Training (VTT). For dial-a-ride, drivers receive certification for General Public Paratransit Vehicle (GPPV), while long distance drivers receive air brake certification. The Operations Supervisor conducts quarterly safety and defensive driving meetings in Bishop and Mammoth that consist of various training techniques and materials including videos and classroom discussion. Driver training for new employees include behind a wheel evaluation and a six-month probation period. On an annual basis, employee evaluations are conducted by the Operations Supervisor. Driver turnover occurs for reasons including retirement and medical purposes, while non-voluntary separation (termination) is rare. Presently, ESTA only hires drivers that already have obtained a commercial drivers license. Depending on labor market conditions, ESTA may provide new driver training for individuals without a commercial drivers license. Open vacancies are advertised in the local newspapers.

For an incident involving a vehicle, a vehicle accident report or an accident/incident report is filled out. The nearest police or sheriff is notified for vehicle accidents and is checked upon by the Operations Supervisor or Assistant. The protocol for drivers involved in accidents includes an immediate drug test for qualifying accidents per federal transit regulations, and additional defensive driving training.

Dispatch for Bishop dial-a-ride is conducted by the dispatcher at ESTA's main administrative facility. Operations assistants located in Mammoth Lakes and Lone Pine handle dispatching, scheduling and driving for their respective communities. The dispatcher maintains a log of calls for service. Drivers are required to record the actual pick up time on their trip sheets, however, they are not required to record the drop off time as there is no column in the sheet to provide the information. Also, drivers have not been consistent to call in to dispatch when picking up and dropping off passengers. Driver manifests that contain advance reservation requests and are

printed by the dispatcher before the driver's shift do contain spaces for the driver to record actual pick up and drop off times. However, based on a review of sample manifests, drivers do not appear to fill in the actual pick up and drop off times in the manifest.

Operations Performance

Performance indicators for transportation operations were determined using financial reports and annual service data. Operations is comprised of non-administrative expenditures minus vehicle maintenance and parts. These indicators are shown in Table VI-1.

**Table VI-1
ESTA Operations Performance Indicators**

Performance Data and Indicators	Audit Review Period			% Change FY 2008-FY 2010
	FY 2008	FY 2009	FY 2010	
Cost for Operations *	\$2,148,862	\$2,040,754	\$2,285,343	6.4%
Operator Salaries/Wages&Benefits	\$1,371,864	\$1,449,797	\$1,643,435	19.8%
Cost of Fuel	\$264,616	\$211,582	\$264,477	-0.1%
Vehicle Service Hours (VSH) **	55,221	47,112	50,340	-8.8%
Vehicle Service Miles (VSM) **	834,784	775,169	864,728	3.6%
Total Vehicle Hours	55,221	51,698	55,700	0.9%
Total Vehicle Miles	834,784	820,923	919,544	10.2%
Unlinked Passenger Trips	355,751	397,869	532,124	49.6%
Veh Ops Cost per VSH	\$38.91	\$43.32	\$45.40	16.7%
Veh Ops Cost per VSM	\$2.57	\$2.63	\$2.64	2.7%
Veh Ops Cost per Psgr Trip	\$6.04	\$5.13	\$4.29	-28.9%
Fuel Cost per VSM	\$0.32	\$0.27	\$0.31	-3.5%
Service Miles per Service Hour	15.1	16.5	17.2	13.6%
Service Hours / Total Hours	100.0%	91.1%	90.4%	-9.6%
Service Miles / Total Miles	100.0%	94.4%	94.0%	-6.0%
Percentage Change Consumer Price Index (CPI-U)	3.4%	-0.3%	1.3%	

* Operations cost excludes vehicle maintenance and parts budget line item.

** Vehicle hours and miles in FY 2007-08 include both revenue and deadhead service. ESTA began reporting revenue hours and miles separately from total hours and miles beginning in FY 2008-09. Because only revenue service data is shown for FYs 2008-09 and 2009-10 consistent with TDA definitions, the 3-year trend results are slightly skewed downward.

Source: ESTA Statement of Budgeted Revenues & Expenditures FY 2008-FY 2010; annual operations data.

Transportation operations costs increased modestly over the past three years, growing by six percent which tracks close to the rate of the Consumer Price Index (CPI). Operator salaries/wages and benefits, which represent the bulk of operations costs, increased at a larger percentage rate

but remained within the budgeted range representing between 64 and 72 percent of total operations cost. The price of fuel was high in 2008 causing fuel costs to rise, but subsided in 2009 as the price fell along with ESTA trimming of non-productive routes, only to rise again in 2010. Performance cost indicators show modest growth although with the sharp increase in ridership in FY 2010 the cost per trip systemwide decreased significantly by 29 percent, a positive trend. Deadhead hours and miles which are non-revenue producing make up about 10 percent and 6 percent of all hours and miles, respectively. These figures fall within reason given the large rural service area and starting points of many routes.

Table VI-2 reflects the trends in passenger complaints that are recorded by ESTA. Most complaints are made over the phone. The Operations Supervisor fields the complaints and logs those that are verifiable, meaning the complaint can be tracked and substantiated with enough detail given by the caller. Other complaints that are not verifiable or can not be tracked are not documented. The logged complaints are reported to the Board as part of the monthly report.

The number of documented complaints declined between FY 2009 and FY 2010, decreasing from 31 to 28. When compared to the growing number of riders in the same time frame, the number of complaints is relatively low. The performance indicator of the number of complaints per 1,000 passengers shows a decline from an already low figure.

**Table VI-2
ESTA Passenger Complaints**

Performance Data and Indicators	FY 2008	FY 2009	FY 2010	% Change FY 2008– FY 2010
Total Passengers	355,751	397,869	532,124	49.6%
Complaints	n/a	31	28	n/a
Complaints per 1,000 Passengers	n/a	0.08	0.05	n/a

Source: ESTA

There have been no trip denials on dial-a-ride as the vehicles do not typically reach full capacity during revenue service. Also, missed runs for fixed route service are reported monthly to the Board because of weather and reduced visibility and road conditions.

Maintenance

ESTA does not have an in-house facility or staff for vehicle maintenance. For transit vehicles located in Mammoth Lakes, the Town’s Public Works Department maintains its vehicles. For the remaining vehicles located in Bishop and other locations, ESTA outsources the work to local vendors. Vehicles in Bishop are serviced by various vendors including Britt’s Diesel and Automotive located approximately seven miles northeast of ESTA’s administrative facility. The vendor provides mobile services for routine maintenance including oil changes. Warranty repairs are serviced by another vendor, Eastern Sierra Motors, a Ford Lincoln dealer in Bishop.

ESTA employs fleet fuel management as vehicles are fueled at various locations. Local fueling is provided at the Shell gas station in Bishop which is part of the Commercial Fueling Network (CFN). In Mammoth Lakes, the Town paid for the fuel at their rates until this cost was included in the ESTA contract rate. For the longer haul CREST routes, drivers fuel at CFN stations in Reno and Lancaster. As part of the CFN program, drivers are issued a fuel card by ESTA management that requires a PIN and places a limit on how much fuel could be consumed per fill up.

There has been no serious maintenance infractions during the audit period as determined by the annual CHP inspections conducted at each of the five locations where vehicles are parked. The one unsatisfactory inspection in July 2008 was not due to vehicle condition, but due to violations with the driver pull notice program that was corrected within a few weeks. General findings by the CHP inspections on the vehicles include maintenance that occurs past the scheduled intervals and minor leaks and repairs. Other findings include drivers that do not submit daily documented vehicle conditions reports at the completion of their runs as required by the maintenance program.

Maintenance Performance

Performance indicators for maintenance were determined using internal budgeted expenditure data. These indicators are shown in Table VI-3.

**Table VI-3
ESTA Maintenance Performance Indicators**

Performance Data and Indicators	Audit Review Period			% Change FY 2008-FY 2010
	FY 2008	FY 2009	FY 2010	
Cost for Maintenance *	\$208,947	\$179,865	\$161,332	-22.8%
Total Vehicle Hours	55,221	51,698	55,700	0.9%
Total Vehicle Miles	834,784	820,923	919,544	10.2%
Maintenance Cost per Veh Hour	\$3.78	\$3.48	\$2.90	-23.5%
Maintenance Cost per Veh Mile	\$0.25	\$0.22	\$0.18	-29.9%
Percentage Change Consumer Price Index (CPI-U)	3.4%	-0.3%	1.3%	0.0%

* Maintenance cost reflects vehicle maintenance and parts budget line item.

Source: ESTA Statement of Budgeted Revenues & Expenditures FY 2008-FY 2010; annual operations data

Maintenance costs declined significantly by 23 percent between FYs 2008 and 2010. The vehicle fleet is fairly new with the majority being 3 or 4 years old. The large number of vehicles in the fleet also allows ESTA to rotate new vehicles more readily among the older ones and spread the wear and tear. The procurement of new vehicles through grants and programmed funds, along with

elimination of some town-to-town services as well as the local Bishop fixed route, enables the greater rotation of vehicles for the remaining routes. This trend in cost provides positive trends for performance indicators linking maintenance cost with hours and miles of service. For example, the maintenance cost per service mile decreased by 30 percent as a result.

Beginning in FY 2010-11, Mammoth Lakes' contract for transit service with ESTA will include the costs associated with fueling and maintaining the Town's vehicles. In prior years, the Town paid directly for those costs.

Planning

ESTA staff conduct service planning and analysis by route and by jurisdiction. Service hours and miles are divided by route and through an allocation by jurisdiction assignment. For example, Bishop Dial-A-Ride is shared 40 percent by Inyo County and 60 percent by City of Bishop. Service hours and miles are allocated to each jurisdiction according to the percentage share. This allocation of service is balanced with the revenue analysis that is also separated by jurisdiction contribution.

On-going service analysis is driven by ESTA's Service Change Policy. The policy includes a plan for bi-annual service planning sessions to allow the Board an opportunity to review and approve the services to be operated for the coming six months. The bi-annual review occurs once in spring (March) and once in the fall (September) for the upcoming summer and winter schedules. Staff details the specific routes that are planned to be operated and the revenues provided. Planned transit service is impacted by funding limitations and guided by public input including workshops conducted by the Mammoth Mobility Commission and facilitated by the Town's Public Works Department, and public hearings on modifications to improve efficiencies.

A significant endeavor over the past few years was the completion of the ESTA Short Range Transit Plan in January 2009. The SRTP was prepared in two volumes, one for the service and financial plan, and the other for the marketing plan. According to the document, the SRTP is intended to guide the development of public transportation services in Inyo and Mono counties over the next five-year period. The SRTP provides opportunities for public input into the future of public transit services in all areas of Inyo and Mono counties; establishes goals and performance standards; documents transit needs; provides service plan recommendations; establishes a detailed operating and capital financial plan; and provides a comprehensive marketing plan. Various recommendations were provided for each type of service to enable ESTA the flexibility to select one or more, or none, dependent on its current and projected operating and financial conditions. As a guidance document, staff has a resource to adapt from and generate ideas to improve service efficiency and effectiveness.

Performance Standards

The SRTP provided a set of goals and performance standards to validate existing and potential services. The goals establish general direction for policies and operation, are value-driven, and provide a long-range perspective. The SRTP established baseline minimum performance standards

that the transit route should meet. It also established a recommended higher minimum performance standard that ESTA should strive to achieve to reach the goal during the next five years. Table VI-4 provides a sample comparison of select performance goals with actuals.

**Table VI-4
Comparison of Performance Goals Against Actuals**

	Short Range Transit Plan Goals		Actual		
	Minimum	Target	FY 2008	FY 2009	FY 2010
Systemwide					
Passengers Per Hour	8.0	10.0	6.4	8.4	10.6
Farebox Recovery	10%	15%	11%	17%	27%
Subsidy Per Passenger	\$6.50	\$5.00	\$7.82	\$5.79	\$4.18
Miles Between Roadcalls *	8,000	12,500	n/a	45,598	54,046
Miles Between Accidents *	100,000	500,000	n/a	110,738	72,061
On-Time Performance					
<i>Bishop DAR (pickup within 30 minutes of call)</i>	95%	99%	n/a	90.4%	89.8%

* Roadcalls and accidents were reported in monthly reports beginning in FY 2008-09.

Source: ESTA Short Range Transit Plan and monthly performance reports. PMC summed the monthly performance data provided by ESTA by fiscal year to derive annual figures.

The comparison suggests that ESTA has met several of the recommended targets for performance, including passengers per hour, farebox recovery, subsidy per passenger, and miles between roadcalls. Other performance measures have not yet met the recommended targets including miles between accidents and on-time pickups for same day reservations for Bishop DAR. However, the average wait time for Bishop dial-a-ride has been 15 minutes which is a good measure.

Marketing

Marketing efforts are supported by the marketing plan developed as part of the SRTP in January 2009. The marketing plan included a review of informational brochures and signage provided at bus stops. ESTA currently supports two logos, one for the CREST route that dates back to its origins and the other for remaining ESTA services systemwide. The marketing plan recommends for the consolidation of the logos and development of a uniform brand and systemwide logo that increases the visibility of the service and prevents confusion among the community. ESTA is working to phase out the older logo used for the CREST intercity service and maintain its brand through the logo that has defined the overall system.

Surveys are conducted by ESTA including in the Bishop Area. A recent survey was conducted for the Check Point Dial-A-Ride and the regular dial-a-ride. The survey requests the rider's satisfaction with different facets of the service include hours of service, cost, convenience and driver courtesy.

Questions about the customer's use of the internet and their familiarity of the ESTA website are also posed.

As a rural service, ESTA provides customer service amenities that their riders have come accustomed with. One example is that on all routes, drivers can make change for the fare. Drivers begin intercity service with about \$40 in cash in the fare pouch and use the seed money to make change for the passengers. When the fare revenues are counted at the administrative office, the \$40 is first deducted before arriving at the day's revenues. Where the industry standard is typically for passengers to carry exact change, ESTA allows the flexibility for drivers to carry initial cash to make change and keep riders satisfied.

As described in the previous chapter, ESTA undertakes community functions to promote goodwill and community partnerships with local businesses and service clubs. The Stuff-A-Bus food drive is one such activity run by ESTA. The most recent food drive in December 2010 generated 850 pounds of food that was collected and delivered to the Salvation Army Cup of Cold Water Food Pantry. The Stuff-A-Bus Food Drive is the main source of food for the Salvation Army's Christmas Food Baskets.

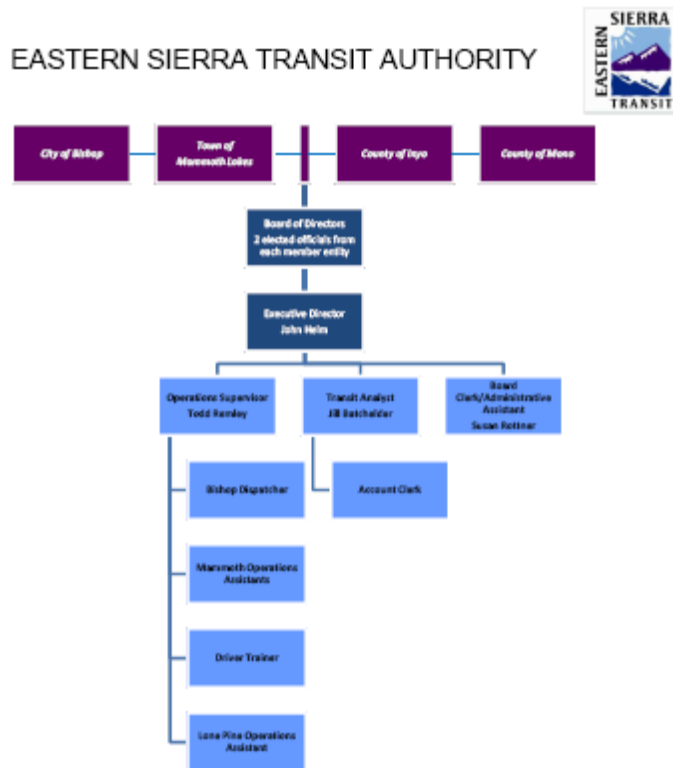
ESTA supports various venues to communicate with the public. Several transit brochures are printed that are based on geographic reach (such as service for the Walker-Coleville & Bridgeport Areas), single communities (Mammoth Lakes), route (CREST service), and combination of town-to-town, intercity and local services. The Town of Mammoth Lakes schedule has a different format from the other routes. This can be expected as the Mammoth Lakes schedule is developed in partnership with both public agency and private interests and provides a regional marketing piece to attract visitors to use the service. Complementing the print media is ESTA's use of newspaper and broadcast advertising including the Spanish media to promote its services.

ESTA has a presence on the internet through its website that contains information about the transit system, updates and news (<http://easternsierratransitauthority.com/wb/>). ESTA is also leading the development of the Rural Statewide Google Transit Implementation Project in association with other rural transit providers. In a sign of keeping with new communications technology, ESTA maintains a Facebook page and Twitter account to further communicate with its riders.

General Administration and Management

ESTA's management and administrative support structure operates under a relatively lean staffing level of four full time personnel located in the main facility. The Executive Director leads the agency with administrative management provided by the Operations Supervisor, Transit Analyst, and Board Clerk/Administrative Assistant. Two operations assistants located in Mammoth and Lone Pine provide support to the Operations Supervisor. Support services are provided including legal counsel by Mono County, and Treasurer/Auditor-Controller by Inyo County (Town of Mammoth Finance Director previously provided this support service per the ESTA JPA). Figure VI-1 shows the organization chart of ESTA.

**Figure VI-1
Organization Chart**



There are 53 total employees at ESTA inclusive of administrative and operations personnel. Employees have work benefit status that are classified as being full time benefitted, three quarter time benefitted, half time benefitted and part time with no benefits. The percentage of each is as follows: full time-34%, three quarter-15%, one half-9%, and part time-42%. ESTA also hires an additional 15 to 20 seasonal drivers during peak operations, such as for the Reds Meadow Shuttle. Most drivers have been hired within the last five to six years, with a few having tenure of about 10 years. It was indicated that the transit agency recently lost several veteran drivers to retirement who had between 12 and 18 years of experience with the transit system.

There are two separate Memorandums of Understanding between ESTA and employee union groups that represent the mutual agreement on wages, hours and other conditions of employment. One is with the Management & Confidential Employees Association/American Federation of State, County and Municipal Employees, Local 315, AFL-CIO that covers administrative support employees (Transit Analyst, Transportation Operations Supervisor, Transportation Operations Assistants, and Administrative Assistant/Board Clerk). The current MOU covers a nine month period through September 30, 2011. The other MOU is with the Inyo County Employees Association/American Federation of State, County and Municipal Employees, Local 315, AFL-CIO that covers operations personnel (Transit Driver, Transit Trainer, Transportation Dispatcher, and Account Clerk). The current MOU covers a 15 month period through September 30, 2011.

ESTA adopted a resolution in April 2007 that establishes personnel rules and regulations that provide for an equitable system of personnel management. The purpose of these rules include administration of the merit system, classification of positions, compensation of employees, recruitment and qualifications of applicants, appointment of employees, evaluation of performance, promotion, discipline and separation of employees, standards for attendance and leaves, and policies for services and records. The personnel rules and regulations have been revised and readopted three times in September 2008, January 2010, and August 2010.

During the first year of operation, and following a review of ESTA's financial condition by the newly hired Executive Director, the agency was found to have funding shortfalls that required using reserve funds. Among the methods used to improve the agency's financial standing and reserve account, ESTA and the member local jurisdictions agreed to a line of credit for working capital on an as needed basis. The line of credit is renewed each year. Each of the four local jurisdictions has extended an \$80,000 line of credit that is repaid by ESTA at the same interest rate obtained through the Local Agency Investment Fund. The line of credit has been used in each of the last three years and repaid with interest. According to the ESTA Statement of Budget and Revenues, the amounts loaned include \$80,000 in FY 2008, \$387,500 in FY 2009, and \$200,000 in FY 2010. Additional grants and funding sources through the State and Federal governments have supplemented the use of the line of credit.

Management follows the provisions of the JPA in developing performance reports for the ESTA Board on a regular basis. Reports are provided at regular intervals including monthly, quarterly and annually. A review of such reports shows that ESTA makes incremental improvements to the reports over time to provide additional pertinent information or additional summaries of activities. For example, the monthly reports have expanded in detail going from a one page summary to an eight page report highlighting both performance and operational data trends. Another example is the quarterly report expanding to include comparison of ridership information to target benchmarks. In addition to presenting information to the board, staff also regularly attend the LTC meetings and provide monthly and quarterly updates to the LTC directors. Staff reports are prepared and distributed to the respective agencies for review.

Administrative Performance

Quantitative trends for ESTA administrative functions are shown in Table VI-5.

**Table VI-5
ESTA Administrative Performance Indicators**

Performance Data and Indicators	Audit Review Period			% Change FY 2008- FY 2010
	FY 2008	FY 2009	FY 2010	
Costs for Administration *	\$528,333	\$593,165	\$554,466	4.9%
Vehicle Service Hours (VSH) **	55,221	47,112	50,340	-8.8%
Vehicle Service Miles (VSM) **	834,784	775,169	864,728	3.6%
Unlinked Passenger Trips	355,751	397,869	532,124	49.6%
Admin Cost Per VSH	\$9.57	\$12.59	\$11.01	15.1%
Admin Cost Per VSM	\$0.63	\$0.77	\$0.64	1.3%
Admin Cost per Passenger Trip	\$1.49	\$1.49	\$1.04	-29.8%
Percentage Change Consumer Price Index (CPI-U)	3.4%	-0.3%	1.3%	

* Administration cost includes management expenditure and administrative support expenditure totals.

** Vehicle hours and miles in FY 2007-08 include both revenue and deadhead service. ESTA began reporting revenue hours and miles separately from total hours and miles beginning in FY 2008-09. Because only revenue service data is shown for FYs 2008-09 and 2009-10 consistent with TDA definitions, the 3-year trend results are slightly skewed downward.

Source: ESTA Statement of Budgeted Revenues & Expenditures FY 2008-FY 2010; annual operations data

Administrative costs increased marginally by 5 percent over the three year period. Combined with the large increase in ridership, administrative cost per passenger declined by 30 percent. Administrative cost mile was stable as service miles grew at about the same pace as cost, while administrative cost per service hour increased at a higher rate due to the decline in hours.

Grant Administration and Funding

ESTA staff have been active in pursuing funding opportunities including competitive grants. ESTA is eligible for state funding through the Proposition 1B Public Transportation Modernization, Improvement & Service Enhancement Account (PTMISEA) and State Transportation Improvement Program (STIP). Through programming and budgeting the funds in partnership with the Mono and Inyo LTCs, six cutaway buses were purchased in FY 2008-09 (four through PTMISEA and two through STIP). Future vehicle purchases are budgeted using these state programs that do not require a local match.

ESTA maintains a spreadsheet that tracks active federal grants. The active grants have come from various FTA programs including 5310, 5311 apportionment, 5311 (f) intercity bus, 5311 ARRA, and 5316 JARC. Several grants require a non-federal match. The oldest active grant with remaining amounts dates from FY 2008-09 which is reasonable given the FTA timelines to expend the funds. Draw downs from most grants have occurred for projects such as operations of CREST and town-to-town services, preventative maintenance, mobility management and development of a Dial-A-Ride Riders guide, and safety/security improvements.

In August 2010, ESTA was approved for a FTA 5311(f) ARRA grant to purchase an automated customer information system. ESTA contracted with NextBus to provide this service in the amount of \$173,350. In December 2010, the FTA announced that ESTA/U.S. Forest Service had been awarded \$2.8 million in additional funding through the Paul S. Sarbanes Transit in Parks Program for the purchase of buses for the Reds Meadow/Devils Postpile shuttle service in the Inyo National Forest. This funding supplements \$1.6 million from a previous grant and allows the Authority to purchase 11 of the 12 requested buses for the shuttle service. The grant is through the FTA 5320 program, and requires no local matching funds. ESTA will purchase the vehicles through the CalAct/MBTA Purchasing program. These vehicles will play a significant role in ESTA's crafting of the year round transit program for Mammoth Lakes in partnership with the Town, Mammoth Mountain Ski Area, and the U.S. Forest Service.

Section VII

Findings and Recommendations

The following material summarizes the major findings obtained from this triennial audit covering FYs 2008 through 2010. A set of recommendations is then provided.

Triennial Audit Findings

1. Of the compliance requirements pertaining to ESTA, the agency fully complied with seven of the nine applicable requirements. Two additional compliance requirements did not apply to ESTA (e.g., urban farebox recovery ratios). A requirement that was partially met relates to the definition of certain performance criteria. One of the criteria, full time equivalents, was not derived correctly as shown in the annual State Controller Report of transit operations.

A requirement that was not met involves the timely submittal of the annual State Controller Reports. In each of the last three years, the submittal date was past the timeline, although it was indicated that the most recent report for FY 2010 was submitted earlier than the date provided on the cover sheet.

2. ESTA complies with the TDA farebox recovery ratio. The farebox ratio was relatively strong compared to the TDA threshold, averaging over 18 percent during the audit period compared to the minimum statutory requirement of 10 percent. ESTA has been active to streamline services to match available revenue during the tough economic climate including elimination of a few town-to-town services, reduction of days of service, and elimination of fixed route in Bishop in efforts to improve efficiencies and shift limited resources to other productive services. In addition, the Reds Meadow Shuttle has helped to boost the farebox ratio.
3. The fiscal audits of transit systems such as ESTA are required to include findings of compliance with the TDA statute. From a review of past ESTA audited financial statements, the reports did not appear to include either certification of compliance or documentation of the compliance tasks. Further, the fiscal audits should provide verification of the amounts received and expended from the state Public Transportation Modernization Improvement and Service Enhancement Account (PTMISEA).
4. The annual California Highway Patrol inspections at ESTA's five vehicle storage locations were rated satisfactory with the exception of one inspection. The Mammoth inspection was given an unsatisfactory rating in July 2008 due to violations relating to a requirement to enroll three drivers in the DMV pull notice program. The cause was unintentional, and the issue was cleaned up within a few weeks. A required reinspection in October 2008 upgraded the rating to satisfactory.
5. Of the seven prior performance audit recommendations developed for ESTA's predecessor, Inyo-Mono Transit, ESTA has been able to implement five. One additional prior recommendation was partially implemented while the last was no longer applicable, as it

concerned the accounting process conducted by IMT. Several of the prior recommendations were applicable for ESTA to implement as ways to improve the transit service such as properly calculating performance data and developing a capital replacement plan and marketing plan. The latter recommendations were implemented through development of the Short Range Transit Plan in January 2009.

6. Overall operating costs decreased by 3 percent during the triennial period as a reflection of constrained funding and streamlining of services. Ridership systemwide increased significantly by 50 percent as growth on local routes in Mammoth Lakes outweighed decreases in ridership on other ESTA services. Fare revenues increased as well due in large part to ESTA's agreement with the U.S. Forest Service to operate the Reds Meadow Shuttle where passengers are required to pay a fare and ride the bus to access popular Reds Meadow/Devils Postpile.
7. Performance indicator trends are mostly positive, with the farebox recovery ratio growing consistently over the past few years and well exceeding the TDA minimum ratio of 10 percent. The average farebox ratio for the past three years was above 18 percent. The subsidy per passenger, which measures the level of non-fare revenue to support each rider, declined as a result of the increase in fares collected.
8. Based on a comparative review of the JPA establishing ESTA and the status of its operations, the Authority has been fulfilling its duties and responsibilities contained in the JPA. From engaging in partnerships that result in improved and expanded service, to obtaining funding and planning for current and future services while being accountable, the agency is complying with the duties and responsibilities that are granted by the member local jurisdictions. Also, ESTA has adopted policies such as for budgeting, service planning, purchasing and use of public resources that help guide its activities and decision making.
9. Core transit services have remained largely in tact, including intercity and town-to-town services along Highway 395, rural transportation, and local service in the Town of Mammoth Lakes and in the City of Bishop. Over time, ESTA has implemented service changes that have generally improved the performance of the system while addressing continued challenges with funding. The Authority has been aggressive to retain and attract riders through such efforts as a fare promotion on several routes and building its relationship with both public and private sector partners.
10. ESTA has been active in pursuing funding opportunities including competitive grants. The Authority is eligible for state and federal funds that have been used for an array of projects including for operations, preventative maintenance, vehicle procurement, and automated customer information system.

Triennial Audit Recommendations

1. Provide certification of findings of TDA compliance and verification of PTMISEA expenditures in the annual ESTA financial audit.

Implementation Priority: High

The first part of this recommendation concerns providing certification of the TDA compliance tasks in the annual fiscal audit. There are examples in the appendices section of this performance audit that show the type of certification that should be included in the annual fiscal and compliance audit report prepared by a CPA as required under PUC section 99245. The certification is made as to the fiscal auditor's findings, calculations, and conclusions for each of the 14 TDA compliance tasks described in the California Code of Regulations Sections 6664 and 6667. Findings of each of these tasks should be included in the fiscal audit report. As the audit may already include several of these tasks, there should be no significant additional effort toward fully meeting this recommendation, including providing the required certification of the findings.

With regard to the second part of this recommendation, according to the Public Transportation Modernization, Improvement and Service Enhancement Account (PTMISEA) Guidelines issued by Caltrans dated March 21, 2011, the annual fiscal audit of public transportation operators must include verification of receipt and appropriate expenditure of bond funds. An example of such verification is provided in the appendix section of this performance audit. The guidelines indicate that project sponsors who fail to submit an expanded TDA audit documenting PTMISEA funding will not receive future PTMISEA allocations until the required documents have been submitted to Caltrans Department of Mass Transportation. As ESTA has received and expended these funds in the past, the Authority's fiscal audit should include this verification.

2. ESTA staff should conduct final review of annual State Controller Report prior to on-time submission.

Implementation Priority: High

Efforts should continue to improve the accurate data reporting in the State Controller Office (SCO) Report of transit operations. Prior to submission of the report to the State, ESTA staff should conduct final review of the information contained in the report, in particular the supplemental operating data section. The supplemental operating data was not complete or was incorrectly filled out for FY 2008 and FY 2009. Improvements were made for the FY 2010 SCO report, although there should be consistency between internal fiscal year-end performance data and the data contained in the SCO report for ridership, services and miles. Also, full time employee data has been reported incorrectly as headcount, and should be based on the TDA definition of 2,000 hours per full time employee. This could be achieved through dividing annual payroll hours by 2,000. More accurate data provides the State and other reviewers of the information a better understanding of ESTA operations and comparability to ESTA's peer transit systems.

3. Establish a methodology for determining operating cost on a route level.

Implementation Priority: Medium

The reporting of performance information does not currently include the cost of providing service on a route level. This data provides cost efficiency and cost effectiveness measures to the evaluation of each route and should be weighed against other productivity measures such as ridership and fare revenues. A suggested approach to phasing in a cost methodology would be to first develop a cost per service hour using monthly or quarterly systemwide cost and hour data. The cost per hour would then be multiplied by each route's service hours to arrive at a cost per route. This approach provides an initial basis for allocating costs.

The next suggested step would be to incorporate a slightly more detailed cost model that accounts for additional variables that influence the cost per route. Such a model allocates costs per hour and per mile, as well as cost per vehicle (also known as a three variable model). An intermediate model would include only two of the three (cost per hour and cost per mile). Each type of cost allocation captures different operating budget line items and spreads these costs according to how much service is consumed by each route. The more variables used, the more accurate the results. Whether through a basic approach or a slightly more detailed effort, deriving cost by route is an evaluation tool that shows the impacts from changes in expenditures. The derivation of some form of route level cost will enable the implementation of the next recommendation.

4. Integrate route level cost performance measures into performance reports.

Implementation Priority: Medium

Upon the development of a cost methodology from the above recommendation, ESTA would have capability to formulate cost performance measures such as cost per passenger, subsidy per passenger, and farebox recovery for route level analysis in the monthly and quarterly reports. Given the diverse nature of the services provided by ESTA, the addition of these measures is intended to facilitate a more comprehensive review of each route for possible service adjustments that meet transit efficiency and effectiveness goals.

Appendix A: Samples of Independent Accountant’s Report on Compliance With TDA Requirements Under CCR 6667, and Verification of Amounts Received and Expended from the Public Transportation Modernization Improvement and Service Enhancement Account (PTMISEA).

Sample #1

**INDEPENDENT ACCOUNTANT’S REPORT ON COMPLIANCE WITH
REQUIREMENTS APPLICABLE TO THE TRANSPORTATION
DEVELOPMENT ACT**

The Board of Directors of the
Santa Barbara County Association of Governments

We have examined the City of Lompoc’s (City) compliance with Transportation Development Act (TDA) requirements that funds allocated to and received by the City were expended in conformance with applicable statutes, rules, regulations of the TDA and the allocation instructions and resolutions of the Santa Barbara County Association of Governments as required by Section 6667 of title 21, Division 3, Chapter 2, Article 5.5 of the California Code of Regulations during the fiscal years ended June 30, 2009 and 2008. Management is responsible for the City’s compliance with those requirements. Our responsibility is to express an opinion on the City’s compliance based on our examination.

Our examination was conducted in accordance with attestation standards established by the American Institute of Certified Public Accountants and, accordingly, included examining, on a test basis, evidence about the City’s compliance with those requirements and performing such other procedures as we considered necessary in the circumstances. We believe that our examination provides a reasonable basis for our opinion. Our examination does not provide a legal determination on the City’s compliance with specified requirements.

In our opinion, the City complied, in all material respects, with the aforementioned requirements for the fiscal year ended June 30, 2009, except for Finding 2009-1 as reported in the Schedule of Audit Findings and Questioned Costs.

This report is intended solely for the information and use of the City management, the City Council, management and other within the Santa Barbara County Association of Governments, and the State Controller’s Office and is not intended to be and should not be used by anyone other than these specific parties.

Sample #2

Independent Auditor's Report on Compliance over
Financial Reporting Based on an Audit of Financial
Statements Performed in Accordance with the Statute,
Rules and Regulations of the *California Transportation
Development Act* and the Allocation Instructions and
Resolutions of the *Transportation Commission*

We have audited the financial statements of Santa Barbara Metropolitan Transit District (District) as of and for the year ended June 30, 2009, and have issued our report thereon dated December 10, 2009. We conducted our audit in accordance with auditing standards generally accepted in the United States of America and the standards applicable to financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States.

As part of obtaining reasonable assurance about whether the District's financial statements are free of material misstatement, we performed tests of its compliance with certain provisions of laws, regulations, contracts and grants, noncompliance with which could have a direct and material effect on the determination of financial statement amounts. Additionally, we performed test to determine that allocations made and expenditures paid by the District were made in accordance with the allocation instructions and resolutions of the California Transportation Development Act. Specifically, we performed each of the specific tasks identified in the California Code of Regulations Sections 6666 and 6667 that are applicable to the District. In connection with our audit, nothing came to our attention that caused us to believe the District failed to comply with the Statutes, Rules, and regulations of the California Transportation Development Act and the allocation instruction and resolutions of the Transportation Commission. However, providing an opinion on compliance with those provisions was not an objective of our audit and, accordingly, we do not express such an opinion.

Also, as part of our audit, we performed tests of compliance to determine whether certain state funds were received and expended in accordance with the applicable bond act and state accounting requirements.

In November 2006, California Voters passed a bond measure enacting the Highway Safety, Traffic reduction, Air Quality and Port Security Bond Act of 2006. Of the \$19.925 billion of state general obligation bonds authorized, \$4 billion was set aside by the State as instructed by the statute as the Public Transportation Modernization Improvement and Service Enhancement Account (PTMISEA).

Additionally, section 8879.23 (h) directs that \$1 billion dollars be deposited in the Transit System Safety, Security and Disaster Response Account. This section further directs that \$100 hundred million dollars be made available upon appropriation by the legislature to entities for eligible transit system safety, security and disaster response projects. These funds are available to the California Department of Transportation for intercity rail projects and to transit operations in California for rehabilitation, safety or modernization improvements, capital service enhancements or expansions, new capital projects, bus rapid transit improvements or for rolling stock procurement, rehabilitation or replacement.

During the fiscal years ended June 30, 2009, and 2008, the District applied for and received \$2,403,092 from the State's PTMISEA account for the purpose of procuring replacement transit vehicles and \$240,563 in Transit Security funds for surveillance cameras for its operating facility. As of June 30, 2009, all Proposition 1B funds received and expended were verified in the course of our audit as follows:

	<u>2009</u>	<u>2008</u>	<u>Total</u>
Proceeds received:			
PTMISEA	\$ -	\$ 2,403,092	\$ 2,403,092
Interest earned	2,405	138	2,543
OHS	240,563	-	240,563
Interest earned	212	-	212
Expenditures incurred:	-	-	<u>-</u>
Unexpended proceeds			<u>\$ 2,646,410</u>

This report is intended solely for the information and use of the board of directors, management, and federal awarding and pass-through entities, and is not intended to be, and should not be, used by anyone other than these specified parties. However, this report is a matter of public record and its distribution is not limited.

Appendix B: Operating Statistics by Route

FY 2008 Route Statistics

Route	Fares	Pax	Hours	Miles
Mam Express 1	\$18,162.50	3,506	1,135	31,556
25/35/45/55 Mam Express 2	\$9,683.80	1,968	844	28,441
25/40 Lone Pine to Bishop 1	\$5,267.00	1,935	644	18,053
25/40 Lone Pine to Bishop 2	\$6,899.50	2,404	491	16,961
25/40 Lone Pine to Bishop 3	\$11,672.00	3,530	870	33,164
25/40 Lone Pine to Bishop 4	\$10,194.51	3,183	925	30,704
25 Olancha/Keeler am	\$105.00	49	122	3,300
25 Olancha/Keeler pm	\$8.50	3	80	2,978
25 Wilkerson	\$0.00	0	0	0
25 Tecopa	\$628.50	188	143	3,704
25 Film Festival	\$0.00	0	0	0
25 Lone Pine DAR 1	\$7,711.25	5,997	2,120	17,095
25 Lone Pine DAR 2	\$633.89	483	207	1,039
35/45 Mtn Express 1	\$1,302.50	281	730	20,454
35/45 Mtn Express 2	\$859.50	194	393	14,013
35/45 Mtn Express 3	\$1,816.50	187	420	11,618
35 Bridgeport to Carson	\$5,184.25	859	840	17,220
35 Walker to Bishop 1	\$821.75	161	142	5,511
35 Walker to Bishop 2	\$20.00	2	95	3,941
35 Walker DAR	\$3,967.25	2,265	1,845	15,597
35 Benton to Bishop 1	\$4,002.00	1,470	378	6,474
35 Benton to Bishop 2	\$199.00	61	179	5,627
40 Bishop DAR 1	\$15,684.15	11,246	2,938	33,748
40 Bishop DAR 2	\$12,358.28	8,317	2,651	29,129

40 Bishop DAR 3	\$9,787.65	6,684	2,130	24,016
40 Bishop DAR 4	\$5,635.25	4,322	1,895	22,439
40 Bishop DAR 5	\$4,055.75	3,491	1,116	12,000
40 Bishop DAR 6	\$7,960.50	6,199	1,776	22,366
40 Bishop DAR 7	\$2,305.25	949	372	3,339
40 Bishop DAR 8	\$61.25	112	27	233
40 Blue Route	\$9,074.45	13,288	2,910	43,559
40 Red Route	\$7,600.00	11,723	2,845	30,972
40 Nite Rider	\$6,387.00	2,551	826	11,967
40 Mule Days	\$1,062.25	242	185	2,321
45 Trolleys Summer 1	\$38.00	25,429	980	10,669
46 Trolleys Summer 2	\$130.00	33,532	1,225	10,697
45 Midtown Lift Summer	\$284.50	16,418	1,212	11,812
46 Trolley Lakes Basin	\$38.00	21,788	1,141	10,696
46 Old Mam Lift	\$207.75	15,135	1,860	18,364
46 Trolleys Winter 1	\$591.00	45,840	2,323	23,718
46 Trolleys Winter 2	\$233.00	32,221	1,632	17,833
46 Midtown Lift Winter	\$610.00	35,351	2,651	29,158
45 Mammoth DAR 1	\$11,587.75	9,435	2,116	16,098
45 Mammoth DAR 2	\$11,165.50	9,197	2,264	18,092
45 Mammoth DAR 3	\$6,189.00	2,926	807	7,184
45 Mammoth DAR 4	\$8,510.25	5,106	1,306	10,790
55 North to Reno	\$105,006.00	4,102	2,216	81,758
55 South to Ridgecrest	\$19,921.50	1,421	1,219	44,376
25 Inyo Youth and Senior Trip	\$0.00	0	0	0
35 Mono Youth and Senior Trip	\$0.00	0	0	0
Total	\$335,623.23	355,751	55,226	834,784
Source: ESTA				

FY 2009 Route Statistics

Route	Fares	Pax	Hours	Miles
25/35/40/45/55 Mam Express 1	\$20,537.50	2,376	512	20,307
25/35/40/45/55 Mam Express 2	\$15,743.75	2,640	712	26,606

25/40 Lone Pine to Bishop 1	\$5,957.45	1,599	392	17,548
25/40 Lone Pine to Bishop 2	\$7,664.25	2,005	407	16,501
25/40 Lone Pine to Bishop 3	\$14,310.88	3,232	729	30,834
25/40 Lone Pine to Bishop 4	\$11,845.15	2,704	739	29,435
25 Olancha/Keeler am	\$0.00	0	0	0
25 Olancha/Keeler pm	\$0.00	0	0	0
25 Wilkerson	\$0.00	0	0	0
25 Tecopa	\$1,497.00	412	255	7,946
25 Film Festival	\$0.00	0	0	0
25 Lone Pine DAR	\$11,399.00	5,193	1,848	14,936
25 Lone Pine DAR2	\$24.25	5	1	62
35/45 Mtn Express 1	\$0.00	0	0	0
35/45 Mtn Express 2	\$0.00	0	0	0
35/45 Mtn Express 3	\$0.00	0	0	0
35 Bridgeport to Carson	\$7,010.00	678	662	14,540
35 Walker to Bishop 1	\$0.00	0	0	0
35 Walker to Bishop 2	\$0.00	0	0	0
35 Walker DAR	\$6,058.05	2,407	1,561	17,286
35 Benton to Bishop 1	\$2,295.75	587	472	7,115
35 Benton to Bishop 2	\$2,038.03	488	211	6,073
40 Bishop DAR 1	\$20,859.50	10,720	2,526	33,747
40 Bishop DAR 2	\$21,320.50	10,713	2,656	33,455
40 Bishop DAR 3	\$11,085.50	5,619	1,378	18,215
40 Bishop DAR 4	\$7,974.50	4,153	1,306	15,179
40 Bishop DAR 5	\$6,596.48	3,638	824	10,508
40 Bishop DAR 6	\$6,293.50	3,292	819	11,838
40 Bishop DAR 7	\$2,943.00	1,422	395	6,335
40 Bishop DAR 8	\$0.00	0	0	0
40 Blue Route	\$11,784.24	11,335	2,791	44,779

40 Red Route	\$10,607.16	10,238	2,791	29,692
40 Niterider	\$11,885.88	3,689	742	11,132
40 Mule Days	\$1,273.75	1,030	121	1,552
45 Trolleys Summer 1	\$0.00	36,567	1,224	11,115
45 Trolleys Summer 2	\$0.00	13,451	417	3,346
45 Lift Summer 1	\$10.00	17,032	1,144	11,345
45 Lift Summer 2	\$0.00	0	0	0
46 Old Mam Lift	\$19.00	21,237	2,058	24,569
46 Winter Trolleys	\$0.00	93,895	3,252	32,405
46 Winter Trolleys	\$0.00	38,451	1,432	16,914
46 Midtown Lift Winter	\$31.75	49,943	3,257	40,250
45 Mammoth DAR	\$17,954.00	9,465	2,070	16,719
45 Mammoth DAR 2	\$6,163.75	3,003	660	6,184
45 Mammoth DAR 3	\$8,143.09	3,783	1,070	10,419
45 Mammoth DAR 4	\$19,130.00	8,183	1,836	19,670
55 North to Reno	\$121,423.50	3,767	1,992	84,327
55 South to Ridgecrest	\$26,493.00	1,855	1,093	52,425
25 Inyo Youth and Senior Trip	\$0.00	0	0	0
35 Mono Youth and Senior Trip	\$0.00	0	0	0
25/35/40/45/55 Extra Route	\$0.00	0	0	0
25/40 Extra Route	\$0.00	0	0	0
25 Extra Route	\$0.00	0	0	0
35/45 Extra Route	\$0.00	0	0	0
35 Extra Route	\$0.00	0	0	0
40 Extra Route	\$200.00	60	7	93
45 Extra Route	\$0.00	0	0	0
46 Extra Route	\$0.00	178	18	237
55 Extra Route	\$0.00	0	0	0
46 emp shuttle	\$12,768.88	1,636	164	5,134
46 emp shuttle	\$77.00	1,098	154	4,695
46 blue dash	\$443.26	2,888	252	3,024
46 am trolley	\$416.50	838	113	4,660
enter code	\$155.50	364	46	2,017
Total	\$432,434.30	397,869	47,109	775,169

Source: ESTA				
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FY 2010 Route Statistics

Route	Fares	Pax	Hours	Miles
25/35/40/45/55 Mam Express 1	\$9,852.75	1,637	302	14,395
25/35/40/45/55 Mam Express 2	\$6,716.50	1,037	267	12,124
25/35/40/45/55 Mam Express 3	\$4,837.50	818	310	14,165
25/35/40/45/55 Mam Express 4	\$4,046.25	664	272	11,842
25/35/40/45/55 Mam Express 5	\$6,858.51	1,118	251	10,819
25/35/40/45/55 Mam Express 6	\$2,242.50	348	216	9,616
25/40 Lone Pine to Bishop 1	\$6,201.00	1,521	391	16,740
25/40 Lone Pine to Bishop 2	\$7,216.62	2,017	386	16,332
25/40 Lone Pine to Bishop 3	\$13,430.04	3,305	740	31,129
25/40 Lone Pine to Bishop 4	\$232.50	50	14	620
25/40 Lone Pine to Bishop 5	\$10,210.15	2,338	689	28,052
25/40 Lone Pine to Bishop 6	\$31.50	15	8	60
25 Tecopa	\$1,019.00	256	222	6,716
25 Lone Pine DAR	\$10,104.00	4,748	1,884	17,462
35 Bridgeport to Carson	\$7,386.50	745	602	13,393
35 Walker DAR	\$4,349.00	1,743	1,447	14,085
35/40 Benton to Bishop 1	\$1,527.25	338	227	7,262
35/40 Benton to Bishop 2	\$1,529.25	339	218	6,219
40 Bishop DAR 1	\$20,759.30	9,906	2,590	34,272
40 Bishop DAR 2	\$23,233.75	11,286	2,782	37,151
40 Bishop DAR 3	\$8,536.00	3,959	1,025	13,899
40 Bishop DAR 4	\$7,676.75	3,799	1,130	11,780
40 Bishop DAR 5	\$6,932.00	3,523	866	11,945
40 Bishop DAR 6	\$4,127.50	1,967	454	8,034
40 Bishop DAR 7	\$3,025.50	1,471	424	5,540
40 Bishop DAR 8	\$33.00	20	5	62
40 Blue Route	\$11,151.00	10,926	2,833	47,633
40 Red Route	\$9,809.75	10,172	2,734	31,868

40 Niterider	\$13,232.25	3,846	738	11,062
40 Mule Days	\$1,040.00	1,049	102	1,079
55 North to Reno	\$97,451.50	2,893	2,017	84,118
55 South to Lancaster	\$37,584.28	2,488	1,313	62,580
45/46 Midtown Lift	\$0.00	62,840	3,824	45,067
46 Old Mammoth Lift	\$0.00	38,600	3,820	52,369
45 ESTA Trolley	\$0.00	40,562	1,062	10,077
46 Town Trolley	\$0.00	121,900	3,801	45,579
46 Town Trolley	\$0.00	40,559	1,272	15,073
46 Lakes Basin Trolley	\$0.00	7,249	679	8,721
46 Lakes Basin Trolley	\$0.00	7,133	686	7,986
46 Blue Dash	\$0.00	0	0	0
45 Mammoth DAR	\$16,852.00	7,764	2,341	18,427
45 Mammoth DAR 2	\$1,113.50	504	119	899
45 Mammoth DAR 3	\$5,374.00	2,296	1,011	7,727
45 Mammoth DAR 4	\$355.00	157	85	592
35/45 June Lake 1	\$13,332.25	1,877	177	5,466
35/45 June Lake 2	\$12,242.75	1,266	174	5,406
75 Red's Meadow 1	\$247.00	1,651	60	759
75 Red's Meadow 2	\$189.00	1,485	60	788
75 Red's Meadow 3	\$153.00	1,893	53	708
75 Red's Meadow 4	\$51.00	1,434	59	811
75 Red's Meadow 5	\$120.00	1,437	56	808
75 Red's Meadow 6	\$43.00	1,333	31	389
75 Red's Meadow 7	\$0.00	144	10	89
75 Red's Meadow 8	\$0.00	0	0	0
75 Red's Meadow 9	\$0.00	0	0	0
75 Red's Meadow 10	\$0.00	0	0	0
75 Red's Meadow 11	\$336,963.00	99,698	3,502	44,933
75 Red's Meadow 12	\$29,117.00	0	0	0
Total	\$758,535.90	532,124	50,340	864,728
Source: ESTA				