



El Dorado County Transportation Commission

# Triennial Performance Audit of the El Dorado County Transportation Commission FY 2018/19 - FY 2020/21

DRAFT FINAL REPORT  
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## Chapter 1 | Executive Summary

The Triennial Performance Audit of the El Dorado County Transportation Commission (EDCTC) covers a three-year period ending June 30, 2021. The California Public Utilities Code requires all Regional Transportation Planning Agencies conduct an independent Triennial Performance Audit in order to be eligible for Transportation Development Act (TDA) funding.

In 2021, the El Dorado County Transportation Commission selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the single transit operator to which it allocates TDA funding. Moore & Associates, Inc. is a consulting firm specializing in public transportation. Selection of the consultant followed a competitive procurement process.

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

- Fiscal Year 2018/19,
- Fiscal Year 2019/20, and
- Fiscal Year 2020/21.

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

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

The Triennial Performance Audit includes five elements:

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

### Test of Compliance

The EDCTC adheres to Transportation Development Act (TDA) regulations in an efficient and effective manner.

### Status of Prior Recommendations

The prior Triennial Performance Audit – completed in 2019 by LSC Transportation Consultants, Inc. for the three fiscal years ending June 30, 2018 – included the following recommendations:

1. After the next decennial census or other official adjustments to the Sacramento Urbanized boundary, the EDCTC should review the blended farebox ratio requirement to ensure that the ratio accurately represents the proportion of urban and rural areas in western El Dorado County.  
**Status:** Not implemented.
2. After Caltrans develops web accessibility guidelines per AB 434, incorporate these standards into the EDCTC website and review biannually.  
**Status:** Implemented.

### Goal Setting and Strategic Planning

The EDCTC's primary planning document is the Regional Transportation Plan. The RTP is a long-range (20-year) transportation plan providing a vision for regional transportation investments. The most recent update was adopted on November 5, 2020. The RTP was developed by the EDCTC in cooperation with Caltrans, local stakeholders, and transportation system users. It established regional goals, identified current and future needs and challenges, analyzed potential solutions, estimated available funding, and proposed specific investments.

The EDCTC is also responsible for preparation of the Western El Dorado County Short- and Long-Range Transit Plan. The most recent S/LRTP was completed in November 2019. The short-range element utilizes a five-year horizon, while the long-range element looks at strategies across 25 years.

### Findings and Recommendations

Based on the current review, the audit team submits no TDA compliance findings.

The auditors identified two functional findings. While these findings are not compliance findings, the auditors believe they are significant enough to be addressed within this review:

1. The blended farebox recovery ratio for the EDCTA has not been updated since 2014.
2. Transit planning completed prior to the COVID-19 pandemic is unlikely to be relevant given the significant changes in the transit landscape.

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



Exhibit 1.1 Summary of Audit Recommendations

Functional Recommendations		Importance	Timeline
1	The EDCTC should revisit the blended farebox recovery ratio to determine if it should be adjusted.	Medium	FY 2021/22
2	Work with the EDCTA to conduct post-COVID strategic planning for transit in western El Dorado County.	High	FY 2022/23

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## Chapter 2 | Audit Scope and Methodology

The Triennial Performance Audit (TPA) of the EDCTC covers the three-year period ending June 30, 2021. The California Public Utilities Code requires all Regional Transportation Planning Agencies conduct an independent Triennial Performance Audit in order to be eligible for Transportation Development Act (TDA) funding.

In 2021, the EDCTC selected Moore & Associates, Inc., to prepare Triennial Performance Audits of itself as the RTPA and the single transit operator to which it allocates funding. Moore & Associates, Inc. is a consulting firm specializing in public transportation. Selection of Moore & Associates, Inc. followed a competitive procurement process.

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

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

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

### Objectives

A Triennial Performance Audit has four primary objectives:

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

## Scope

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

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

## Methodology

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

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

Given impacts of the ongoing COVID-19 pandemic, the methodology for this audit included a virtual site visit with EDCTC representatives on October 11, 2021. The audit team met with Woodrow Deloria (Executive Director) and Karen Thompson (Administrative Services Officer) and reviewed materials germane to the triennial audit.

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

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

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## Chapter 3 | Program Compliance

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

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

No compliance findings were identified for the EDCTC.

### Developments Occurring During the Audit Period

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

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

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

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

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

Assembly Bill 149, signed into law on July 16, 2021, provided additional regulatory relief with respect to Transportation Development Act (TDA) compliance. It extended the provisions of AB 90 through FY 2022/23 as well as provided additional regulatory relief including:

1. Waiving the annual productivity improvement requirement of Section 99244 through FY 2022/23.
2. Adding a temporary provision exempting operators from farebox recovery ratio requirements provided they expend at least the same amount of local funds as in FY 2018/19.
3. Expanding the definition of “local funds” to enable the use of federal funding, such as the CARES Act or CRRSAA, to supplement fare revenues and allows operators to calculate free and reduced fares at their actual value.
4. Adjusting the definition of operating cost to exclude the cost of ADA paratransit services, demand-response and microtransit services designed to extend access to service, ticketing/payment systems, security, some pension costs, and some planning costs.
5. Allowing operators to use STA funds as needed to keep transit service levels from being reduced or eliminated through FY 2022/23.

AB 149 also called for an examination of the triennial performance audit process, to ensure the practice continues to be effective and beneficial.



Exhibit 3.1 Transit Development Act Compliance Requirements

Compliance Element	Reference	Compliance	Comments
All transportation operators and city or county governments which have responsibility for serving a given area, in total, claim no more than those Local Transportation Fund monies apportioned to that area.	PUC 99231	In compliance	
The RTPA has adopted rules and regulations delineating procedures for the submission of claims for facilities provided for the exclusive use of pedestrians and bicycles (Article 3).	PUC 99233, 99234	In compliance	
The RTPA has established a social services transportation advisory council. The RTPA must ensure that there is a citizen participation process that includes at least an annual public hearing.	PUC 99238, 99238.5	In compliance	
The RTPA has annually identified, analyzed, and recommended potential productivity improvements which could lower operating cost of those operators, which operate at least 50 percent of their vehicle service miles within the RTPA's jurisdiction. Recommendations include, but are not being limited to, those made in the performance audit. <ul style="list-style-type: none"> <li>A committee for the purpose of providing advice on productivity improvements may be formed.</li> <li>The operator has made a reasonable effort to implement improvements recommended by the RTPA as determined by the RTPA, or else the operator has not received an allocation that exceeds its prior year allocation.</li> </ul>	PUC 99244	In compliance	Productivity improvements are assessed as part of the annual TDA claims process.
The RTPA has ensured that all claimants to whom it allocated TDA funds submit to it and to the state controller an annual certified fiscal and compliance audit within 180 days after the end of the fiscal year.	PUC 99245	In compliance	FY 2018/19: November 21, 2019 FY 2019/20: November 23, 2020 FY 2020/21: November 17, 2021
The RTPA has submitted to the state controller an annual certified fiscal audit within 12 months of the end of the fiscal year.	CCR 6662	In compliance	FY 2018/19: November 21, 2019 FY 2019/20: November 19, 2020 FY 2020/21: November 16, 2021
The RTPA has submitted within seven months after the end of the fiscal year an annual financial transactions report to the state controller.	CCR 6660	In compliance*	FY 2018/19: January 29, 2020 FY 2019/20: February 3, 2021 FY 2020/21: December 14, 2021

*\*While the FY 2019/20 State Controller Report was technically submitted two days after the deadline, the auditor is waiving the finding due to extenuating circumstances arising from the COVID-19 pandemic. Staff were working from home due to the resurgence of the COVID-19 virus, which impacted their ability to submit the report by the deadline of February 1, 2021.*

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

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

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## Chapter 4 | Prior Recommendations

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

The prior audit – completed in May 2019 by LSC Transportation Consultants, Inc. for the three fiscal years ending June 30, 2018 – included two recommendations:

1. [After the next decennial census or other official adjustments to the Sacramento Urbanized boundary, the EDCTC should review the blended farebox ratio requirement to ensure that the ratio accurately represents the proportion of urban and rural areas in western El Dorado County.](#)

**Discussion:** The blended farebox ratio requirement for El Dorado Transit adopted in June 2014 was based on the proportion of the western El Dorado County population that resided within urban and rural areas. The population of western El Dorado County has been growing at a modest pace since the 2010 Census.

The prior auditor recommended, after the 2020 Census, the El Dorado Transit blended farebox ratio calculation should be adjusted to reflect new population figures. Additionally, it is likely that the Sacramento Urbanized Area boundary may expand further, as a result this will increase the portion of western El Dorado County living in an urban area. It should be noted that according to the farebox ratio methodology approved in 2014, the proportion of the El Dorado Transit service area located in the urban areas is not factored into the blended farebox ratio. Therefore, the El Dorado Transit service area changes resulting from the on-going Short Range Transit Plan effort will not spur an adjustment to the farebox ratio.

**Progress:** Release of the 2020 decennial census was delayed. As a result, this recommendation has not yet been implemented. However, it will be carried forward in this audit report.

**Status:** Not implemented.

2. [After Caltrans develops web accessibility guidelines per AB 434, incorporate these standards into the EDCTC website and review biannually.](#)

**Discussion:** AB 434 stipulates that before July 1, 2019, each state agency post on the homepage of their website a signed certification that the website meets Web Content Accessibility Guidelines (WCAG) 2.0 or the most recent version published by Web Accessibility Initiative of the World Wide Web Consortium. As a state agency, Caltrans would be subject to these rules. At the time of the prior audit, the auditor noted that Caltrans would likely provide requirements and guidance for RTPAs to also meet these internet accessibility standards.

At the time, the EDCTC made an effort to have on line documents accessible for all users. PDFs on the EDCTC website could be accessed as “readable” documents. The prior auditor recommended,

as web accessibility guidelines are developed by Caltrans, the EDCTC should incorporate these standards into the EDCTC website as well as review the guidance biannually to ensure that the newest standards are used.

**Progress:** On May 24, 2021, the EDCTC secured website management, hosting, and support services through Streamline, specifically to ensure compliance with WCAG 2.0 under AB 434. The website platform is ADA compliant and the EDCTC website is continuously monitored for compliancy. The website went live on July 2, 2021. <https://www.edctc.org>

**Status:** Implemented.

## Chapter 5 | Goal Setting and Strategic Planning

This chapter analyzes the El Dorado County Transportation Commission’s goal setting and strategic planning process. As the designated Regional Transportation Planning Agency (RTPA) for El Dorado County, the EDCTC provides regional planning and program administration including:

- Administration and oversight of Transportation Development Act (TDA) funding for El Dorado County;
- Administration of the regional transportation planning process, including development of the Regional Transportation Plan (RTP), Regional Transportation Improvement Plan (RTIP);
- With the Sacramento Area Council of Governments (SACOG), determine air quality conformity of transportation plans, programs, and projects;
- Oversight of delivery of State Transportation Improvement Program projects;
- Coordination/collaboration with the Shingle Springs Rancheria;
- Administration of the El Dorado County Airport Land-Use Commission (ALUC); and
- Administration of the El Dorado County Freeway Service Patrol (FSP).

The EDCTC’s primary planning document is the Regional Transportation Plan. The RTP is a long-range (20-year) transportation plan providing a vision for regional transportation investments. The most recent update was adopted on November 5, 2020.

As stated in the RTP, the purpose of the Plan is to “encourage and promote the safe and efficient management, operation and development of a regional intermodal transportation system that, when linked with appropriate land-use planning, will serve the mobility needs of people, commerce, and goods.” The RTP was developed by the EDCTC in cooperation with Caltrans, local stakeholders, and transportation system users. It established regional goals, identified current and future needs and challenges, analyzed potential solutions, estimated available funding, and proposed specific investments.

The 2020 RTP was developed so as to be consistent with adopted plans and programs related to transportation in El Dorado County. These include:

- Local general plans,
- Coordinated Public Transit – Human Services Transportation Plan,
- Short- and Long-Range Transit Plan,
- El Dorado County Transit Authority Park and Ride Master Plan,
- El Dorado County Transit Authority Transit Design Manual,
- City of Placerville Non-Motorized Transportation Plan,
- City of Placerville Pedestrian Circulation Plan,
- El Dorado County Bicycle Transportation Plan,
- Active Transportation Plans for the City of Placerville and western El Dorado County,
- Sacramento Regional Clean Air Plan,
- SACOG Rural Urban Connections Study,
- SACOG Metropolitan Transportation Plan/Sustainable Communities Strategy,

- SACOG Smart Regional Technology and Mobility Master Plan,
- California Sustainable Freight Action Plan,
- California Freight Mobility Plan,
- California State Wildlife Action Plan,
- Caltrans District 3 System Management and Development Plan,
- Caltrans Transportation Concept Reports, and
- Caltrans Corridor System Management Plans.

The 2020 RTP includes the following eight regional goals, each of which is supported by implementation strategies and performance measures. These are identified in Exhibit 5.1.

Preparation of the RTP included public participation as well as input from the EDCTC's Policy Advisory Team, Technical Advisory Committee, Social Services Transportation Advisory Council, Regional Transportation Plan Advisory Committee, and Active Transportation Plan Stakeholder Advisory Committee. Outreach also included consultation with the Shingle Springs Band of Miwok Indians.

Public engagement activities sought input about community transportation needs as well as comments about the draft RTP and environmental documents. Public meetings and presentations took place between August 2018 and August 2020. In Summer 2020, the EDCTC transitioned to a virtual public outreach process due to the COVID-19 pandemic. All materials were made available online and an outreach video posted on YouTube. Comments were accepted through August 31, 2020.

The EDCTC is also responsible for preparation of the Western El Dorado County Short- and Long-Range Transit Plan. The most recent S/LRTP was completed in November 2019. The short-range element utilizes a five-year horizon, while the long-range element looks at strategies across 25 years.



Exhibit 5.1 RTP Objectives

Objectives	Strategies	Performance Measures
<b>Goal 1: Integrate local and regional land-use, air quality, and transportation planning to create a transportation system which supports the needs of the system user, enhances the economy, preserves the environment, and protects the community character.</b>		
Objective A: Provide transportation planning support services to local jurisdictions regarding the transportation impacts of local land-use decisions.	<p>Strategy 1: Support the implementation of the local jurisdiction General Plan and encourage implementation to include performance measures to balance growing capacity, cost of infrastructure, and quality of life; seek a balance of housing and employment land-uses which encourage the use and integration of transit in daily trips; and continue to provide opportunities to review development proposals to ensure the regional transportation goals, objectives, and strategies are achieved.</p> <p>Strategy 2: Incorporate public outreach efforts as a fundamental component of the transportation planning process and encourage input from all interest groups and individuals.</p> <p>Strategy 3: Encourage local jurisdictions to seek a balance of housing and employment land-uses to improve the jobs/housing balance and encourage the use of transit and/or active modes for daily trips.</p> <p>Strategy 4: Encourage local land-use planning and community design which minimizes dependence on long-distance, single-occupant vehicle commute trips.</p> <p>Strategy 5: Coordinate with local jurisdictions to plan for, construct, and maintain multi-modal transportation infrastructure for the senior, youth, and mobility challenged.</p> <p>Strategy 6: Encourage local jurisdictions to include multi-modal options within mixed-use and infill development.</p>	<ul style="list-style-type: none"> <li>• EDCTC collaborative planning efforts with local jurisdictions and SACOG</li> </ul>
Objective B: Support local, state, and regional jurisdictions to ensure the transportation infrastructure meets existing and future needs.	<p>Strategy 1: Work with local jurisdictions to develop transportation projects and programs that complement planned growth patterns, economic development programs, and support adjacent land-uses.</p> <p>Strategy 2: Work with local jurisdictions to review and assess the impact of new development proposals on transportation system demand.</p> <p>Strategy 3: Plan for transportation improvements which reflect and support projected growth and congestion.</p> <p>Strategy 4: Work with local jurisdictions to protect transportation corridors and rights-of-way to support opportunities for improved transportation connectivity and parallel capacity to US 50.</p> <p>Strategy 5: Encourage local jurisdictions to use Complete Streets practices for new development, redevelopment, and infill areas with a focus on high traffic and high-intensity land-uses.</p> <p>Strategy 6: Recognize the multitude of needs and the variety of perspectives and backgrounds of the people that live, work, and visit the region by promoting a range of equitable transportation choices that are designed with sensitivity to the desired context while preserving the unique character of each community or sub-region.</p>	<ul style="list-style-type: none"> <li>• Peak hour level of service</li> <li>• Pavement Condition Index (PCI)</li> </ul>

Objectives	Strategies	Performance Measures
<b>Goal 2: Encourage sustainable transportation options, embrace new technologies, and develop climate adaptation and resiliency strategies.</b>		
Objective A: Support transportation planning and programs which aid in achieving regional air quality goals and develop strategies to lessen the impacts of severe weather events and wildfire.	Strategy 1: Coordinate with local agencies, Caltrans, and other partners to prioritize transportation projects that minimize vehicle emissions while providing cost effective movement of people and freight. Strategy 2: Work with local and regional transit providers, jurisdictions, and employers to provide for transportation services, facilities, and vehicles that cause the least amount of environmental impact and yield environmental benefits wherever feasible. Strategy 3: Work with local jurisdictions and first responders to develop strategies to lessen the impacts on the transportation system due to severe weather events and wildfire. Strategy 4: Consider how transportation policies, programs, and investment strategies affect the overall health of people and the environment including air and water quality, physical activity, and natural resources. Strategy 5: Work with state, regional, and local partners to develop a strategy to identify the necessary infrastructure and policies to support electric vehicle charging integration into the existing transportation framework. Strategy 6: Collaborate with local jurisdictions to identify and develop transportation solutions that effectively meet the needs of an aging population.	<ul style="list-style-type: none"> <li>• Vehicle miles traveled per service population</li> <li>• Miles of roadside ditch maintained/improved</li> </ul>
Objective B: Support the necessary infrastructure and develop innovative programs to support multi-modal, technology-based shared ride solutions.	Strategy 1: Develop education and outreach programs to increase awareness, improve usability, and promote transportation network company options. Strategy 2: Work with local jurisdictions to identify and secure locations for park-and-ride lots to support shared ride and transit mobility options. Strategy 3: As markets expand, work with local jurisdictions to integrate new technologies needed to support connected, electric, alternative fuel, and autonomous vehicles. Strategy 4: Work with local jurisdictions to improve and extend broadband, Wi-Fi, and digital infrastructure to remote areas to promote telecommuting and telemedicine. Strategy 5: Work with local jurisdictions to support the appropriate use of electric and electric assist mobility devices such as bicycles, scooters, segways, and electric skateboards. Strategy 6: Ensure that local jurisdictions remain current on emerging technologies and implement smart mobility solutions with new projects whenever and wherever feasible and appropriate.	<ul style="list-style-type: none"> <li>• Journey to work mode share</li> <li>• Broadband, ITS, or ICM implemented</li> </ul>

Objectives	Strategies	Performance Measures
<b>Goal 3: Optimize the existing local, interregional, and regionally significant roadway system to support improved maintenance, increased throughput, improved safety, and multi-modal mobility.</b>		
<p>Objective A: Maintain the existing transportation system at a standard which furthers its life and viability and continues to support the region’s current and future transportation needs.</p>	<p>Strategy 1: Encourage local jurisdictions to adopt a “fix-it-first” planning and programming approach directing transportation funding to clearly identify maintenance and improvements to the transportation system.</p> <p>Strategy 2: Identify transportation infrastructure in need of major upgrading to meet standards for safety, operations, and design through coordination with Caltrans, regional, and local capital improvement programs.</p> <p>Strategy 3: Support local jurisdictions to maintain and implement pavement management programs which strategically identify and prioritize projects.</p> <p>Strategy 4: Incorporate maintenance, funding, accessibility, and safety when planning or programming new or expanded transportation elements.</p> <p>Strategy 5: Identify interregional transportation system improvements to optimize recreational and freight travel between the Tahoe Basin and western County line.</p> <p>Strategy 6: Coordinate with local jurisdictions, partner agencies, businesses, and Caltrans to improve access to transportation system condition information to provide for better route/trip planning, travel time reduction, and ingress-egress options for enhanced freight movement.</p>	<ul style="list-style-type: none"> <li>• Pavement Condition Index (PCI)</li> <li>• Percent of sidewalk in good condition</li> <li>• Class I bikeway network condition</li> </ul>
<p>Objective B: Develop and retrofit transportation facilities and corridors to improve safety, enhance community character, and improve multi-modal mobility.</p>	<p>Strategy 1: Seek out creative and alternative low cost, high impact transportation solutions, across all modes, when planning and programming new transportation investments.</p> <p>Strategy 2: Work with local jurisdictions to increase efforts to improve the form and function of transportation corridors in order to contribute to “sense of place” and preserve historic character.</p> <p>Strategy 3: Provide support for local jurisdictions to identify, prioritize, and eliminate conditions on local and regional roadways that currently or may pose a safety risk in coordination with Caltrans and local jurisdictions.</p> <p>Strategy 4: Work with jurisdictions to underground utilities in conjunction with transportation projects whenever feasible.</p> <p>Strategy 5: Encourage the development of mobility improvement projects to equitably support disadvantaged communities and ensure that community values and regional character are protected or enhanced.</p> <p>Strategy 6: Coordinate with Caltrans and local jurisdictions to design mobility improvement projects that protect viewsheds and enhance aesthetics.</p> <p>Strategy 7: Coordinate with local jurisdictions to provide effective transportation choices for a diverse population including the aging, youth, and disabled.</p>	<ul style="list-style-type: none"> <li>• Number of collisions by mode</li> <li>• Traffic calming measures, sidewalks, bike lanes, landscaping added</li> </ul>

Objectives	Strategies	Performance Measures
<b>Goal 4: Promote a convenient, desirable, and reliable regional and interregional public transit system for residents and visitors traveling within, to, and beyond El Dorado County.</b>		
Objective A: Focus transit service provision to the region's diverse characteristics.	<p>Strategy 1: Encourage El Dorado Transit to prioritize transit services in urban and suburban areas, corridors with high commuter volume, high-tourism traffic areas, and where other operational efficiencies exist.</p> <p>Strategy 2: Encourage the development of new and innovative transit systems which are effective in serving non-typical transit users such as rural residents, recreation, and tourism travelers.</p> <p>Strategy 3: Work with transit operators, both within El Dorado County and the surrounding Counties, to coordinate with regional transit operators to support transit trips into and out of El Dorado County for employment, education, medical, tourism, and recreation travel purposes.</p> <p>Strategy 4: Work with local jurisdictions to encourage development of active transportation facilities that provide access to transit stops, parks and ride lots and other multi-modal facilities.</p> <p>Strategy 5: Work with local jurisdictions to improve passenger boarding and alighting within existing Infrastructure.</p> <p>Strategy 6: Work with transit providers to implement a bi-lingual marketing program to promote public transit.</p> <p>Strategy 7: Work with local jurisdictions to consider transit accessibility for projects and investments.</p> <p>Strategy 8: Encourage transit operators to utilize developments in technology such as mobile device applications, and other Intelligent Transportation Systems, to inform transit users of available service and monitor transit vehicles in order to optimize routes where feasible.</p> <p>Strategy 9: Market the availability of transit service information to likely users including educational, commercial, recreational, employment, and civic centers.</p>	<ul style="list-style-type: none"> <li>On-time performance by service type (demand-response, rural local routes, urban commuter routes)</li> </ul>
Objective B: Promote a transit system that is responsive to the needs of transit-dependent persons.	<p>Strategy 1: Update and implement the Coordinated Public Transit – Human Services Transportation Plan in coordination with the El Dorado County Transit Authority (EDCTA).</p> <p>Strategy 2: Assist with the ongoing implementation of the Americans with Disabilities Act.</p> <p>Strategy 3: Promote the provision of discount fares for the elderly, disabled, and students.</p> <p>Strategy 4: Work with the EDCTA to assist social service agencies in providing transportation for Access to Jobs clients.</p> <p>Strategy 5: Work with transit providers and social service transportation providers to improve or increase transit services to rural and remote areas.</p>	<ul style="list-style-type: none"> <li>Number of transit stops within ¼ mile of households without access to motor vehicles</li> </ul>

Objectives	Strategies	Performance Measures
<b>Goal 5: Promote and preserve aviation facilities and services that complement the regional transportation system, support emergency response, and enhance economic activities.</b>		
Objective A: Promote the operation, preservation, and maintenance of a regional system of public use general aviation airports.	Strategy 1: Encourage the development of airport facilities and services necessary to satisfy a diversity of user requirements such as plane and small jet sizes and fuel requirements. Strategy 2: Encourage the development of aviation system facilities that serve as a regional economic stimulus including aircraft maintenance and restoration and flight training. Strategy 3: Support the role of public use airports in accommodating general aviation, agricultural, business promotion and retention, and emergency response needs. Strategy 4: Encourage the safe, orderly, and efficient use of airports and air space and compatible land-uses that are consistent with the Airport Land-Use Compatibility Plans (ALUCP) for the Placerville, Georgetown, and Cameron Park Airports. Strategy 5: Implement, maintain, and update the City of Placerville, Georgetown, and Cameron Park Airport Land-Use Compatibility Plans (ALUCPs). Strategy 6: Coordinate with airport owners/operators to maintain up to date Airport Master Plans. Strategy 7: Encourage road system maintenance, consistent with appropriate standards that support freight movement and emergency services, to support access to airports.	<ul style="list-style-type: none"> <li>• Landings as a share of capacity</li> <li>• Airport access improved for heavy vehicles</li> </ul>

Objectives	Strategies	Performance Measures
<b>Goal 6: Promote a safe, convenient, and efficient active transportation system for all users.</b>		
Objective A: Plan and develop a continuous, safe, and easily accessible pedestrian and bikeway network throughout the region connecting urban, suburban, and rural communities.	<p>Strategy 1: Ensure local jurisdictions have current and appropriate Active Transportation Plans that comply with state standards while reflecting the unique needs of local communities.</p> <p>Strategy 2: Encourage the completion of existing active transportation networks and facilities, with an emphasis on closing gaps and enhancing connectivity.</p> <p>Strategy 3: Work with local jurisdictions to include sidewalks and bikeways with all new construction per currently accepted standards, and where feasible; include sidewalks and bikeways on existing facilities, and utilize maintenance efforts to develop preferred linkages in the bicycle and pedestrian facilities network.</p> <p>Strategy 4: Maintain a visually clear, simple, and recognizable bicycle route map and develop a comprehensive way finding system.</p> <p>Strategy 5: Encourage the development of underutilized rights of way, corridors, irrigation ditches, and utility easements for active transportation facilities.</p> <p>Strategy 6: Pursue funding mechanisms for the development and maintenance of active transportation facilities.</p> <p>Strategy 7: Provide active transportation facilities that are ADA compatible, and provide safe and easy access for mobility challenged users.</p>	<ul style="list-style-type: none"> <li>• Percent of planned sidewalk network completed</li> <li>• Percent of planned bicycle network (shared use paths, bike lanes, and bike routes) completed</li> </ul>
Objective B: Support local jurisdictions in providing an active transportation system that emphasizes the health, safety, and well being of people as part of a multi-modal transportation system.	<p>Strategy 1: Encourage local jurisdictions to develop ordinances to define a consistent direction of travel for all users on shared-use facilities.</p> <p>Strategy 2: Encourage local jurisdictions to incorporate active transportation facilities when implementing maintenance improvements or new developments to the existing roadway network.</p> <p>Strategy 3: Encourage local jurisdictions to identify and improve street crossings wherever possible.</p> <p>Strategy 4: Work with local jurisdictions to prioritize designs that provide for safe use by all modes and all users.</p> <p>Strategy 5: Work with local jurisdictions to remove barriers to connectivity and identify opportunities to develop safe routes to schools.</p> <p>Strategy 6: When and where appropriate, incorporate adjacent active transportation facilities maintenance into roadway maintenance.</p> <p>Strategy 7: Collaborate with regional and cross-regional jurisdictions to establish a comprehensive active transportation system throughout the broader region.</p> <p>Strategy 8: Encourage employment, transit hubs, schools and activity centers to provide secure bicycle storage.</p>	<ul style="list-style-type: none"> <li>• Percent of projects built in areas with below average rates of walking</li> <li>• Number of safety barriers removed by projects</li> </ul>

Objectives	Strategies	Performance Measures
<b>Goal 7: Develop and support an integrated transportation system that incorporates corridor-based solutions and public awareness programs which support alternative transportation modes and reduce the impacts of single-occupant vehicles.</b>		
Objective A: Support local jurisdictions and partners in developing corridor-based solutions to congestion reduction and support alternatives to the single-occupant vehicle.	<p>Strategy 1: Work with Caltrans and local agencies to develop options for the use of managed lane facilities where applicable.</p> <p>Strategy 2: Work with Caltrans and local agencies to develop options for the strategic location of park-and-ride lots to support social network transportation and ridesharing options.</p> <p>Strategy 3: Coordinate with local jurisdictions to develop and improve integrated corridor management.</p> <p>Strategy 4: Work with Caltrans and local jurisdictions to include noise abatement and control into projects when appropriate.</p> <p>Strategy 5: Work with Caltrans and local jurisdictions to consider safety and security in every transportation project.</p> <p>Strategy 6: Strive for full modal integration to provide options for a “complete trip” to include bicycle, pedestrian, transit, and auto for employment, education, and other trips.</p> <p>Strategy 7: Support the use of public transportation as a transportation control measure to improve throughput and reduce traffic congestion and vehicle emissions.</p>	<ul style="list-style-type: none"> <li>• Journey to work mode share</li> <li>• US 50 auto occupancy</li> <li>• US 50 travel time reliability</li> </ul>
Objective B: Support advancement of Transportation Demand Management (TDM) in a manner which reflects the needs of the region and remains current with new technologies in transportation.	<p>Strategy 1: Encourage local jurisdictions to integrate multi-modal transit facilities when planning development supporting large concentrations of people and services.</p> <p>Strategy 2: Work with schools to promote the use of bus transportation, ridesharing, and active transportation using the five principals of safe routes to schools.</p> <p>Strategy 3: Encourage local jurisdictions, Caltrans, and transit operators to embrace technology, such as mobile device applications, as a means to inform the travelling public on conditions, route choices, and traveler experience.</p> <p>Strategy 4: Continue the Freeway Service Patrol program along US 50 in El Dorado County.</p> <p>Strategy 5: Work with local jurisdictions and Caltrans to deploy Intelligent Transportation System elements along primary travel corridors which are fully integrated with the local network.</p>	<ul style="list-style-type: none"> <li>• Percent of employers offering/mandating TDM strategies</li> <li>• Percent of residents taking advantage of employer offered/mandated TDM strategies</li> <li>• Journey to work mode share</li> </ul>

Objectives	Strategies	Performance Measures
<b>Goal 8: Secure maximum available funding and pursue new sources of funds for maintenance, expansion, and improvement of all modes of transportation facilities and services.</b>		
Objective A: Obtain funding for vital transportation needs through all sources.	Strategy 1: Keep planning documents current and in compliance with state and federal requirements to ensure state and federal funding eligibility. Strategy 2: Secure funding for improvements that will improve safety, traffic flow, further lifecycle, reduce vehicle miles travelled, and optimize system capacity. Strategy 3: Encourage the funding of maintenance, safety, and modernization of public transit services and facilities. Strategy 4: Place maintenance of existing infrastructure, “fix-it-first,” as a top priority. Strategy 5: Provide resources to include advances in transportation technology and innovation.	<ul style="list-style-type: none"> <li>Funding sources used</li> </ul>
Objective B: Identify innovative and sustainable funding strategies for vital transportation needs where conventional funding sources are insufficient.	Strategy 1: Work with local jurisdictions to use limited state and federal resources to leverage Traffic Impact Mitigation fees to expand multi-modal facilities to support new and expanding growth. Strategy 2: Assist local jurisdictions to identify and obtain grant and other non-traditional funding. Strategy 3: Consider alternative fund sources such as local transportation only sales taxes, local fuel taxes, public/private partnerships, congestion pricing, mileage-based pricing, and bond measures. Strategy 4: Develop new sources of funding for road rehabilitation and maintenance in coordination with the League of California Cities, California State Association of Counties, Regional Council of Rural Counties, legislators, transportation groups, and other interested parties. Strategy 5: Provide education on transportation funding and how it is utilized.	<ul style="list-style-type: none"> <li>Funding from non-conventional sources (e.g., tolls, managed lanes, local tax measure)</li> </ul>



## Chapter 6 | Functional Review

A functional review of the EDCTC determines the extent and efficiency of the following functional activities:

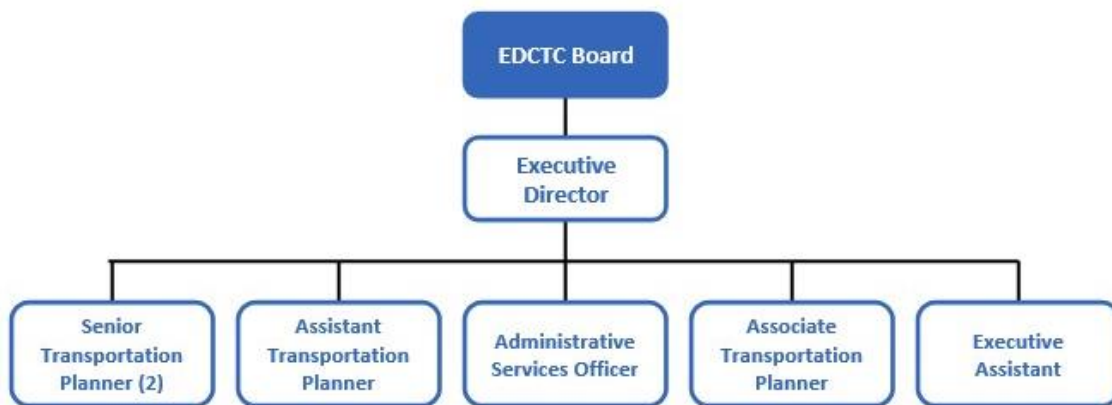
- Administration and Management;
- Transportation Planning and Regional Coordination;
- Claimant Relationships and Oversight;
- Marketing and Transportation Alternatives; and
- Grant Applications and Management; and

### Administration and Management

The EDCTC administrative offices are well organized. Important documents are retained according to an established schedule and are easily retrievable. Staffing levels are sufficient with little turnover; the only turnover in the past 10 years has been due to retirement. EDCTC staff meetings are held weekly with additional meetings as warranted. Performance reviews are conducted annually. Staff members are offered a full slate of benefits, including retirement benefits through CalPERS. Continuing education and training programs are also available to employees.

The EDCTC has established clear, comprehensive, and realistic goals and objectives. The Commission has planned schedules and milestones for completing these goals and objectives. EDCTC staff prepare a quarterly report which compares budgeted expenditures vs actual expenditures.

Exhibit 6.1 Organizational Chart (FY 2021/22)



Notable accomplishments for the EDCTC during the audit period include the following:

- Senate Bill 743 Implementation Plans,
- Western El Dorado County Short-and Long-Range Transit Plan,
- County Line Multi-Modal Transit Center Study,
- El Dorado County and City of Placerville Active Transportation Plans,
- Coloma Sustainable Community Mobility Plan,
- Recreational Travel Hot Spot Transportation Management Study US 50 Placerville Public Engagement,
- El Dorado Hills Business Park Community Transportation Plan,
- El Dorado County Travel Demand Model SB 743 Compliance Update, and
- El Dorado County Transit Authority Zero-Emission Bus Fleet Conversion Plan.

The El Dorado Transportation Commission is comprised of three representatives from the City of Placerville, four representatives from the El Dorado County Board of Supervisors, and *ex-officio* members representing the City of South Lake Tahoe and Caltrans District 3. Members of the EDCTC Board during the audit period included:

- Patty Borelli, City of Placerville (2018 – 2021)
- John Clerici, City of Placerville (2018)
- Shiva Frentzen, El Dorado County (2018 – 2020)
- John Hidahl, El Dorado County (2018 – 2021)
- Mike Ranalli, El Dorado County (2018)
- Lori Parlin, El Dorado County (2019 – 2021)
- Michael Saragosa, City of Placerville (2019)
- Kara Taylor, City of Placerville (2020 – 2021)
- Dennis Thomas, City of Placerville (2019 – 2021)
- Wendy Thomas, City of Placerville (2018)
- Wendy Thomas, El Dorado County (2021)
- George Turnboo, El Dorado County (2021)
- Brian Veerkamp, El Dorado County (2018 – 2020)
- Mark Acuna, City of Placerville alternate (2018, 2020)

*Ex-officio* members:

- Cody Bass, City of South Lake Tahoe (2021)
- Alex Fong, Caltrans District 3 (2020 – 2021)
- Sue Takhar, Caltrans District 3 (2019)
- Kevin Yount, Caltrans District 3 (2018)

The EDCTC board meets the first Thursday of each month (except January) at 2:00 p.m. in the County Board of Supervisors Chambers (330 Fair Lane, Placerville). Due to the COVID-19 pandemic, all meetings are being held via Zoom. Attendance at monthly board meetings is good.

The EDCTC board and staff are supported by three advisory committees, which meet throughout the year.

1. The **Policy Advisory Team (PAT)** is comprised of the EDCTC Executive Director, EDCTA Executive Director, Placerville City Manager, El Dorado County Chief Administrative Officer, and the Air Pollution Control Officer for the El Dorado County Air Quality Management District (AQMD). The PAT provides input on policy issues related to finance, land-use, and intergovernmental coordination. This committee meets on an as-needed basis, typically to focus on a specific subject or policy area.
2. The **Technical Advisory Committee (TAC)** is comprised of staff level representatives from EDCTC's partners, including Deputy Directors of the El Dorado County Department of Transportation, a representative of El Dorado County Long-Range Planning, the City Engineer from the City of Placerville, the EDCTA Planning and Marketing Manager, a Project Manager and Planner/Liaison from Caltrans District 3, a Planner/Liaison from SACOG, an Air Quality Engineer from the El Dorado County AQMD, and the EDCTC Executive Director and staff. Meetings are typically held monthly to provide technical guidance for the development of EDCTC plans and programs.
3. The **Social Services Transportation Advisory Council (SSTAC)** was established in accordance with PUC Section 99238. The SSTAC meets several times throughout the year to discuss transit needs in El Dorado County and advise the EDCTC Board regarding annual Unmet Transit Needs findings. Per statute, the SSTAC must consist of the following members:
  - One representative of potential transit users who is age 60 or older;
  - One representative of potential transit users who is disabled;
  - Two representatives of local social service providers for seniors;
  - Two representatives of local social service providers for the disabled;
  - One representative of a local social service provider for persons of limited means;
  - Two representatives from the local consolidated transportation service agency (CTSA) if one exists, including one representative from an operator, if one exists; and
  - Additional members appointed as desired by the regional transportation planning agency.

#### *Impact of the COVID-19 pandemic*

In response to the COVID-19 pandemic, the EDCTC began working from home. This initially was in effect from March 2020 to the end of May 2020, and then resumed in December 2020 and January 2021 in response to the winter resurgence of the virus. During that time, someone would come into the office once or twice per week to check the mail and voicemail. The EDCTC followed all Cal OSHA guidance for safe practices. Given the size of the offices and the modest number of staff (five), the EDCTC has been able to safely accommodate a return to the office. As of October 2021, the EDCTC still enforced an in-office mask mandate.

All meetings were held virtually in response to the pandemic. As of March 2022, the EDCTC Board meetings are still being held virtually in compliance with Assembly Bill 361, which allowed public entities to continue holding virtual meetings in compliance with the modified Brown Act requirements of California Executive Order No. N-25-20. Public engagement activities have also been held virtually. Staff has noticed more participation in EDCTC meetings, public engagement activities, and outreach events via Zoom than previously participated in person, and expects to continue offering such virtual options moving forward.

### Claimant Relationships and Oversight

While the EDCTC does not have a formal productivity committee to review transit services and offer recommendations to lower transit costs, it does review productivity as part of the annual TDA claims process. In addition, an EDCTC staff member serves on the SSTAC. The EDCTC Executive Director and Senior Transportation Planner review the EDCTA's Administrative Operations Report annually. This report includes operating statistics, a review of on-time performance, and performance measures (including those required by TDA) by mode.

The EDCTC provides technical and managerial assistance to the transit operator on an as-needed basis. The EDCTC and EDCTA have a positive and effective working relationship. The two organizations work independently but coordinate their efforts as appropriate and necessary. The EDCTC has been very proactive in obtaining and managing planning grants for specific transit studies. Grant preparation and administration responsibilities are shared across the EDCTC staff and transportation planners.

In April 2018, the EDCTC adopted its TDA Guidelines Manual. The document describes the different types of funding available under the Transportation Development Act as well the unmet transit needs process and claims processes. The EDCTC processes TDA claims in an accurate and timely manner. The EDCTC estimates the allocation available to each local jurisdiction, based on population, after the County Auditor estimates the amount of LTF available to claimants in El Dorado County (typically in February). The EDCTC board then approves the Draft Findings of Apportionment of TDA funds by resolution.

### Transportation Planning and Regional Coordination

The most recent El Dorado County Regional Transportation Plan (RTP) was adopted in November 2020. The RTP sets forth a series of transportation-related goals for El Dorado County, each supported by objectives, implementation strategies, and performance measures. It also details regional road network, City of Placerville road network, transit, El Dorado County non-motorized, City of Placerville non-motorized, aviation, goods movement, transportation systems management, and intelligent transportation systems projects delivered between 2015 and 2020. The El Dorado County RTP has been an effective planning tool with a positive impact on the region. The RTP includes all elements required under state guidelines, including a discussion of issues for each transportation mode, mode-specific goals, actions to address the issues, and a timeline for implementation.

The RTP Advisory Committee was a key component of the public input for the 2020 RTP. Membership was ratified by the EDCTC in April 2018, and the group was involved in the development of the Policy, Action, and Financial elements of the RTP. Committee membership represented a broad range of government organizations, citizen organizations, interest groups, and the private sector.

Exhibit 6.2 RTP Advisory Committee Membership

Government Organizations	
Airport	El Dorado Hills Community Services District
Caltrans District 3	El Dorado Transit
Cameron Park Community Services District	Emergency Services – Police and Fire
City of Placerville	Federal Land Management Agencies
El Dorado County Air Quality Management District	Historic Districts
El Dorado County Department of Transportation	Sacramento Area Council of Governments
El Dorado County Environmental Management	Shingle Springs Rancheria
El Dorado County Health and Human Services Agency	SSTAC member
El Dorado County Office of Education	Tahoe Regional Planning Agency
El Dorado County Parks and Trails	Tahoe Transportation District
Private Sector, Citizen Organization, and Interest Groups	
Agritourism	Rural Advocate
Bicycle Advocate	Seniors
Business Associations	Surveyor, Architect, and Engineer Organizations
Chambers of Commerce	Taxpayers Association
Development Community	Transit Rider
El Dorado Hills Business Park	Trucking/Goods Movement
Pedestrian Advocate	Youth Representative

Given efforts to update the RTP began in 2018, prior to the COVID-19 pandemic, initial public outreach included traditional activities such as RTP Advisory Committee meetings, a public notice in the local newspaper (*Mountain Democrat*), a public scoping meeting, town hall meetings, and presentations to local community groups. In July 2020, as the EDCTC moved toward adoption of the RTP, public outreach was conducted virtually. All draft documents were made available online, and a slideshow presentation about the RTP was prepared and posted on YouTube. The public was provided a minimum of 30 days to review and comment on each of the draft elements.

Public outreach was conducted virtually and participation has grown more than ever. All meetings, workshops, and outreach are virtual. The EDCTC board was involved in the RTP update throughout the planning process as draft versions of the RTP Policy and Action elements were brought to the EDCTC Board before completion of a complete draft report. The next update of the Regional Transportation Plan (RTP) is set to occur in 2024.

The Western El Dorado County Short- and Long-Range Transit Plan was completed in November 2019. The short-range element utilizes a five-year horizon, while the long-range element looks at strategies across 25 years. While the short-range planning horizon would normally be updated in 2024, the changes to the transit environment resulting from the COVID-19 pandemic generally render much pre-pandemic service planning moot. Not only did the pandemic cause transit agencies to make rapid adjustments to service, but it materially affected how people travel. Additional transit planning will need to occur prior to the next programmed Short- and Long-Range Transit Plan update to ensure the EDCTA can successfully and effectively adapt to the operating conditions of a post-pandemic world.

### Marketing and Transportation Alternatives

The majority of marketing for transit services in El Dorado County is provided by the EDCTA, which maintains a Planning and Marketing Manager position. The EDCTC assists with outreach and marketing related to transit projects, plans, and studies, including conducting surveys related to these activities. In the past, the EDCTC has done some marketing for regional rideshare and vanpool programs, but these have generally not been successful given the low density of the region and the long distances required.

The EDCTC has a strong public information process in place. With all meetings, workshops, and outreach utilizing a virtual space, public participation is at an all-time high. The EDCTC website lists completed plans and studies along with an archive of Commission meeting minutes. The EDCTC posts quarterly project monitoring reports on the website.

### Grant Applications and Management

The EDCTC has been successful in obtaining FTA planning grants and Active Transportation Program grants to fund transportation studies and active transportation projects. The EDCTC assists its operator with grant applications. No state or federal grant applications were denied to the EDCTC or EDCTA due to errors or omissions.

## Chapter 7 | Findings and Recommendations

### Conclusions

Moore & Associates, Inc. finds the EDCTC to be in compliance with the requirements of the Transportation Development Act. In addition, the entity generally functions in an efficient, effective, and economical manner.

### Findings and Recommendations

Based on the current review, the audit team submits no TDA compliance findings.

The audit team has identified two functional findings. While these findings are not compliance findings, the auditors believe they are significant enough to be included within this review:

1. The blended farebox recovery ratio for the EDCTA has not been updated since 2014.
2. Transit planning completed prior to the COVID-19 pandemic is unlikely to be relevant given the significant changes in the transit landscape.

In completing this Triennial Performance Audit, the auditors submit the following recommendations for the EDCTC's program. They are divided into two categories: TDA Program Compliance Recommendations and Functional Recommendations. TDA Program Compliance Recommendations are intended to assist in bringing the operator into compliance with the requirements and standards of the TDA, while Functional Recommendations address issues identified during the audit that are not specific to TDA compliance. Each finding is presented with the elements identified within the 2011 *Government Auditing Standards* as well as one or more recommendations.

Given there were no compliance findings, only functional findings and recommendations are presented below.

#### Functional Finding 1: The blended farebox recovery ratio for the EDCTA has not been updated since 2014.

**Criteria:** PUC Section 99270.1 charges the regional transportation planning agency with the determination of an appropriate farebox recovery ratio based on what portion of the transit service serves urbanized areas and what portion serves non-urbanized areas.

**Condition:** This recommendation is carried forward from the prior Triennial Performance Audit. A blended farebox recovery ratio of 12.22 percent was adopted in 2014. The prior audit recommended this ratio be reviewed following the next decennial census or other official adjustments to the Sacramento Urbanized Area boundary. Due to delays in the release of 2020 decennial census data, the EDCTC has been unable to reassess this metric.

**Cause:** The unavailability of key data from the decennial census precluded the EDCTC from implementing this recommendation.

**Effect:** As a result, the farebox recovery ratio established in 2014 remained in effect, even though it was based on urbanized area designations developed after the 2010 decennial census.

**Recommendation:** The EDCTC should revisit the blended farebox recovery ratio to determine if it should be adjusted.

**Recommended Action:** Once data from the 2020 decennial census becomes available, the EDCTC should review any changes to the Sacramento Urbanized Area to determine if the portion of urbanized area served by the EDCTA has changed in the past 10 years. If it has, the EDCTC will need to recalculate the farebox recovery ratio based on those urbanized versus non-urbanized proportions. While this recalculation is not urgent given the current penalty waivers afforded by AB 149, it is recommended that the EDCTC make this determination sooner rather than later so the EDCTA will be well aware of any changes to its farebox recovery ratio in advance of FY 2023/24, when it will most likely be responsible for again meeting the farebox recovery threshold.

**Timeline:** FY 2021/22 (if data is available).

**Anticipated Cost:** Modest.

**Functional Finding 2: Transit planning completed prior to the COVID-19 pandemic is unlikely to be relevant given the significant changes in the transit landscape.**

**Criteria:** As the RTPA, the EDCTC regularly funds transit planning activities for El Dorado County.

**Condition:** The most recent Short- and Long-Range Transit Plan was completed in 2019. Since that time, the transit landscape in El Dorado County – as well as the rest of the United States – has changed dramatically due to the impact of the COVID-19 pandemic. While the future of the COVID-19 virus has evolved to be endemic rather than pandemic, and most of the early restrictions have been lifted or reduced, the impact of the COVID-19 pandemic on public transit is expected to be felt for a long time. The EDCTA, like many transit operators, was forced to reduce its workforce and modify its service due to significantly reduced demand. It has since returned to normal operations, but as of December 2021, ridership has remained at approximately one-third of what it was in FY 2018/19. This has resulted in significantly lower fare revenues – instead of comprising as much as 20 percent of the transit system’s operating cost, in FY 2020/21 it made up just three percent.

**Cause:** The COVID-19 pandemic and its aftermath are the clear cause of this finding.

**Effect:** Recovery from the pandemic’s impact on ridership is likely to take a long time.

**Recommendation:** Work with the EDCTA to conduct post-COVID strategic planning for transit in western El Dorado County.

**Recommended Action:** Using FY 2020/21 and FY 2021/22 as a new baseline, determine appropriate performance measures, approaches to service, and trigger points for service expansion or reduction. If a desire to continue operating transit according to the current model/plan, it may be necessary to identify



alternative funding sources to make up for lost fare revenues. Alternately, new service delivery strategies may be identified to provide a “right-sized” level of service for a reduced operating cost. The resulting plan should also include robust marketing recommendations to introduce new or modified services as well as to continue to promote them.

In addition to serving as a crucial planning document for the immediate future of transit service in El Dorado County, the planning process should be accompanied by a robust public engagement effort to both gather essential input from riders and community stakeholders as well as to educate the community and decision-makers about how transit has changed since March 2020. Doing so will help garner important information about how individual travel patterns have changed while also promoting community acceptance of the resulting plan.

**Timeline:** FY 2022/23.

**Anticipated Cost:** Dependent upon project scope.

**Management Response:** In response to impacts from the COVID-19 pandemic, El Dorado Transit is undertaking a “Community Reconnection Plan,” a strategic planning effort intended to:

- Develop a strategic plan that includes a comprehensive evaluation and actionable recommendations to address El Dorado Transit’s goals and objectives, service design and operations, capital improvements, funding strategy, management structure, and related policy issues.
- Address internal and external factors influencing the use of public transit, including impacts from the COVID-19 pandemic, local and regional transit policies, service schedules, route designs, fare policies, passenger tools and amenities, land uses, tourism, etc.
- Be informed by and incorporate extensive public engagement efforts.
- Focus on development of short-range strategies and actions (within a 3-year window) with consideration for longer-term objectives and improvement of overall sustainability.
- Be adopted by the El Dorado County Transit Authority Board in late 2022.

Exhibit 7.1 Audit Recommendations

Functional Recommendations		Importance	Timeline
1	The EDCTC should revisit the blended farebox recovery ratio to determine if it should be adjusted.	Medium	FY 2021/22
2	Work with the EDCTA to conduct post-COVID strategic planning for transit in western El Dorado County.	High	FY 2022/23

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