

FINAL
SHORT RANGE TRANSIT
DEVELOPMENT PLAN
FY 2017/18 - 2021/22



MADERA COUNTY
TRANSPORTATION
COMMISSION

ADOPTED:
MARCH, 2017



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DIAL-A-RIDE



MADERA COUNTY
Short-Range Transit Development Plan
FY 2017/18 – 2021/22

FINAL REPORT

March 2017

Madera County Transportation Commission
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EXECUTIVE
SUMMARY

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CHAPTER 1 – EXECUTIVE SUMMARY

Madera County is located in California’s San Joaquin Central Valley. Encompassing 2,147 square miles, the County is situated in the Geographic center of the State of California along State Route (SR) 99, approximately 18 miles north of Fresno. The County has an average altitude of 265 feet ranging from 180 to 13,000 feet above sea level. The San Joaquin River forms the south and west boundaries with Fresno County. To the north, the Fresno River forms a portion of the boundary with Merced County. Mariposa County forms the remainder of the northern boundary. The crest of the Sierra Nevada Mountains forms the eastern boundary with Mono County. Generally, the County can be divided into three broad geographic regions – the Valley area on the west; the foothills between Madera Canal and the 3,500 foot elevation contour; and the mountains from the 3,500 foot contour to the crest of the Sierra Nevada Mountains.

Madera County is served by a variety of human service organizations, senior centers, private transportation companies and one public transit operator. Transit funding is limited at both the state and federal level. Therefore, it is important for these small organizations to coordinate transportation services in order to maximize mobility for residents and eliminate duplication of services.

Report Overview

This plan reflects Madera County’s “Short-Range Transit Development Plan” (SRTDP) for the five-year period, FY2017/18 through FY2021/22. This plan responds to State, Federal and local requirements to ensure public transit services are effective in meeting the needs within the region.

The SRTDP is intended to serve as a guide for improving public transit agencies within Madera County. The plan reviews recent progress, evaluates existing operations and conditions, and recommends future strategic actions to effect positive changes. A key component of the SRTDP is the development of realistic operating and capital projections based on present and future performance of the existing systems over the next five years. In summary, the primary objectives of the SRTDP are to:

1. Assess the efficiency and effectiveness of existing transit services throughout Madera County.
2. Develop cost-effective recommendations and a five-year service plan to improve transit services based upon rider and community input.
3. Provide marketing and outreach strategies to promote services based on an understanding of the needs of current and potential riders.
4. Develop financially feasible capital and operating plans that support the five-year service plan and that address existing and future transit needs in Madera County.

There are six different public transit services offered in Madera County by three different jurisdictions. Many social service agencies within the County as well as private providers, such as Greyhound and charter bus and taxi companies also provide transportation. This plan focuses primarily on public transit operations, but addresses how all transportation services should be coordinated to the maximum extent

possible. The public transit operations include:

City of Madera

Madera Area Express (MAX)

Madera Dial-A-Ride (DAR)

City of Chowchilla

Chowchilla Area Transit Express (CATX)

Madera County

Madera County Connection (MCC)

Eastern Madera County Senior Bus & Escort Program

Transit operators in Madera County should use the SRTDP as an important planning tool as they evaluate their existing systems and seek ways to improve their services. The increase in transit demand over the next five years will require that public transit operators closely collaborate and coordinate their services to provide effective, affordable, and seamless public transportation throughout the Madera County region.

An outline of this report's contents is as follows:

1. Executive Summary,
2. Existing Conditions,
3. Transit Goals, Objectives and Performance Standards,
4. Existing Transit Services,
5. Performance Evaluation,
6. Needs analysis,
7. Financial Plan,
8. Transit Marketing Strategies,
9. Public Participation

Appendices

- A. Transportation Funding Sources,
- B. On-board Survey Results.

The [Existing Conditions](#) (Chapter 2) describes Madera's population characteristics, with a focus on those population groups most relevant to transit planning. The existing setting forms the basis for transportation demand that is anticipated to grow as the community's population and employment base expands. This demand will provide the impetus and direction for both the public and private sectors to cooperatively develop effective transportation options.

[Transit Goals, Objectives and Performance Standards](#) (Chapter 3) presents goals, objectives, and performance standards that will serve as a guide to public transit operators in Madera County. Clear and attainable goals and objectives, as presented in this section, are important in ensuring efficient and effective transit services. Performance standards will provide a means of measuring and comparing operations.

The [Existing Transit Services](#) (Chapter 4) provides an overview of existing transit services within Madera County and a summary of recent accomplishments. The Madera County region is served by two fixed-route and four demand-response public transit services. Also included is discussion of other transportation providers and a summary of recent accomplishments.

Following Existing Transit Services is [Performance Evaluation](#) (Chapter 5) which presents public transit performance evaluations. Performance or productivity indicators are used to evaluate public transit operations and how successful they are at meeting accepted performance standards. They include the following:

- Passengers Per Hour
- Passengers Per Mile
- Cost Per Passenger
- Cost Per Hour
- Cost Per Mile
- Subsidy Per Passenger
- Farebox Return

The [Needs Analysis](#) (Chapter 6) is a key step in developing and evaluating transit plans. This section will identify transit needs throughout Madera County. These needs must be identified to develop meaningful, realistic transportation solutions. This needs analysis is based on a number of studies and a variety of input.

The [Financial Plan](#) (Chapter 7) presents a five-year operating and capital plan for the period FY 2017/18 to FY 2021/22. Operating and capital budgets are based on projected revenue, current service levels, and key recommended service improvements. The capital plan projects the cost of new and replacement vehicle purchases and transit-related amenities, including benches and shelters. These improvements respond to the findings from the needs assessment and identification of specific issues by each transit operation.

A countywide total of \$32.3 million in public transit revenue and expenditures is projected over the next five years. The City of Madera expenditures during this period are estimated at \$18.9 million or 59% of the total, Madera County, \$10.8 million or 33% of the total, and the City of Chowchilla, \$2.6 million or 8%. Total operating costs for all Madera County transit systems are projected at \$17.8 million from FY2017/18 to FY2021/22. County-wide capital costs are estimated at \$14.5 million during this period.

The [Transit Marketing Strategies](#) (Chapter 8) describes marketing and how it plays an integral role in increasing public awareness of transit services and attracting and maintaining ridership. Key marketing objectives are to:

- Promote an understanding of services being offered
- Increase public acceptance
- Provide quality services
- Developing effective ongoing outreach and targeted marketing tools

Finally, the [Public Participation](#) (Chapter 9) describes the process that includes outreach efforts to a broad representation of groups within the community, including low-income, minority populations, elderly, disabled, Native Americans, community-based organizations and those with limited English proficiency. The approach utilized by the MCTC is comprehensive, collaborative, and well documented, as described in this chapter.

The appendices include the Transportation Funding Sources and On-board Survey Results.



EXISTING
CONDITIONS

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CHAPTER 2 – EXISTING CONDITIONS

This chapter provides an overview of Madera County’s population, income and employment trends, and travel characteristics. The existing setting forms the basis for transportation demand that is anticipated to grow as the community’s population and employment base expands. This demand will provide the impetus and direction for both the public and private sectors to cooperatively develop effective transportation options.

CURRENT LAND USES

Generally, the Madera County can be divided into three broad geographic regions – the valley area on the west; the foothills between Madera Canal and the 3,500 foot elevation contour; and the mountains from the 3,500 foot contour to the crest of the Sierra Nevada Mountains. The Valley area is generally flat and ranges in elevation from 45 to 1,000 feet. This area contains approximately two-thirds of the County’s population and includes the cities of Chowchilla and Madera, as well as the unincorporated communities of Fairmead, Madera Ranchos, and Bonadelle Ranchos. A well-developed agricultural economic base characterizes this area. The foothill area contains the remaining one-third of the County population residing in the unincorporated communities of Oakhurst, Ahwahnee, North Fork, Coarsegold, Raymond and Yosemite Lakes Park. The agricultural base in this area is primarily grazing. Much of the area’s employment base is involved in the tourist-related services with a significant commuter component going to Fresno, Madera and other valley employment and service centers. The mountain area is essentially uninhabited with most of the land located in the Sierra National Forest, Yosemite National Park, Devils Postpile National Monument, and the Ansel Adams and John Muir Wilderness Areas. Historically, the national forest area has supported a strong lumber-based economy; however, this has been seriously curtailed by recent environmental actions.

POPULATION TRENDS

As shown in Table 2-1, Madera County’s 2010 population was 150,865. The table shows the distribution of the total population from 1980 to 2010 among the incorporated areas and the unincorporated areas. The County’s population rose from 63,116 in 1980 to 150,865 in 2010. In 2010, the unincorporated county area comprised 47% of the County population compared to 41% for the City of Madera and 12% for the City of Chowchilla.

Table 2-1
MADERA COUNTY POPULATION TRENDS
1980 TO 2010

Location	1980		1990		2000		2010	
	Pop	% of Total Pop	Pop	% of Total Pop	Pop	% of Total Pop	Pop	% of Total Pop
City of Madera	21,732	34%	29,281	33%	43,207	35%	61,416	41%
City of Chowchilla*	5,122	8%	5,930	7%	11,129	9%	18,720	12%
Unincorporated Area	36,262	58%	52,879	60%	68,775	56%	70,729	47%
Total County	63,116	100%	88,090	100%	123,109	100%	150,865	100%

*2000 and 2010 includes population from two women's prisons

Source: U.S. Census

In 2014, 31% of Madera County's population was under 20 years old, 56.8% between 20 and 64 years, and 12.1% over 65 years of age or older. In terms of racial breakdown, 55.1% of the population was Hispanic, 36.8% white (not Hispanic or Latino), 3.2% African-American, 1.1% American Indian, and 2.1% Asian or Pacific Islander.

Table 2-2 reflects the population of Madera County rising from 150,865 in 2010 to a projected 265,161 in 2040. This is an increase of 114,296 persons or 3,810 persons on an average annual basis. These projections will be greatly impacted by the degree of service and infrastructure improvements throughout the County, including public transit, streets and roads, sewer and water.

Table 2-2
MADERA COUNTY POPULATION PROJECTIONS
2010-2040

Jurisdiction	2010	2020	2035	2040
City of Madera	76,515	88,741	112,681	121,984
Average annual increase from 2010	---	1.6%	1.9%	2%
City of Chowchilla	13,810	16,078	20,489	22,199
Average annual increase from 2010	---	1.6%	1.9%	2%
Unincorporated Area	60,540	78,357	109,360	120,978
Average annual increase from 2010	---	2.9%	3.2%	3.3%
Total County	150,865	183,176	242,530	265,161
Average annual increase from 2010	---	2.1%	2.4%	2.5%

EMPLOYMENT

Madera County has recorded slight increases and decreases in the civilian labor force over the past decade, from an average of 61,900 in 2005 to an average of 60,600 in 2015, with peaks as high as 66,500 in 2009. However, like most of the nation, the county experienced increasing unemployment rates starting in 2008. The unemployment rate soared from 7.5% in 2007 to 16.6% in 2010, with an improvement in 2015 to 10.5 percent, as show in Table 2-3.

Table 2-3
MADERA COUNTY EMPLOYMENT
2005-2015

Year	Madera County Labor Force	Unemployment Rates	
		Madera County	State of California
2005	61,900	7.9%	5.4%
2006	62,700	7.0%	4.9%
2007	63,400	7.5%	5.4%
2008	65,000	9.5%	7.3%
2009	66,500	13.4%	11.2%
2010	61,600	16.6%	12.2%
2011	62,000	16.2%	11.7%
2012	62,600	14.5%	10.4%
2013	62,400	12.6%	8.9%
2014	62,200	11.2%	7.5%
2015	60,600	10.5%	6.2%

MAJOR EMPLOYERS

The largest employers in Madera County are the Children’s Hospital, Chukchansi Gold Resort Casino, and the Valley State Prison located in Madera, Coarsegold, and Chowchilla respectively (Table 2-4). Other major employers include Baltimore Aircoil Co and San Joaquin Wine Co Inc. Neither of these facilities are served by public transit. Other large employers such as hospitals and retail businesses are served by various transit agencies in the County.

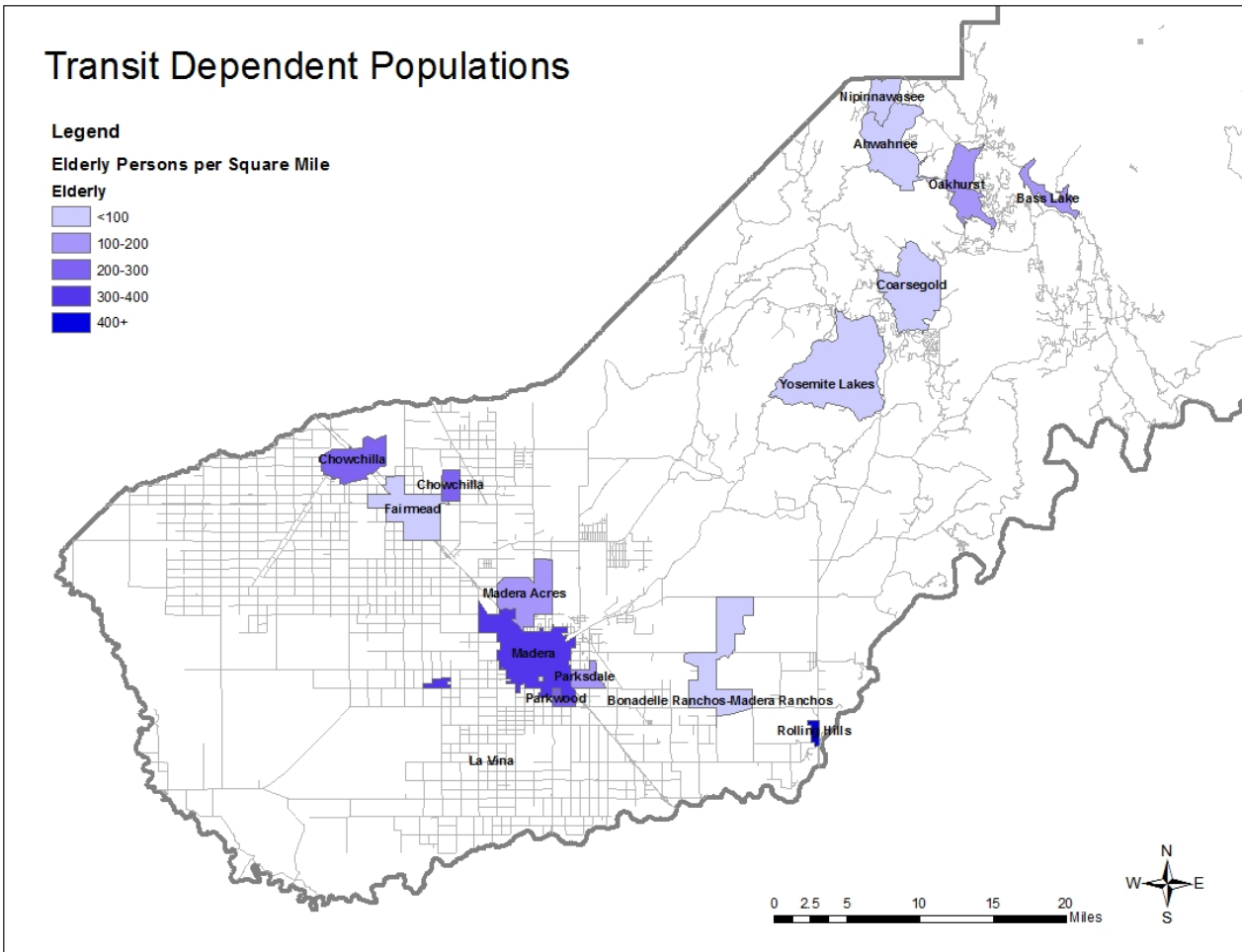
Table 2-4
MAJOR EMPLOYERS IN MADERA COUNTY

Employer	# of Employees	Location	Served by Transit?
Valley Children's Hospital	1,000 – 4,999	Madera	Yes
Chukchansi Gold Resort	1,000 – 4,999	Coarsegold	Yes
Valley State Prison	1,000 – 4,999	Chowchilla	Yes
Madera Community Hospital	500 – 999	Madera	Yes
Mission Bell Winery	500 – 999	Madera	Yes
Ardagh Group	250 – 499	Madera	Yes
Baltimore Aircoil Co	250 – 499	Madera	No
Certain Teed Corp	250 – 499	Chowchilla	Yes
Lamanuzzi & Pantaleo Cold Stge	250 – 499	Madera	Yes
San Joaquin Wine Co Inc	250 – 499	Madera	No
Walmart	250 – 499	Madera	Yes

TRANSIT-DEPENDENT POPULATION

Madera County has made notable progress in addressing many public transit needs throughout the Region. MCTC's "Unmet Transit Needs" process has determined that transit services within the Madera County are meeting the reasonable transit needs of the public. These transit systems provide vital transportation services while reducing single-occupancy vehicle trips, improving air quality, and Madera County's projected population growth over the next 26 years, combined with the number of transit-dependent residents, rising fuel costs, and changing demographics and travel patterns, undoubtedly will impact the demand for transit services. While public transit will continue to play an important role in the mobility of those who are dependent on transit as a lifeline service and increasingly for those residents seeking transportation options, delivery of transit services must be reliable, convenient, and cost-effective.

Figure 2-1
 TRANSIT DEPENDENT POPULATIONS
 ELDERLY PERSONS



The latest study reflect a total of \$238.4 million in planned transit improvements over the 26-year timeframe of the Plan. This is a 121% increase over transit funding shown in the 2011 RTP (\$107.8 million). Of this total, \$61.4 million or 26% of transit expenditures is projected for transit enhancements above and beyond current operating and fleet costs projected through 2040. These cost projections assume implementation of the “Hybrid Scenario,” continuation at a minimum of current levels of transit services for all systems in the County, and initiation of enhanced transit service in core growth areas. These areas are identified through population and household growth derived from the MCTC transportation model enhancing the overall quality of life for residents throughout the County.

Figure 2-2
TRANSIT DEPENDENT POPULATIONS
PERSONS BELOW POVERTY

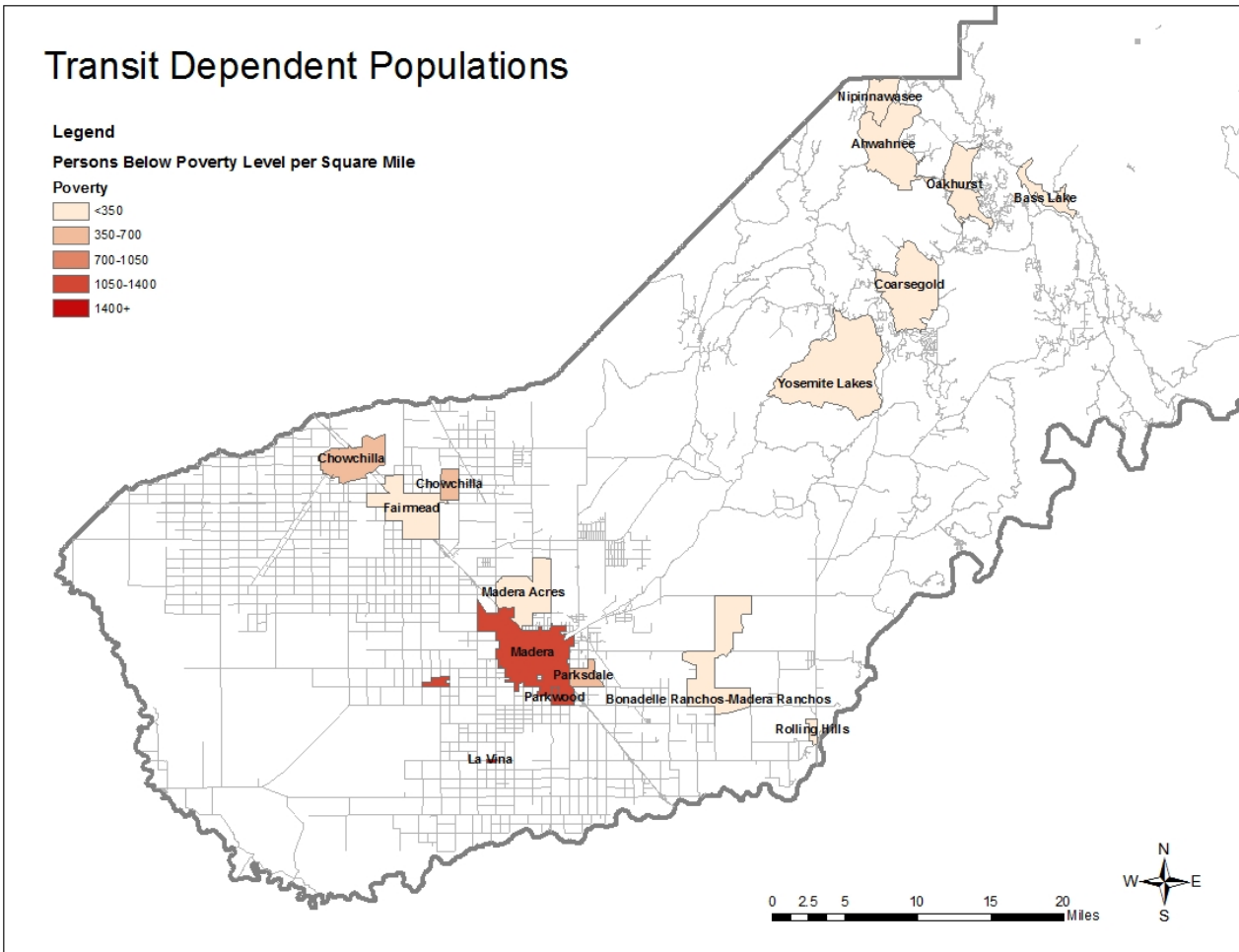
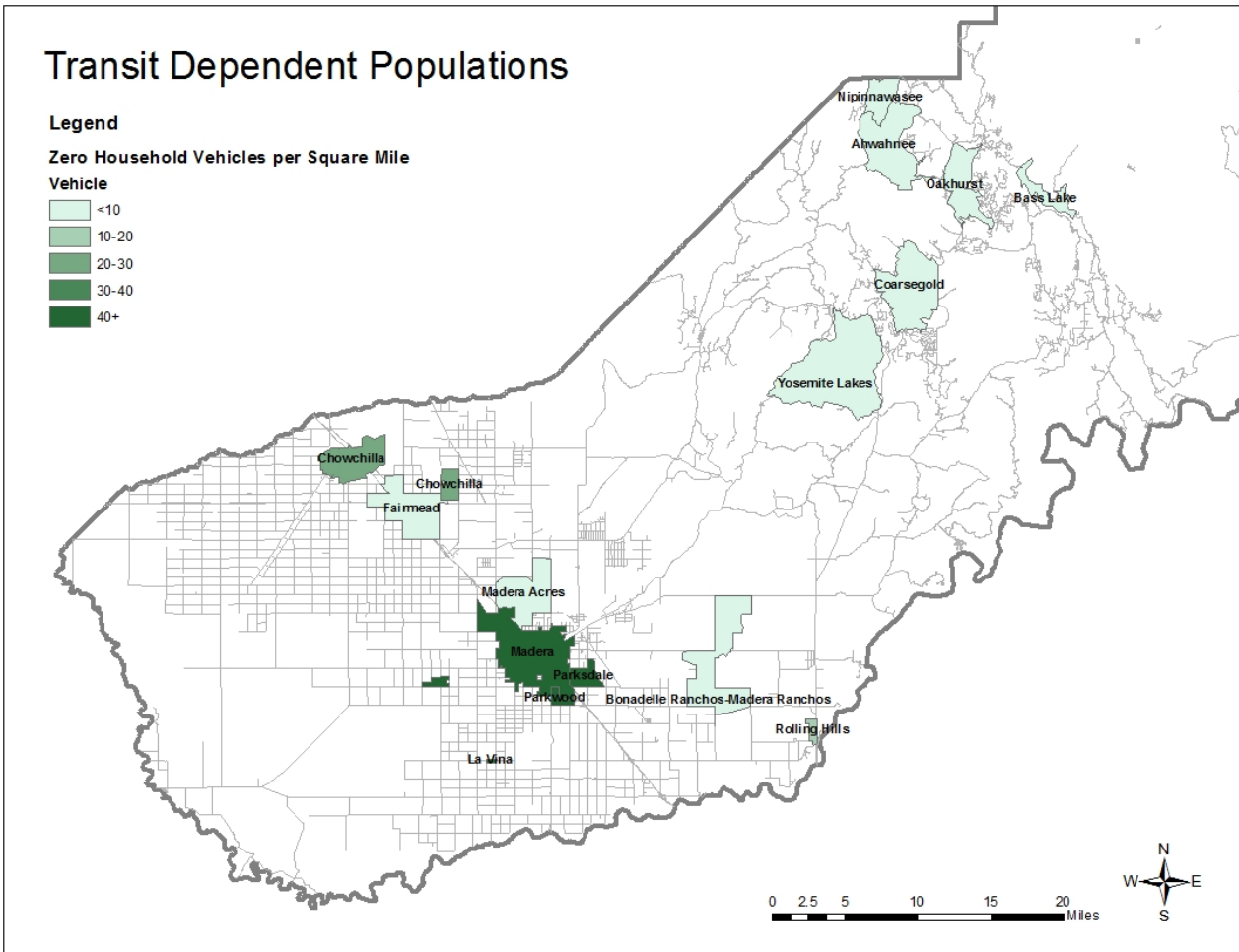


Figure 2-3
TRANSIT DEPENDENT POPULATIONS
ZERO HOUSEHOLD VEHICLES



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3

TRANSIT GOALS,
OBJECTIVES
AND
PERFORMANCE
STANDARDS

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CHAPTER 3 – TRANSIT GOALS, OBJECTIVES AND PERFORMANCE STANDARDS

This section presents goals, objectives, and performance standards that will serve as a guide to public transit operators in Madera County. Clear and attainable goals and objectives, as presented below, are important in ensuring efficient and effective transit services. Performance standards will provide a means of measuring and comparing operations.

GOALS AND OBJECTIVES

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

Objectives:

- A. Provide safe transit.
- B. Provide reliable transit.
- C. Provide service when and where it is needed.
- D. Operate transit efficiently and economically.
- E. Coordinate transit services with other regional transit operations.
- F. Increase the level of public information about transit services.

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

Objectives:

- A. Provides productive transit service.
- B. Maximize operating and capital costs.
- C. Minimize overhead costs.
- D. Maximize farebox recovery.
- E. Take advantage of available external funds to support local transit.

Goal III: Evaluate, monitor, and improve transit systems on an on-going basis.

Objectives:

- A. Implement a sound data collection process.
- B. Undertake on-board ridership surveys on a regular basis.
- C. Develop up-to-date management information.
- D. Undertake regular monitoring of system data and management information.
- E. Undertake on-going performance evaluation.
- F. Initiate service improvements, as warranted.

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

Objectives:

- A. Implement proactive marketing, outreach, and public participation strategies.

- B. Coordinate with other regional transit systems, social service agencies, and other interested parties to ensure wide dissemination of transit information.
- C. Present information directly to existing and potential riders through public presentations and participation at special community events.

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

Objectives:

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

PERFORMANCE STANDARDS

Transit performance standards can vary significantly depending upon the type of services – (fixed-route versus demand-response), ridership characteristics (general public versus seniors and disabled), vehicle type and capacity, trip lengths, urban versus rural densities, geographic dispersion of origins and destinations, and intra-city versus inter-city. The following standards shown on Table 3-1 represent recommended performance standards that Madera County transit operators should strive to achieve. These standards can and should be refined and expanded by agency as the systems evolve. A manual also can be developed to formally document system standards for operating performance, capital amenities, and on-street requirements.

TABLE 3-1
KEY PERFORMANCE STANDARDS

Performance Measure	Standard
System Accessibility	Fixed-route: 85% of population of urban area within ¼ mile of the bus route.
Miles between Preventable Accidents	>60,000 miles
Passenger Injuries per 100,000 Miles	<2 injuries
Demand-Response: <ul style="list-style-type: none"> • Maximum wait time • Average wait time • Percent pickups within 15-minute window of scheduled time 	<ul style="list-style-type: none"> <40 minutes <30 minutes 80% pickups
Fixed-Route: <ul style="list-style-type: none"> • % scheduled departures on time (0 -5 min. late) • No buses should depart time point early 	<ul style="list-style-type: none"> 95% on time 0% depart early
Minimum Service Frequency <ul style="list-style-type: none"> • Local fixed routes • Inter-city fixed routes 	<ul style="list-style-type: none"> 60 minutes 8 - 10 trips per week
Passengers per Revenue Vehicle Hour	<ul style="list-style-type: none"> Urban demand-response: >4.0 Rural demand-response: >2.5 Urban local fixed-route: >8.0 Rural inter-city fixed-route: >5.0
Farebox Recovery Ratio	<ul style="list-style-type: none"> Urban demand-response: >15% Rural demand-response: >10% Urban local fixed-route: >15% Rural/Inter-city fixed-route: >10%
Demand-Response Service Refusals	<1 per day
Percent of Capacity in Any Hour for Subscription	<50% capacity
Minimum Useful Life of Vehicles: <ul style="list-style-type: none"> • Large, heavy-duty (approx. 35'-40') • Medium size, heavy-duty (approx. 30') • Medium size, medium duty (approx. 30') • Medium size, light duty (approx. 25'-35') • Light-Duty (small buses and vans) 	<ul style="list-style-type: none"> 12 years or 500,000 miles 10 years or 350,000 miles 7 years or 200,000 miles 5 years or 150,000 miles 4 years or 100,000 miles
Spare Bus Ratio: <ul style="list-style-type: none"> • Demand-response • Fixed-route 	<ul style="list-style-type: none"> 20% spare bus ratio 20% spare bus ratio

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4

EXISTING
TRANSIT
SERVICES

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CHAPTER 4 – EXISTING TRANSIT SERVICES

This section provides an overview of existing transit services within Madera County and a summary of recent transit accomplishments. Public transit in Madera County includes Madera Area Express fixed route and Dial-A-Ride, Madera County Connection, Eastern Madera Senior Bus, Escort Program, Chowchilla Area Transit Express, specialized social service transportation services, Greyhound, and taxi service. Transportation Network Companies (TNCs) have recently been moving towards Madera County. TNCs are taxi like services in which reservations and payments are enabled by smart phone applications (e.g., Uber or Lyft) with one paying customer. Public transportation is provided by fixed-route and demand-response transit systems, as described below.

CITY OF MADERA

The City of Madera and its environs are served by a number of public and private transportation providers. The City operates the Madera Area Express (MAX) fixed-route system and Dial-A-Ride, a general public demand-responsive system. Both services are operated under contract with First Transit. The fixed-route system is operated weekdays from 7:00 a.m. to 6:30 p.m. and Saturdays from 9:00 a.m. to 4:00 p.m. Service operates primarily within the City limits, as shown in Figure 4-1. The system transports over 108,300 riders annually.

Dial-A-Ride is a general public system primarily serving the elderly and disabled. The service operates weekdays from 7:00 a.m. to 6:30 p.m., Saturdays from 9:00 a.m. to 4:00 p.m. and Sundays from 8:30 a.m. to 2:30 p.m. The system operates within the Madera urban area covering a five-mile radius from the downtown area, as depicted on Figure 4-2, and transports 39,000 riders annually. The County of Madera contracts with the City of Madera to provide this transit service outside the Madera city limits.

In recent years, the City of Madera has made substantial improvements to its bus shelters and amenities. Over a two year period, a community stakeholder-driven process was utilized to formulate a new shelter prototype. The design incorporated feedback from the City of Madera Transit Advisory Board, City of Madera ADA Advisory Council, City of Madera Beautification Committee, Madera Redevelopment Agency, and Heartland Opportunity Center. Forty new shelters using this new design were installed in December 2012, and an additional 21 bus shelters will be in place by June 2017.

The City has also undertaken the design of a new Transit Facility. Currently, transit operations and maintenance occurs at two different locations approximately one mile apart. This creates operational inefficiencies when vehicles must be shuttled between two locations. The selected site will provide facilities for fueling, washing, maintenance, parking, and administrative functions all at one site. Funds for construction have been secured and the new Transit Facility should be complete by December 2018.

FIGURE 4-1
MAX SERVICE AREA

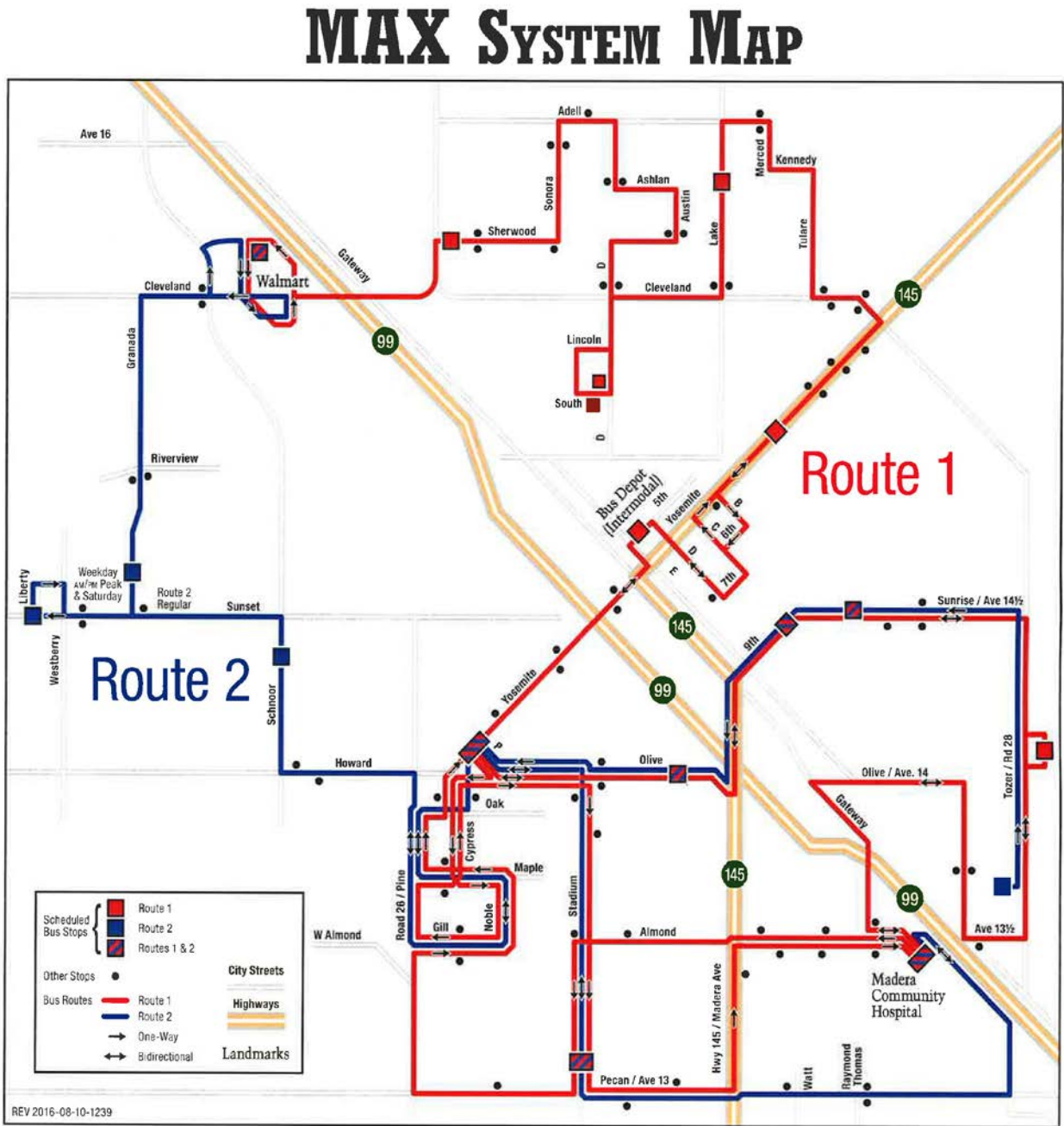
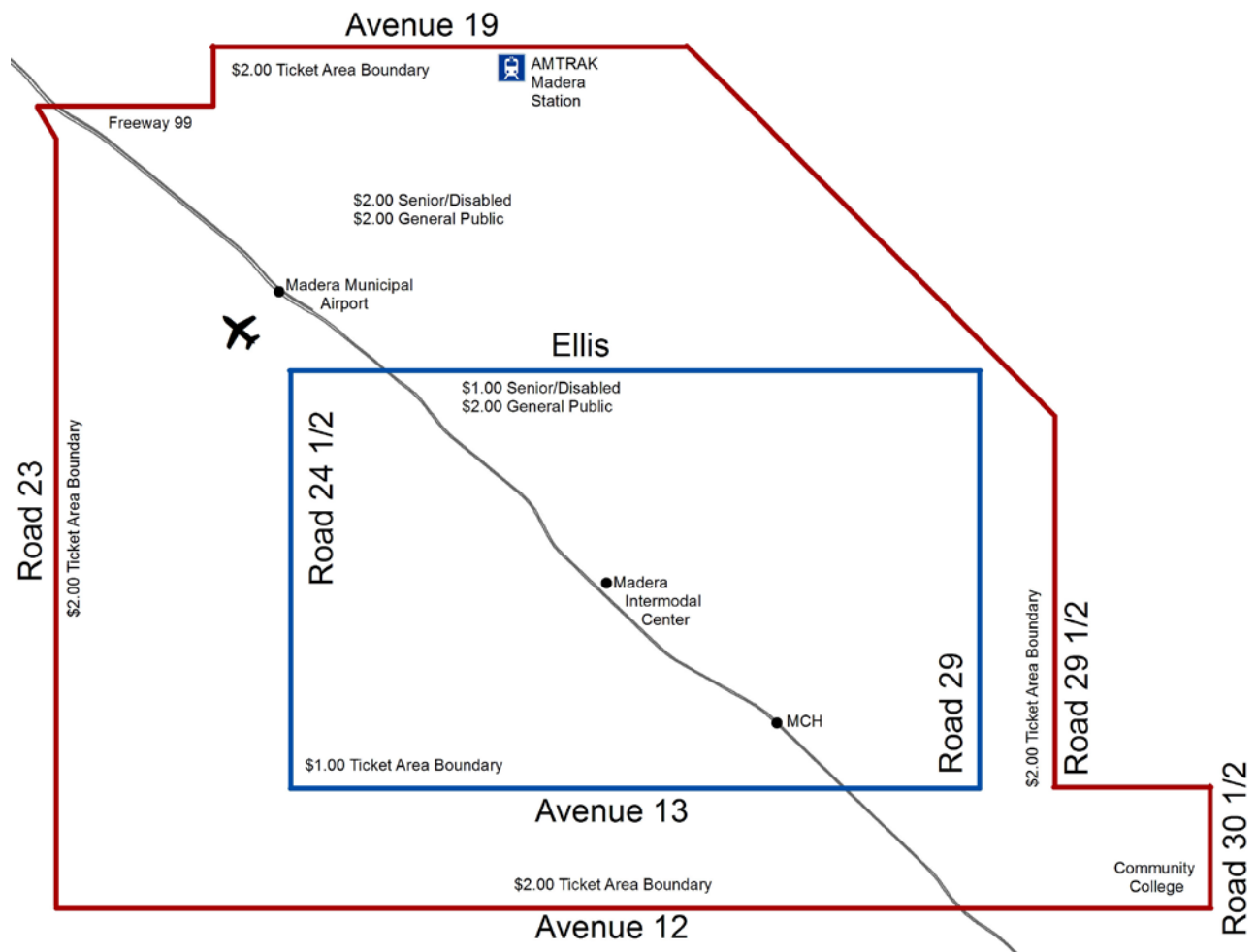


FIGURE 4-2
DIAL-A-RIDE SERVICE AREA



MAX and Dial-A-Ride Vehicle Fleet

The City of Madera currently has a fleet of 17 wheelchair lift-equipped vehicles. Six vehicles are used to operate MAX, and nine vehicles are used to operate Dial-A-Ride. Two vehicles serve as backup to both systems. Vehicles are maintained by the City’s Public Works Department.

TABLE 4-1
MAX AND DIAL-A-RIDE VEHICLE FLEET

Bus Number	Mfg Yr	System	Seating Capacity	Lift Equipped	Status	Fuel Type
30	2008	DAR	18	Yes	Backup	CNG
31	2008	DAR	18	Yes	Backup	CNG
32	2009	MAX	23	Yes	Active	CNG
33	2009	MAX	23	Yes	Active	Gas
34	2009	MAX	23	Yes	Active	Gas
35	2008	MAX	18	Yes	Active	Gas
36	2008	DAR	18	Yes	Active	Gas
37	2012	DAR	17	Yes	Active	CNG
38	2012	DAR	17	Yes	Active	CNG
39	2012	DAR	17	Yes	Active	Gas
40	2012	DAR	17	Yes	Active	CNG
41	2012	DAR	17	Yes	Active	CNG
42	2013	DAR	17	Yes	Active	CNG
43	2013	DAR	17	Yes	Active	CNG
44	2013	MAX	17	Yes	Active	CNG
45	2013	MAX	17	Yes	Active	CNG
46	2013	DAR	17	Yes	Active	CNG

MAX and Dial-A-Ride Fare Structure

MAX's one-way cash fare is \$0.75 with free transfers. Senior citizens, riders with disabilities, and Medicare cardholders are eligible for a \$0.35 fare Monday – Friday from 10:00 a.m. to 2:00 p.m. and Saturday 9:00 a.m. to 4:00 p.m. Children under three years old may ride free. Dial-A-Ride's one-way cash fare is \$2.00 for riders who are not senior or disabled. Seniors over 60 years old and disabled persons may ride for \$1.00 within the city limits; and \$1.00 to \$2.00 within the County area. Additionally, community college students may ride for \$1.00.

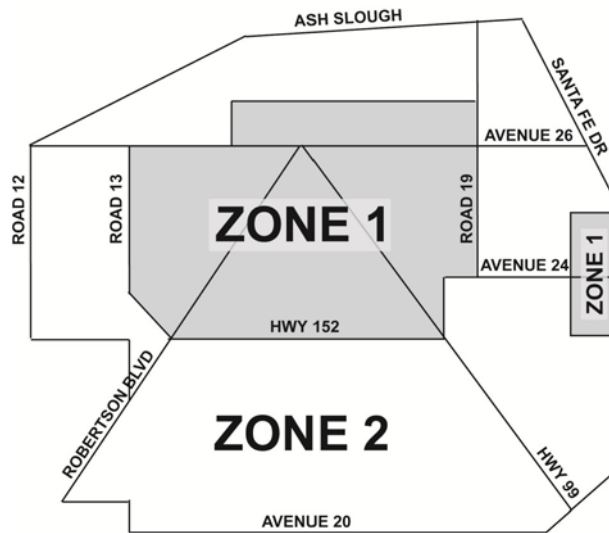
CITY OF CHOWCHILLA

The City of Chowchilla operate Chowchilla Area Transit Express (CATX), a general public, demand-responsive service. CATX service was initiated in 1995 and incorporated the senior bus program. Service is offered weekdays from 7:30 a.m. to 5:00 p.m. The County of Madera funds CATX service for unincorporated portions of the service area. As shown in Figure 4-3, the CATX service area encompasses the City and contiguous unincorporated areas, including Fairmead. Service is provided with two vehicles on weekdays and transports 11,800 riders annually.

CATLinX inter-city fixed-route service from the City of Chowchilla to the City of Merced was initiated as a

pilot service in November 2012. The service provided three roundtrips on weekdays – one in the morning, one in the early afternoon, and another in the late afternoon and transported 2000 riders annually. Ridership tracking has shown ridership and performance of the CATLinX service have been steadily declining while operating costs have been rising. As a result of this, the service has been discontinued as of December 23, 2016.

FIGURE 4-3
CATX SERVICE AREA



CATX Vehicle Fleet

CATX has a fleet of three wheelchair lift-equipped paratransit buses that are maintained by the City’s Public Works Department. Two are active, and one serves as backup, as shown below in Table 4-2.

TABLE 4-2
CATX VEHICLE FLEET

Mfg Yr	System	Seating Capacity	Lift Equipped	Status	Fuel Type
2009	CATX	18	Yes	Backup	Gas
2011	CATX	18	Yes	Active	Gas
2012	CATX	18	Yes	Active	Gas

CATX Fare Structure

CATX fares are based on service area zones. The one-way cash fare on CATX is \$1.50 in Zone 1, the area generally encompassing the city limits, and \$2.00 in Zone 2. A one-way trip to the Women’s Prison is \$1.50. A general public 15-ride pass is \$20.50. A 20-ride student pass is \$27.00, 20-ride senior pass, \$24.00, and

10-ride senior pass, \$12.00. Children three years and under ride free with adult.

COUNTY OF MADERA

Madera County currently operates a general public, fixed-route system, a specialized senior transit service and a demand-response service. The Madera County Connection (MCC) is an inter-city fixed-route bus service. The Eastern Madera County Senior Bus Program, an intra-community demand-response bus service, serves seniors and disabled residents and the Eastern Madera County Escort Program is an inter-city demand-response bus service.

The County completed the renovation of a Transit Administration Office located at the County Road Yard at 201 W. Almond Avenue and anticipates improvements to the Bus/Maintenance Shelter located adjacent to the office to be completed in 2017. The County's third-party contractor will be located at the facility.

Madera County Connection (MCC)

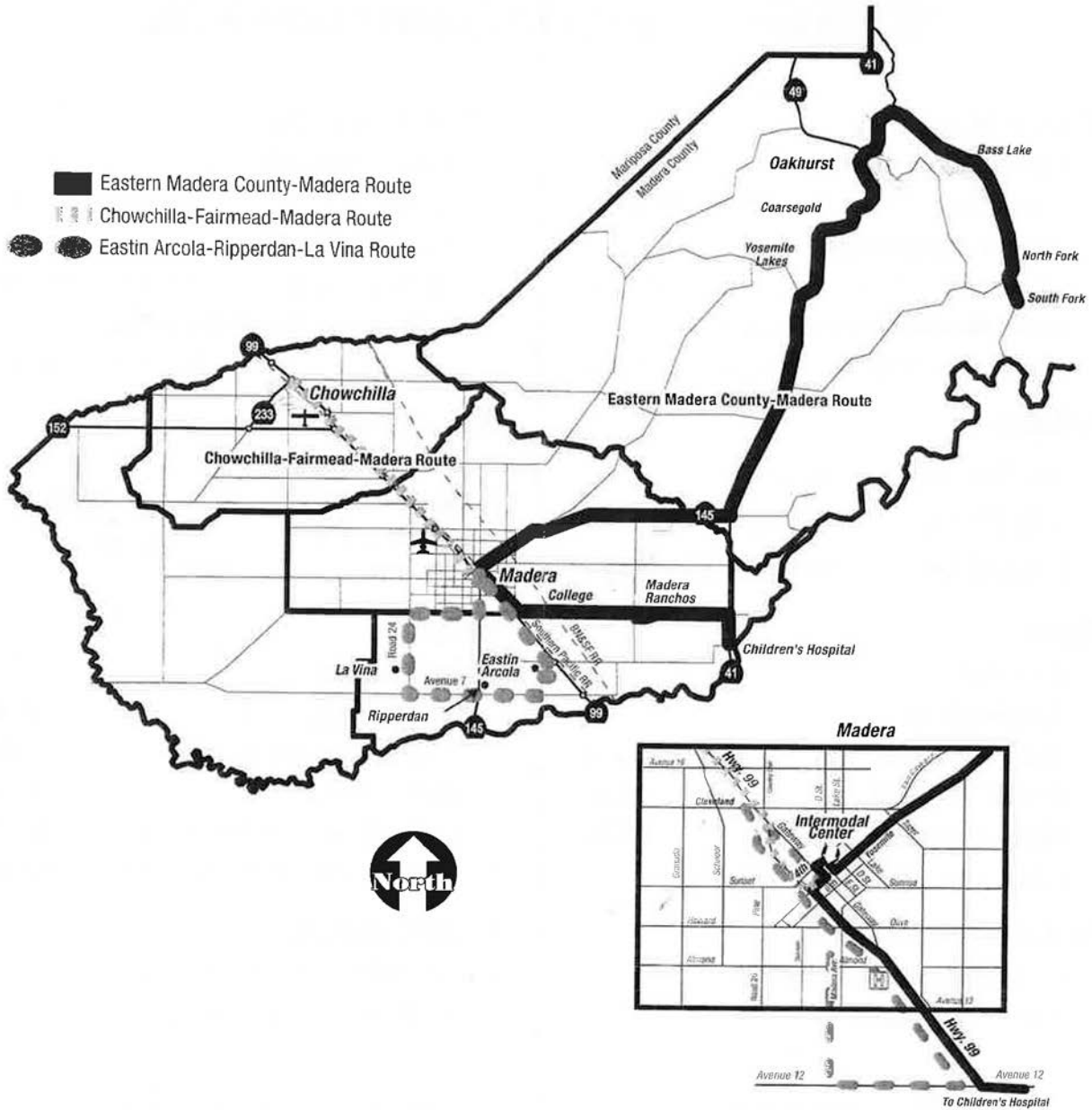
MCC is a general public, inter-city, fixed-route weekday service. As shown in Figure 4-4, the system operates three fixed-routes. The Eastern Madera route serves the communities of North Fork, Oakhurst, and Coarsegold, extending to the Madera Ranchos and the Children's Hospital of Central California via the City of Madera. The Chowchilla/Fairmead route provides service between the City of Madera, Fairmead, and the City of Chowchilla. The Eastin Arcola/Ripperdan/La Vina route provides service from the City of Madera to the communities of La Vina, Ripperdan, and Eastin Arcola every Wednesday and Friday.

MCC operates weekdays from about 6:00 a.m. to 9:00 p.m. on the Eastern Madera County route and from 7:00 a.m. to 7:00 p.m. on the Chowchilla/Fairmead route. The Eastin Arcola/Ripperdan/La Vina route is scheduled on Wednesday and Friday from 8:45 a.m. to 2:00 p.m. The system's FY2016/17 operating budget was approximately \$547,000.

The MCC fleet is comprised of six vehicles and is operated under contract with Merced Transportation. The County has taken proactive steps to purchase transit vehicles for MCC. During 2009, three lift-equipped 18-passenger vehicles were purchased, replacing prior contractor vehicles. An additional vehicle was delivered in 2011 and three more replacements were delivered in 2015. In an effort to improve service, the County initiated a multi-phased bus stop improvement program. As a result, bus stop improvements have been completed in Eastern Madera County, La Vina, and Chowchilla within the last five years.

FIGURE 4-4
MCC SERVICE AREA

MADERA COUNTY CONNECTION SYSTEM MAP



EASTERN MADERA COUNTY SENIOR BUS AND ESCORT PROGRAM

Madera County contracts with the Community Action Partnership of Madera County (CAPMC) to operate its Senior Bus and Escort Program services. CAPMC continues to monitor the quality of both services on a regular basis and expeditiously addresses operational issues and passenger concerns.

In FY2015-16, the Senior Bus and Escort Service transported 3,700 passengers. The combined FY2016-17 operation budget for both systems was \$111,230.

Eastern Madera County Senior Bus

The Eastern Madera County Senior Bus has been in operation since 1983. It is a demand-response service operating Monday through Friday (except holidays) from 9:00 a.m. to 4:00 p.m. This program serves Eastern Madera County seniors 60 years and older and disabled residents. As shown on Figure 4-5, the service area encompasses a large region, including Oakhurst, Bass Lake, Coarsegold, and Ahwahnee.

The system utilizes one vehicle, an 18-passenger lift-equipped bus. The new and improved Senior Bus is a 2015 Starcraft Allstar which is fully air conditioned, may carry two wheelchairs and has running signs on the front and the rear. This service is reserved for senior citizens and disabled individuals and requires an application process before utilizing this service.

The one-way fare on the Senior Bus is \$1.50. A 24-hour advance reservation is required, except for medical emergencies.

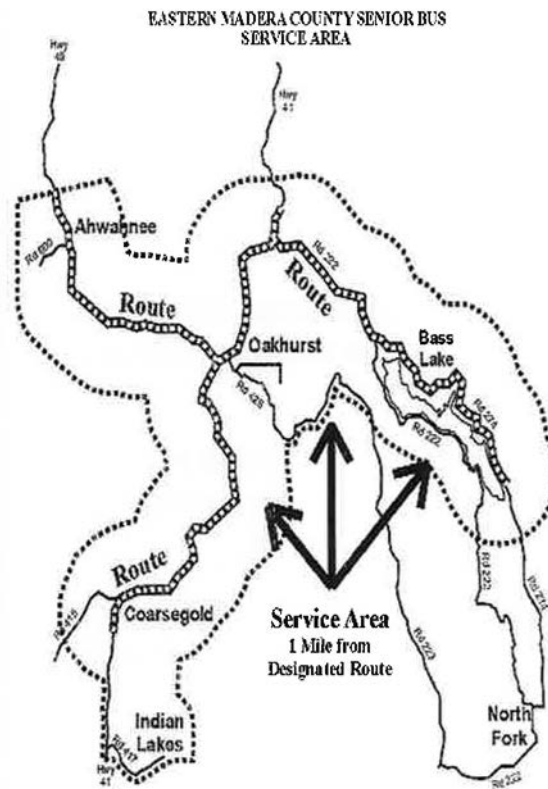
Eastern Madera County Escort Program

The Escort Program has been in operation since 1988 as a demand-response, general public transportation service. The system provides medical-related appointments in Madera and Fresno Counties. It serves Eastern Madera County general public residents with an emphasis on serving senior residents 60 years and older and the disabled.

Service is provided on Tuesdays and Thursdays from 8:30 a.m. to 4:30 p.m. A 24-hour advanced reservation is required, except for medical emergencies. Individuals requesting a ride are required to contact the Exchange to schedule their trip. The Escort Program serves the area covered by the Senior Bus, but also serves the community of North Fork and offers trips beyond the Eastern Madera County region as far as the Cities of Madera, Fresno, and Clovis. Madera County contracts with the Community Action Partnership of Madera County to operate this service.

The system utilizes one vehicle, a 5-passenger van and may carry one wheelchair. Volunteers are recruited, selected, and trained by the Community Action Partnership of Madera County on an as-needed basis. The van driver is provided a stipend of \$10.00 per day.

FIGURE 4-5
EASTERN MADERA COUNTY SENIOR BUS SERVICE AREA



Madera County Transit Vehicle Fleet

Madera County’s public transit fleet is comprised of nine vehicles, as shown below. Vehicles are maintained by individual service contractors – Merced Transportation and the Community Action Partnership of Madera County.

Madera County Transit Fare Structure

The one-way cash fare for MCC riders over five years old is \$2.00. Children five years and under ride free. A book of 10 tickets is offered for \$20.00. The Eastern Madera County Senior Bus one-way fare is \$1.50. A \$10.00 donation is requested for a round-trip with the Eastern Madera Escort Program.

TABLE 4-3
MADERA COUNTY TRANSIT VEHICLE FLEET

System	Year	Manufacturer	Seating Capacity	Lift Equipped?
MCC	2009	Starcraft	17	Yes
	2009	Starcraft	17	Yes
	2011	Startrans	15	Yes
	2015	Starcraft Allstar 25	17	Yes
	2015	Starcraft Allstar 25	17	Yes
	2015	Starcraft Allstar 25	17	Yes
SENIOR BUS	2008	Aerolite 210	16	Yes
	2015	Starcraft Allstar 25	17	Yes
ESCORT PROGRAM	2011	Dodge Grand Caravan	6	No

OTHER TRANSPORTATION PROVIDERS

CalVans (California Vanpool Authority)

CalVans is a ridesharing program with safe, affordable vans that allow employees to drive themselves and others to work, while once agricultural farmworker vanpool program, the service has grown beyond the agricultural industry to include general labor and student vanpooling. CalVans is sponsored by the California Vanpool Authority and currently serves the Counties of Madera, Fresno, Kings, Kern, Merced, Monterey, Napa, San Benito, Santa Barbara, Santa Cruz, Tulare, Imperial, and Ventura.

All CalVans vanpools base the cost per trip on the number of passengers and distance traveled. The more riders, the less each rider pays. The fare could be as little as \$2.00 per day. CalVans bills the driver on a monthly basis to recover all costs. The driver then divides the bill among the passengers, gathers the payments from each rider, and forwards them to CalVans every month.

Yosemite Area Regional Transportation System (YARTS)

YARTS provides public transit in the Yosemite region, with buses entering Yosemite Valley from Merced, Mammoth Lakes, Sonora, and Fresno – as well as many different towns along the way. YARTS began service in May 2000, and now provides an alternative to driving to nearly 100,000 riders per year. YARTS is managed by the Merced County Association of Governments, and offers rides to all visitors to Yosemite.

YARTS fares vary based on distance; all fares to the park include the entrance fee to Yosemite National Park. Round trip fares for the Highway 41 route range from \$6.00 to \$30.00. YARTS service on Highway 41 transitioned to summer-only effective October 1, 2016.

Social Service Transportation Providers

As shown in Table 4-4, five social service agencies provide transportation in Madera County. These agencies largely provide service to their clients and to specific sites. A complete inventory of social service transportation providers can be found in the MCTC Human-Services Public Transit Coordinated Transportation Plan, adopted in 2015.

Private Providers

Several private carriers provide inter-city services, including Greyhound and Madera Cab Company. Greyhound operates seven days a week from the City of Madera's Downtown Intermodal Center on North "E" Street. Madera Cab Company provides service in Madera County seven days a week, 24 hours a day.

With the recent rise in ridesharing companies, Lyft has been operating in the greater Fresno area – including parts of Madera County – since August 2014. This service provides customized person-to-person travel solutions, smart phone reservations and payments, with fares established by the companies. Drivers can be found primarily throughout Fresno and will travel to the requested destination within the designated boundaries. Since these services are still new, the business model focuses on urban and suburban areas with drivers occasionally picking up in rural areas.

Passenger Rail/Support Facilities

Madera County is served by the Burlington Northern Santa Fe (BNSF) and the Union Pacific (UP) Railroads. Amtrak operates seven days a week with fourteen (14) daily stops in Madera along the BNSF Railroad alignment. The station is located on Avenue 15 ½ and Road 29. The nearest stop to the north is Merced and to the south, Fresno. Amtrak services are provided on the Burlington Northern & Santa Fe tracks located east of Madera. The *San Joaquin* Amtrak route provides passenger rail service to Oakland and Bakersfield four times a day and Sacramento twice a day. Amtrak also provides thruway bus service from various rail stations along the San Joaquin route to cities that are not accessible by rail, such as Los Angeles, San Francisco and San Jose. An Amtrak station opened in November 2010 and is located on Road 26 north of Madera.

High Speed Rail construction has begun to take shape in Madera County. Construction for the first vertical structure started in June 2015 at the Fresno River Viaduct. Seven small businesses and more than 100 workers have been involved in the construction of the viaduct. Recently, in March 2016, the California High-Speed Rail Authority Board of Directors approved the extension of Construction Package 1 approximately 2.72 miles to the North on an environmentally cleared section and provide the capability for a more logical connection and transfer point at the existing Amtrak station in Madera.

TABLE 4-4
SOCIAL SERVICE TRANSPORTATION PROVIDERS IN MADERA COUNTY

SOCIAL SERVICE AGENCY	TRANSPORTATION PROVIDED
Heartland Opportunity Center	<ul style="list-style-type: none"> • Demand-response service • Weekdays from 8 a.m. to 4 p.m. • Serves disabled persons over 18 years old
Community Action Partnership of Madera County – Head Start	<ul style="list-style-type: none"> • Fixed-route transportation to schools • Weekdays from 6 a.m. to 5 p.m. • Serves Head Start students
Pacific Family Health, Inc.	<ul style="list-style-type: none"> • Demand-response service • Monday thru Saturday from 5 a.m. to 9 p.m. • Serves dialysis patients
Madera County Behavioral Health	<ul style="list-style-type: none"> • Service as needed to and from the Madera Counseling Center in the greater Chowchilla, Madera, and Oakhurst communities • Weekdays from 8 a.m. to 5 p.m. • Counseling Center clients
American Cancer Society	<ul style="list-style-type: none"> • Volunteer driver program using private vehicles • Serves ambulatory cancer patients

PUBLIC TRANSIT INTERFACE

Using various types of transportation modes is sometimes necessary to complete a trip whether for commuting, medical, shopping, recreational, or social purposes. Transit operators in Madera County strive to deliver a seamless and expeditious trip as their systems interface with other modes, including transit, the personal automobile, carpooling, rail, bicycling and walking.

The Madera Intermodal Center, located at 123 “E” Street in Downtown Madera, serves as a hub for travelers and transit providers and link commuters to other forms of transportation. Direct connections and transfers can be made to MAX, Madera Dial-A-Ride, MCC, Greyhound, and Madera Cab Company. Dial-A-Ride and taxi service is available to the Madera Amtrak station. The station also provides public telephones, snacks and restroom facilities.

Park and ride lots also are facilities that provide important connections with various transportation modes, whether carpooling or using public transportation. There are three existing park and ride lots in Madera County at the intersections of SR 41 and Road 200, SR 145 and SR 41, and at SR 41 and Avenue 10 interchange.

Facilities that can help transit commuters combine transportation modes include bike racks on buses, park and ride lots, lockers and bike racks at transit stops, intermodal stations, and multi-modal parking facilities (including bicycle, van, bus, motorcycle, and automobile).

SUMMARY OF RECENT ACCOMPLISHMENTS

A number of major public transit milestones have been reached in Madera County, changing the way in which transit services are delivered in the region. Significant fixed-route and demand-responsive service changes in the City of Madera and its environs have resulted from in-depth assessments of transit needs. These studies have resulted in comprehensive planning analyses and notable service improvements, as summarized below.

Special Studies

- The *Madera Public Works and Transit Master Plan* was developed by RNL Design in May 2016 to investigate the development of a new combined Transit Facility and Public Works Facility. The site will provide bus parking, fueling facilities, bus washing facility, administrative offices, operational functions, equipment maintenance, and warehouse and storage structures. Construction of the new Transit Facility should be complete by December 2018.
- The *Human-Services Public Transit Coordinated Transportation Plan* was adopted by MCTC in June 2015 and was an update to the 2007 plan. This document outlines existing public and private social service transportation systems within Madera County and offers strategies for improvement of transportation service through increased coordination and consolidation.
- Unmet transit needs within Madera County are evaluated annually through the MCTC Social Services Transportation Advisory Council. Requests, comments, and testimony are formally documented in the fourth quarter of each fiscal year and closely considered in the development of transit services.

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5

PERFORMANCE EVALUATION

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CHAPTER 5 – PERFORMANCE EVALUATION

PERFORMANCE INDICATORS

Key performance or productivity indicators are used to evaluate public transit operations and how successful they are at meeting accepted performance standards. They include the following:

- Passengers Per Hour
- Passengers Per Mile
- Cost Per Passenger
- Cost Per Hour
- Cost Per Mile
- Subsidy Per Passenger
- Farebox Return

Acceptable levels of performance depend on a number of operating factors. These include the type of service, ridership characteristics, vehicle capacity, trips lengths, urban or rural service area, geographic, dispersion of origins and destinations, and intra-city versus inter-city. Increases in passengers per hour, passengers per mile, and farebox return indicate positive productivity while decreases in cost indicators show increased efficiency.

RIDERSHIP AND PERFORMANCE TREND

Table 5-1 shows ridership trend of the existing public transit services within Madera County. Ridership has grown on Madera County Connection (MCC) as well as the City of Madera’s Dial-A-Ride. However, the Madera Area Express (MAX) has experienced a decline in ridership. Tables 5-2 and 5-3 summarize the performance of all systems.

Transit ridership has declined in many urban areas across the Nation. Driving mileage has increased for the fifth straight year, according to the Federal Highway Administration. Some factors to ridership decline are national – the economy is intensifying and oil prices are plummeting. Americans are buying more cars and driving them more often and taking transit becomes less attractive as cities continue to suburbanize. For the Madera Region, decreasing ridership could be a result of too slow and not as frequent service.

On October 10, 2014, the Chukchansi Gold Resort and Casino closed their doors and stopped operations due to an internal conflict. As a result of the closure, MCC saw a decrease in ridership as the Casino was a popular stop for the system. Even after maintaining this stop after the Casino reopened, the system still experienced a steady decline in ridership. This is also the situation among all systems in the region.

Madera Area Express (MAX)

As show on Table 5-1 and Figure 5-1, MAX transported a total of 108,391 riders in FY2015-16 and 129,817

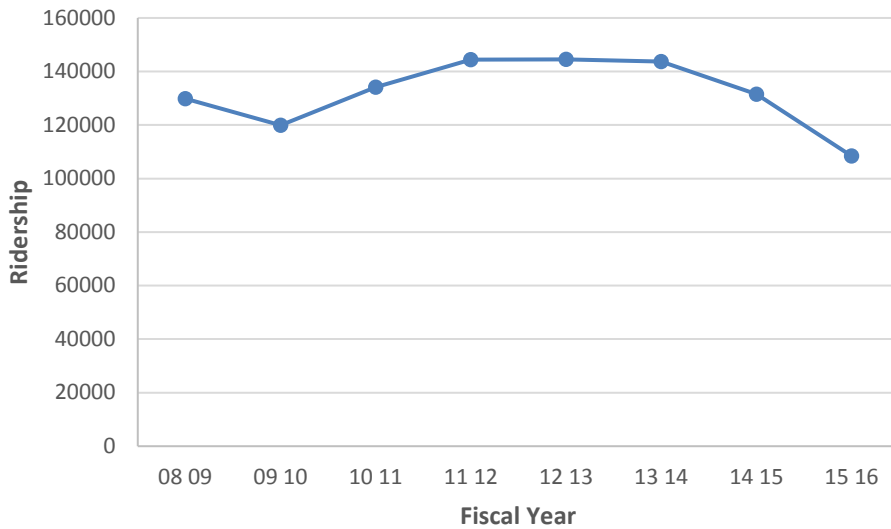
in FY2008-09. This represents a 16.5% decrease in ridership. Ridership has fluctuated in the interim years, reaching a high of 144,518 in FY2012-13.

The FY2015-16 performance indicators shown on Table 5-3 reveal that MAX is the most productive, cost-effective transit system in Madera County. MAX carries 8.6 passengers per hour and 0.2 passengers per mile. The MAX operating cost per hour is \$54.93. The system maintains a farebox recovery rate of 12.8% and a cost per passenger of \$6.37.

TABLE 5-1
MADERA COUNTY TRANSIT RIDERSHIP
FY08/09 – FY15/16

SYSTEM	FY 2008-09	FY 2009-10	FY 2010-11	FY 2011-12	FY 2012-13	FY 2013-14	FY 2014-15	FY 2015-16	% Change FY10 to FY16
Madera Area Express	129,817	119,965	134,161	144,411	144,518	143,710	131,493	108,391	-16.5%
Madera Dial-A-Ride	35,973	30,262	37,115	35,709	34,451	36,662	40,505	39,146	8.8%
Chowchilla Area Transit Express	20,344	12,533	8,386	7,908	12,095	13,962	14,851	11,855	-41.7%
Madera County Connection	10,672	11,695	15,415	20,343	22,435	23,763	22,063	20,409	91.2%
Eastern Madera County Senior Bus & Escort Service	3,257	2,847	2,658	2,918	3,261	4,432	3,949	3,722	14.3%
TOTAL	200,063	177,302	197,735	211,289	216,760	222,529	212,861	183,523	

FIGURE 5-1
MAX Ridership
FY08/09 – FY15/16



Madera Dial-A-Ride

Dial-A-Ride carried a total of 39,146 riders in FY2015-16 compared to 35,973 riders in FY2008-09, as shown in Figure 5-2. This represents an 8.8% increase in passengers.

Table 5-3 shows that Dial-A-Ride transports 3.0 passengers per hour at an operating cost of \$50.24 per hour. Dial-A-Ride recovers 5.4% of its operating costs from fares. Demand-response services typically are more costly to operate than fixed-route systems, and this is reflected in the DAR cost per passenger of \$16.55.

Chowchilla Area Express (CATX)

CATX transported 11,855 riders in FY2015-16 compared to 20,344 in FY2008-09. This represents a 41.7% decrease in ridership. Figure 5-3 reflects the CATX annual ridership from FY2008-09 through FY2015-16.

In FY2015-16, CATX transported 5.3 passengers per hour at an operating cost of \$70.97 per hour. Cost per passenger was \$30.81 and farebox recovery was just 1%.

FIGURE 5-2
DAR Ridership
FY08/09 – FY15/16

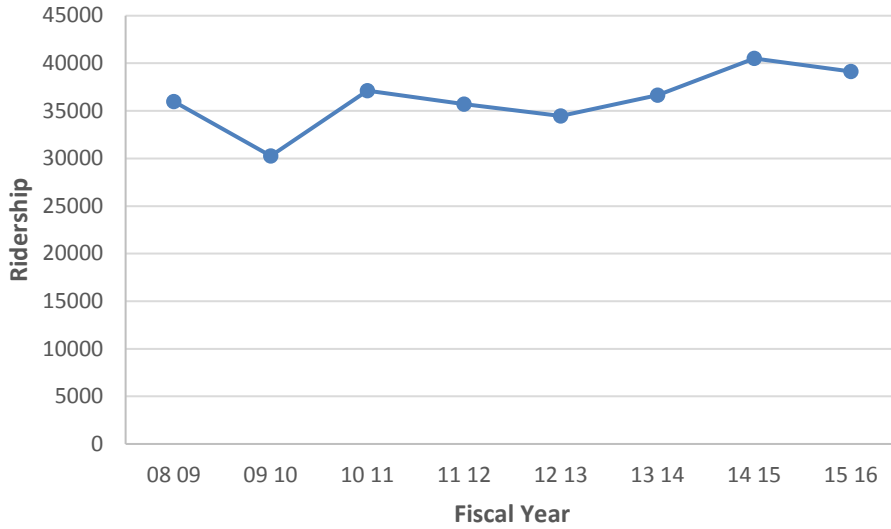
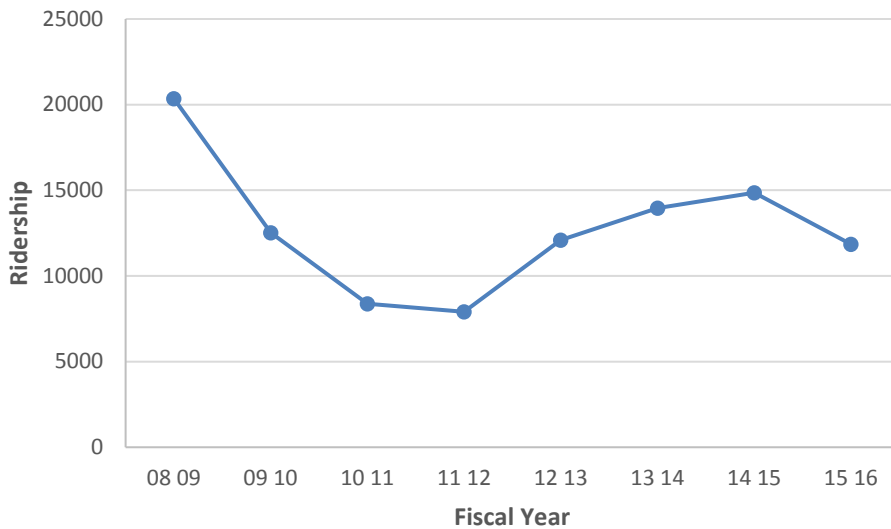


FIGURE 5-3
CATX Ridership
FY08/09 – FY15/16



Eastern Madera County Senior Bus and Escort Service

The Senior Bus and Escort Service transported a combined 3,722 riders in FY2015-16 compared to 3,257 riders in FY2008-09. This reflects a 14.3% increase in Senior Bus and Escort Service ridership from FY2008-09 to FY2015-16, as shown on Table 5-1 and Figure 5-4.

The FY2015-16 comparative system indicators on Table 5-3 show that the Senior Bus carried approximately 2.2 passengers per hour at a cost of \$52.18 per hour. The Escort Service carried approximately 1.1 passengers per hour at a cost of \$60.10 per hour which is slightly higher than the Senior Bus. The Senior Bus and Escort Service farebox return in FY2015-16 was 6.5% and 8.9%, respectively. This is below the State’s acceptable 10% farebox return standard for rural systems utilizing State Transportation Development Act funds.

Madera County Connection (MCC)

Madera County Connection transported 20,409 riders during FY2015-16 compared to 10,762 passengers during FY2008-09. This represents a vast increase of 91.2% ridership from FY2008-09 through FY2015-16.

Ridership statistics for FY2015-16 show that MCC is transporting 3.3 passengers per hour. Table 5-3 indicates that the cost per passenger is \$23.98 and the operating cost per mile is \$2.53. The MCC farebox return rate is 7.0%.

FIGURE 5-4
Eastern Madera County Senior Bus and Escort Program Ridership
FY08/09 – FY15/16

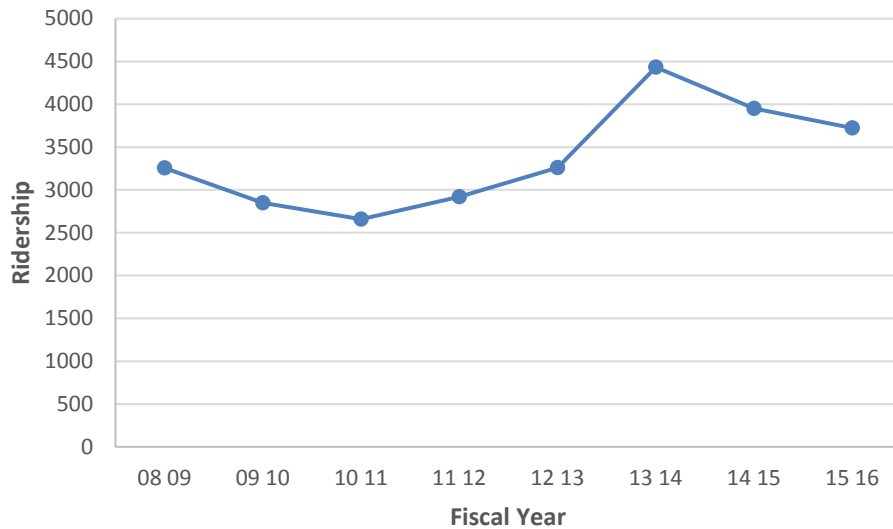


FIGURE 5-5
MCC Ridership
FY08/09 – FY15/16

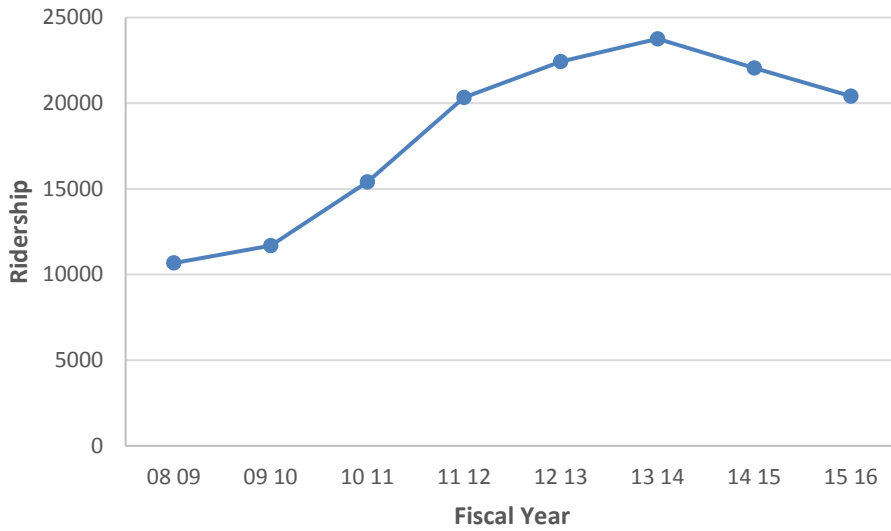


TABLE 5-2
SUMMARY OF TRANSIT SYSTEM STATISTICS
FY15/16

INDICATOR	MADERA AREA EXPRESS	MADERA DIAL-A-RIDE	CATX	SENIOR BUS	SENIOR ESCORT SERVICE	MCC
Passengers	108,391	39,146	11,855	3,179	543	20,409
Revenue Hours	12,560	12,894	2,236	1,418	508	6,171
Revenue Miles	182,282	164,582	23,377	19,682	11,197	193,209
Operating Costs	\$689,960	\$647,808	\$158,661	\$74,000	30,562	\$489,463
Fare Revenue	\$88,706	\$35,524	\$12,265	\$4,794	2,715	\$34,184

TABLE 5-3
 COMPARATIVE SYSTEM INDICATORS
 FY15/16

PERFORMANCE INDICATOR	MADERA AREA EXPRESS	MADERA DIAL-A-RIDE	CATX	SENIOR BUS	SENIOR ESCORT SERVICE	MCC
Passengers Per Hour	8.6	3.0	5.3	2.2	1.1	3.3
Passengers Per Mile	0.2	0.7	0.51	0.2	0.0	0.1
Operating Cost Per Hour	\$54.93	\$50.24	\$70.97	\$52.18	\$60.10	\$79.31
Operating Cost Per Mile	\$3.79	\$3.94	\$6.79	\$3.76	\$2.73	\$2.53
Farebox Recovery	12.8%	5.4%	1%	6.5%	8.9%	7.0%
Cost Per Passenger	\$6.37	\$16.55	\$12.34	\$23.28	\$56.28	\$23.98
Subsidy Per Passenger	\$5.55	\$15.64	\$13.91	\$21.77	\$51.28	\$22.31



NEEDS ANALYSIS

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CHAPTER 6 – NEEDS ANALYSIS

This section identifies transit needs throughout Madera County. These needs must be identified to develop meaningful, realistic transportation solutions. This needs analysis is based on a number of studies and a variety of input, including:

- On-Board Ridership Surveys
 - Madera Area Express On-Board Ridership Surveys
 - Chowchilla Area Transit Express On-Board Ridership Surveys
 - Madera County Connection On-Board Ridership Surveys
- MCTC Unmet Transit Needs Workshops and Public Hearings
- Public Feedback/Input
- Input from Key Agencies and Administrative and Transit Staff
- Madera County 2014 Regional Transportation Plan
- MCTC 2015 Human-Services Public Transit Coordinated Transportation Plan

Based on findings from the On-Board Surveys, transit workshop, administrative and transit staff input, the MCTC Unmet Transit Needs process, and technical studies, this section also summarizes countywide transit needs and issues, and recommends key actions to be taken over the next five years.

ON-BOARD RIDERSHIP SURVEY FINDINGS

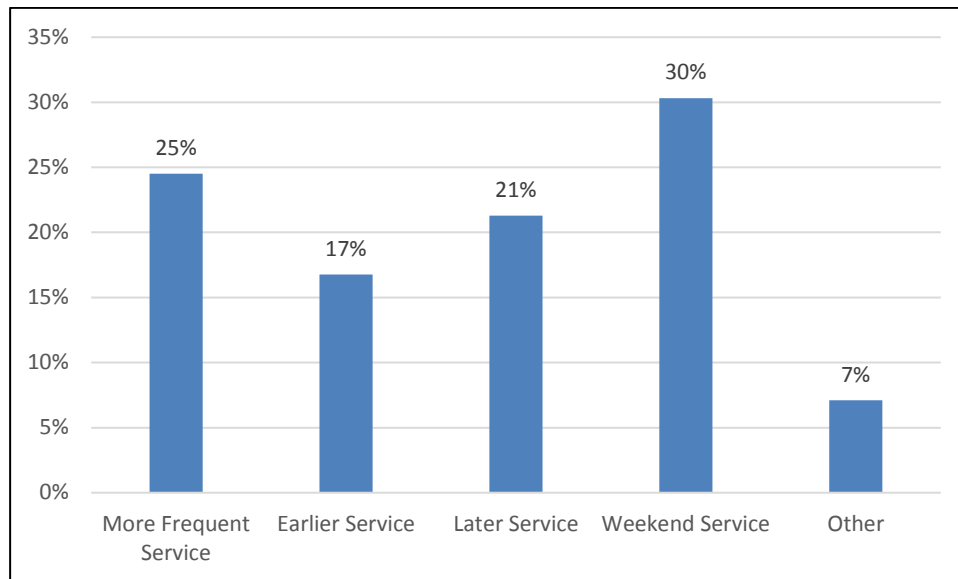
In 2016, Madera County Transportation Commission in collaboration with its member agencies, conducted a series of onboard ridership surveys on Madera Area Express (MAX), Chowchilla Area Transit Express (CATX), and Madera County Connection (MCC). MAX had a total of 83 responses, CATX collected 7, and MCC collected 58.

The on-board survey findings generally indicate that the majority of riders are satisfied with the existing services. On a scale of one to five (with five representing the highest level of satisfaction), MAX received an overall satisfaction score of 3.9, the CATX service received an overall satisfaction score of at least 3.2, and MCC received an overall satisfaction score of 4.8. The most common trip purpose across all systems is medical. Other popular trip purposes include work, school, and shopping.

Madera Area Express “On-Board Ridership Survey” Findings

Madera Area Express surveys show a mean overall satisfaction value of 3.9 (out of 5). The system was rated lowest in the “On-Time Arrival of Bus” category, with a mean score of 3.4, representing a slight level of satisfaction. When asked how they would have made the surveyed trip if MAX were unavailable, 41 percent indicated they would ride as a passenger with a family member or friend and 36 percent indicated they would walk to their destination. Fifty two percent of respondents use MAX daily and 18 percent use it monthly. When asked which service improvement they would like to see implemented (Figure 6-1), 30 percent requested weekend service and 25 percent indicate more frequent service is needed.

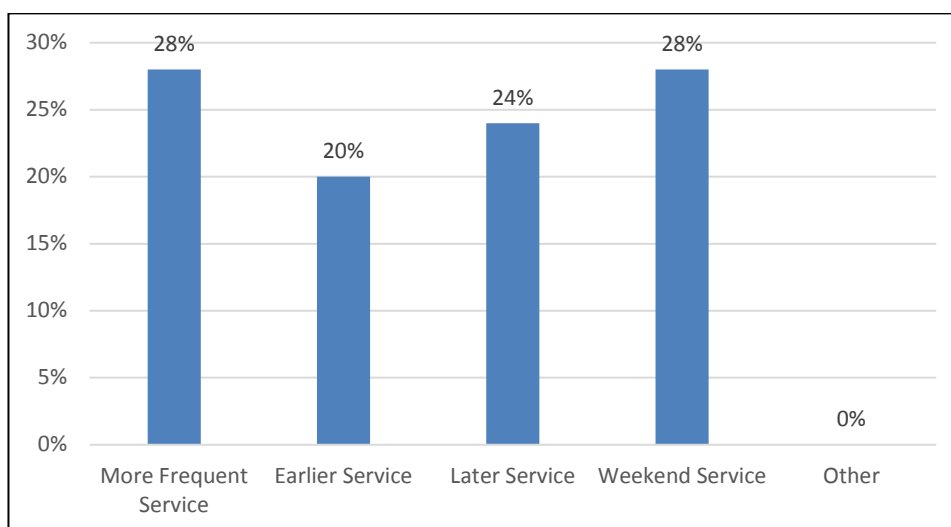
FIGURE 6-1
MAX Desired Service Improvements



Chowchilla Area Transit Express “On-Board Ridership Survey” Findings

CATX surveys show an average level of overall satisfaction with the system, with a mean score of 3.2 (out of 5). Most respondents use this service for shopping and medical purposes. Five out of seven riders say they use CATX weekly while the other two use the system daily. When asked which service improvement they would most like to see implemented (Figure 6-2), every respondent requested weekend service and more frequent service. Appendix B provides a more detailed description of the survey results.

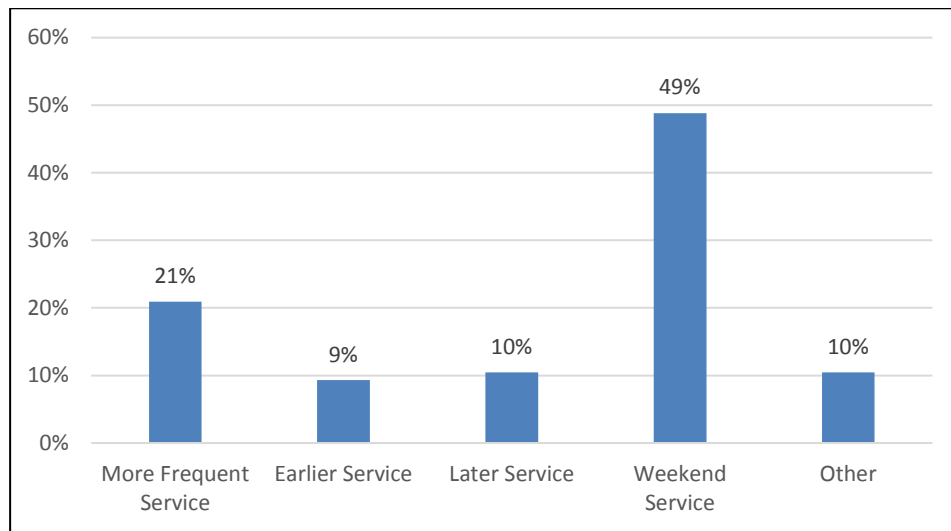
FIGURE 6-2
CATX Desire Service Improvements



Madera County Connection “On-Board Ridership Survey” Findings

MCC received high marks from survey respondents, who indicated a mean overall satisfaction score of 4.8 (out of 5). Most respondents (27 percent) use this service for medical purposes followed by shopping and work at 17 percent. Key suggestions to improve MCC included a weekend service, more frequent service was also a popular response (Figure 6-3). Appendix B provides a more detailed description of the survey results.

FIGURE 6-3
MCC Desired Service Improvements



SUMMARY OF SURVEYS

- Riders Have a High Satisfaction Level with Existing Public Transit Services:**
The survey results show that while many riders expressed a desire for weekend service, they generally were moderately satisfied with the current level of transit services. Riders of MCC were very satisfied with the overall service, while MAX and CATX riders were slightly less satisfied with the overall service.
- Most Common Trip Purposes:**
Shopping and medical trips are the most common trip purposes on public transit systems throughout the County. The most common trip purpose on CATX and MAX is for shopping/errands. Riders who use MCC identified medical, shopping, and work as popular trip destinations.
- Riders Indicate a High Level of Desire for Weekend Service:** The most highly desired service improvement across all systems is additional service days, especially weekend service for systems that only operate on weekdays. More frequent service is also highly desired across all systems, second to weekend service.

UNMET TRANSIT NEEDS WORKSHOPS AND PUBLIC HEARING

Unmet transit needs within Madera County are evaluated annually through the MCTC Social Services Transportation Advisory Council (SSTAC), as required by section 99401.5 of the Transportation Development Act (TDA). The purpose of the hearing is to solicit comments from the public on unmet transit needs that might be reasonable to meet within the City of Madera, City of Chowchilla, and the County of Madera. Recent requests, comments, and testimony provide invaluable citizen input in the development of this short-range transit plan.

The following summarizes comments received through the 2016 MCTC Unmet Transit Needs process:

City of Madera

- Various bus stops are needed around the city.
- Extend MAX service hours and provide weekend service.

County of Madera

- Earlier service from Chowchilla to Children's Hospital.
- Additional services for Eastern Madera County residents.

Madera County Transportation Commission Findings

Based on recommendations from the SSTAC, the MCTC found that there are no unmet transit needs that are reasonable to meet in FY 2016/2017 within the County of Madera and the Cities of Madera and Chowchilla.

TRANSIT NEEDS AND ISSUES

City of Madera

Since the last update of the SRTDP, the City of Madera has made considerable progress in providing higher quality transit services to its residents. The City has continued to expand MAX service, which will include a much-desired extension to Madera Community College that has a goal to be implemented in the fall of 2017.

The City of Madera should ensure that public transit is accommodated, where possible, in existing and new developments. Growth in fixed-route service also results in the need for capital improvements, especially bus shelters at existing stops.

As reflected in the MCTC's Unmet Transit Needs process, there is a need for continual improvement in Dial-A-Ride's on-time performance and in seeking ways to reduce passenger wait times. The City should ensure that its existing transit policies, including hiring of bilingual personnel and calling out key fixed-

route bus stops, and driver sensitivity training, and compliance with the Americans with Disabilities Act (ADA) are enforced.

Growth in transit demand and the resulting expansion of the City's transit services has translated into an increasing need for a reliable transit fleet. Fares and transfers should be coordinated with other transit operations, specifically MCC and CATX. Growing transit demand also will require that the City maximize all potential funding sources through prudent planning and operations. As part of an air quality non-attainment area, the City of Madera should continue to coordinate with the MCTC in efforts to promote public transit as a key transportation control measure.

MAX is still struggling to meet the 15% farebox recovery threshold. The City of Madera should reevaluate the current fare structure and consider increasing fares to improve its farebox recovery rate without sacrificing current service levels, evaluate underperforming route segments, and consider undertaking general and targeted marketing and public outreach to increase ridership.

Recommendations

Madera Area Express

- Coordinate services with Madera Unified School District, businesses and organizations, and residents.
- Install additional bus shelters at key locations.
- Develop transit facilities standards.
- Undertake service evaluation on an on-going basis.
- Complete construction of the new Transit Administration Facility.
- Reevaluate current fare structure and consider fare increases.
- Coordinate fares and transfers with other public transit operations.
- Update the MAX Fleet Plan on a regular basis.
- Coordinate with City Development Department for transit accommodations.
- Update transit information on City of Madera web site on a regular basis.
- Undertake outreach and marketing on a regular basis to encourage mode choice ridership.

Dial-A-Ride

- Improve on-time performance to reduce wait times.
- Reduce no-shows and late cancellations.
- Continue to promote the hiring of bilingual staff.
- Coordinate fares and transfers with other public transit operations.
- Update Dial-A-Ride Fleet Plan on a regular basis.
- Coordinate with City Development Department for transit accommodations.
- Update transit information on City of Madera web site on a regular basis.
- Collaborate with MCTC to develop countywide transit marketing information.
- Pursue consolidation of transit services, where feasible.

TRANSIT NEEDS AND ISSUES

City of Chowchilla

Based on findings from the CATX On-Board Ridership Survey, most riders agree that there is a demand for more frequent service and weekend service.

The City of Chowchilla should assess the cost of initiating a Saturday service and more frequent days of operation. These potential improvements and their impacts on CATX productivity should be evaluated, and if feasible, may be implemented on a trial basis and evaluated for continuation. The CATX Fleet Plan should be updated to reflect any new changes and to ensure expeditious fleet replacement and expansion.

CATX should be marketed both within the City and comprehensively with other transit services on a regular basis. The City should coordinate with the MCTC to develop County-wide transit marketing information.

Recommendations

Chowchilla Area Transit Express

- Evaluate potential for initiating Saturday service.
- Consider increased capacity to provide a higher level of service.
- Update the CATX Fleet Plan on a regular basis.
- Develop and implement a marketing plan on a regular basis.
- Collaborate with MCTC to develop countywide transit marketing information.
- Pursue consolidation of transit services, where feasible.

TRANSIT NEEDS AND ISSUES

Madera County

Madera County has made significant progress since the last SRTDP in increasing service to Madera Community College and Children's Hospital and expanding the hours of operation on the Eastern Madera County route. The County also expanded the amount of stops in Chowchilla and began the route at an earlier time. Demand for transit services in rural pockets on the County continues to grow. The County must weigh this growing demand for transit service against actual need that translates to acceptable levels of performance.

Providing seamless service for County riders will require close coordination with MAX, Dial-A-Ride, CATX, and FAX operations. Transfers must be convenient and fares reasonable. The County's transit services also should be marketed comprehensively with other transit services. The County should coordinate with MCTC to develop countywide transit marketing information.

The County should continue evaluating the need for bus stop and other capital improvements throughout its transit service areas. Based on projected ridership demand and identified capital needs, a multi-phased approach should be undertaken combined with identified funding.

The County must ensure that requests for new transit service are carefully evaluated, given the long distances between key origins and destinations and the related high costs to implement these services. The potential for achieving economies of scale through the consolidation and/or coordination of services must be considered to prevent ineffective disparate services. For example, there may be potential to coordinate MCC, Senior Bus and Escort Program trips with connections at key transfer points.

Recommendations

Madera County Connection

- Consider cost effectiveness of acquiring rather than contracting for vehicles.
- Coordinate fares and transfers with other public transit operators in Madera County and Fresno County.
- If MCC does not meet the 10% State Transportation Development Act (TDA) requirement, consider raising fares or restructuring with other Madera County transit services.
- Maintain a countywide transit fleet plan.
- Provide transit information on the Madera County web site and update on a regular basis.
- Maintain an updated capital plan consistent with projected funding.
- Consider implementation of ITS improvements.
- Undertake Incremental growth of system based on defined criteria.
- Pursue consolidation of transit services, where feasible.

Eastern Madera County Senior Bus & Escort Program

- Evaluate potential opportunities to reduce operating costs.
- Coordinate fares and transfers with other public transit operations.
- Develop a countywide transit fleet plan.
- Provide transit information on the Madera County web site and update on a regular basis.
- Develop and implement a coordinated marketing plan on a regular basis.
- Collaborate with MCTC to develop countywide transit marketing information.
- Consider implementation of ITS improvements.

Madera County Transportation Commission (MCTC)

The MCTC plays an important role in the implementation of public transit services, including allocating funding, transit planning, monitoring, public participation, and federal, state, and local compliance. As a regional transportation planning agency (RTPA), MCTC provides planning expertise and coordinates major transit planning efforts, public participation through its Social Services Transportation Advisory Council

(SSTAC), and the annual unmet transit needs process. As an air quality non-attainment area, Madera County also must ensure that appropriate transportation control measures (TCM's), such as public transit, are promoted to reduce emissions.

Recommendations

- Update the Short Range Transit Development Plan, Human-Services Public Transit Coordinated Transportation Plan, and Unmet Transit Needs within Madera County as needed.
- Maintain existing mass transportation services and social service transportation as cost effectively as possible while meeting the demand for new services and identification of sufficient future funding.
- Encourage coordination and consolidation of transportation providers for efficiency and effectiveness.
- Collaborate with jurisdictions to develop countywide transit marketing information.
- Prepare claimant audits, fiscal and compliance audits, and Triennial Performance Audits.
- Attend local rail committee meetings to increase rail safety and ridership of Amtrak services.
- Attend Transit Advisory Board (TAB) meetings, as needed, to evaluate the public transit system and encourage public participation.
- Facilitate transit interface with other transit properties, park-and-ride lots, and other transportation modes, including passenger rail, bicycling, carpooling, etc., to encourage mass transportation usage.
- Encourage mass transportation as a method of minimizing traffic congestion and an environmental control measure that reduces emissions.
- Seek funding for transportation control measures as they pertain to mass transportation.
- Participate in high-speed rail planning.
- Continue to explore the expansion of vanpool services in Madera County.



FINANCIAL
PLAN

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CHAPTER 7 – FINANCIAL PLAN

This section presents a five-year operating and capital plan for the period FY2017/18 to FY2021/22. Operating and capital budgets are based on projected revenue, current service levels, and key recommended service improvements. The capital plan projects the cost of new and replacement vehicle purchases and transit-related amenities, including benches and shelters. These improvements respond to the findings from the needs assessment and identification of specific issues by each transit operation.

SOURCES OF REVENUE

Public transit services in Madera County historically have been supported by three primary source of funds, as follows:

- State Transportation Development Act Funds
 - Local Transportation Funds (LTF)
 - State Transit Assistance (STA)
- Federal Transit Administration (FTA) Section 5311 and 5307 Funds
- Farebox Revenue

Other sources of funds have or are being used to enhance public and social service transit services in the County, including federal Congestion Mitigation and Air Quality (CMAQ) funds and Federal Transit Administration Section 5310 funds earmarked for special needs of elderly and disabled persons.

State Transportation Development Act (TDA)

The Transportation Development Act has been a stable source of public transit funding since 1972. The TDA provides funding for transit through Local Transportation Funds (LTF) and State Transit Assistance Funds (STA). LTF funds, derived from a ¼ cent of the general sales tax collected statewide, are available for transit operations and street and road purposes. The LTF has been in existence since 1972. STA, created in 1979, is generated from statewide sales tax on diesel fuel.

The LTF is distributed to each city and the unincorporated areas based on population. In Madera County, LTF may be used for both transit and street and road purposes, if transit needs are reasonably met. The fluctuation in annual LTF generally reflects economic conditions. STA must be used for transit purposes only and generally are more unpredictable than LTF. In FY2016/17, the countywide LTF allocation for FY2016/17 is just over \$3.95 million with over \$830 thousand programmed for public transit services. In the same fiscal year, the countywide STA allocation is just under \$645 thousand, a decrease of \$143 thousand from the previous year's allocation. For purposes of this Plan, a 3% inflation rate is assumed for LTF.

Low Carbon Transit Operations Program (LCTOP)

LCTOP was created to provide capital and operating assistance to transit agencies with the goal of reducing Greenhouse Gas (GHG) emissions and improving mobility. Service areas in the Madera Region serve Disadvantaged Communities (DAC) which means at least 50% of the total monies received shall be expended on projects that provide a direct, meaningful and assured benefit to DACs. Senate Bill 862, which established the Transit, Affordable Housing, and Sustainable Communities Program, continuously

appropriates five percent of the annual auction proceeds in the Greenhouse Gas Reduction Funds for LCTOP.

The amount available for the Fiscal Year 2016-17 Low Carbon Transit Operations Program for the Madera Region is \$68,513.

Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA)

PTMISEA was created by Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006. \$3.6 billion dollars was allocated to PTMISEA to be available to transit operators over a ten-year period. PTMISEA funds must be used for transit rehabilitation, safety or modernization improvements, capital service enhancements or expansions, new capital projects, bus rapid transit improvements, or rolling stock (buses and rail cars) procurement, rehabilitation or replacement.

The most recent allocation list was for Fiscal Year 2014-15 which provided the Madera Region \$1.5 million to use on public transportation.

California Governor's Office of Emergency Services (CALOES)

The Highway Safety, Traffic Reduction, Air Quality and Port Security Bond Act of 2006 (Prop 1B) authorizes the issuance of \$19.9 billion in general obligation bonds for specified purposes, including grants for the transit system safety and security for a ten year period. According to the CALOES website, Fiscal Year 2016-17 is the final year of Prop 1B funding. An eligible activity under the California Transit Security Grant Program (CTSGP), California Transit Assistance Fund (CTAF) is a capital project that provides increased protection against a security or safety threat.

Federal Transit Administration (FTA)

The FTA provides federal funds for improvements in rural and urban transit operations. These funds may be used for operations and maintenance, including preventive maintenance, paratransit service, leasing of equipment or facilities, safety equipment and facilities, facilities that incorporate community services such as daycare and health care, and transit enhancements.

FTA Section 5307 is a formula grant program providing capital and operating assistance and transportation related planning to urbanized areas, including the City of Madera and Madera County. A total of \$2.22 million in Section 5307 funds is available during FY2016/17.

FTA Section 5311 funds are available annually to public transportation projects in non-urbanized areas. The County of Madera and City of Chowchilla annually submit a Regional Program of Projects to the MCTC to reflect eligible projects. This list is then compiled at the State level into a Statewide Program of Projects. A total of \$691 thousand in Section 5311 funds is available to public transit agencies during FY2016/17.

FTA Section 5310 assists private non-profit organizations in the purchase of vehicles and related equipment to provide transportation services that meet the special needs of elderly and disabled persons.

MCTC assists local non-profit agencies seeking these funds.

FTA Section 5339 makes federal resources available to states and direct recipients to replace, rehabilitate and purchase buses and related equipment. The City of Madera, City of Chowchilla, and County of Madera are all eligible for this funding type. A total of \$468 thousand in Section 5339 funds is available to the public transit agencies during FY2016/17.

Farebox Revenue

Fares collected by transit services in Madera County are used to help offset operating expenses. The City of Madera MAX service must meet a minimum fare box recovery ratio of 15% to comply with TDA regulations. Other operators in Madera County strive to recover a minimum of ten percent of their operating expenses from fares in order to comply with the State TDA farebox requirements and maintain eligibility. Fare revenue is estimated at \$167,400 in FY2016/17 and is assumed to grow 2% annually.

Congestion Mitigation and Air Quality (CMAQ) Program

The purpose of the CMAQ program is to fund transportation projects or programs that will contribute to attainment of national ambient air quality standards, with a focus on ozone, PM-10, and their precursors. Project planning or other development activities that lead directly to construction of facilities, alternative-fuel vehicles, or new services and programs that have a positive air quality impact for CMAQ funding.

Historically, CMAQ funds have been used by Madera County public transit operators to fund vehicles and start-up operations. The amount of CMAQ funds programmed annually fluctuates depending upon specific operating and capital needs. It is assumed that CMAQ will continue to remain a viable funding source under the new Fixing America's Surface Transportation (FAST) Act federal transportation authorization bill.

Measure T

Measure T is a half-cent transportation sales tax measure approved by Madera County voters in November 2006. Two percent of Measure proceeds are allocated to the Transit Enhancement Program. The program provides supplemental support to public transit systems in the County.

Projected Revenue and Expenditures

A countywide total of \$32.3 million in public transit operating and capital revenue and expenditures is projected over the next 5 years. The City of Madera expenditures during this period are estimated at \$18.9 million or 59% of the total, Madera County, \$10.5 million or 33% of the total, and the City of Chowchilla, \$2.6 million or 8%. Approximately 27% of transit revenue will be from State TDA funds, 50% from federal funds, 3% from fares, and 20% from other state, regional, and local fund sources.

CAPITAL PLAN

Table 7-1 reflects the capital requirements of each public transit operator based on current fleets and planned improvements over the next five years. A total of 9 buses and 43 bus shelters are planned for MAX, and 12 buses for Dial-A-Ride in order to maintain and improve service. Other capital expenditures include a new administration/maintenance facility and intermodal facility improvements.

The City of Chowchilla plans to purchase a total of 3 replacement buses, 1 new bus, and 3 bus shelters while the County of Madera plans to purchase a total of 7 vehicles for MCC and the Senior Bus/Escort Service. Other improvements include a bus yard, park-and-ride lots, and security enhancements.

Projected capital costs for MAX and Dial-A-Ride from FY2017/18 to FY2021/22 are \$9.8 million. During this same period, capital costs are estimated at \$435 thousand for the City of Chowchilla, and \$4.3 million for the County of Madera.

TABLE 7-1
CAPITAL PLAN
FY2016/17 – FY2020/21

	FY2017/18	FY2018/19	FY2019/20	FY2020/21	FY2021/22	Total
City of Madera						
MAX						
Replacement Buses	4	2	0	0	0	6
New Buses	2	1	0	0	0	3
Bus Shelters	0	0	0	25	18	43
Bus Security Video	0	0	0	0	0	0
DAR						
Replacement Buses	4	3	3	1	0	11
New Buses	1	0	0	0	0	1
Misc. Capital Projects						
New Admin./Maint. Facility		1				
Intermodal Facility Improvments			1			
City of Chowchilla						
CATX						
Replacement Buses	1	1	1	0	0	3
New Buses	0	0	0	1	0	1
Bus Shelters	1	1	1	0	0	3
Madera County						
MCC						
Replacement Buses	2	0	3	0	0	5
New Buses						0
Bus Shelters	x		x	x	x	
Almond Yard-Bus Barn	x					
Park-and-Ride Lots			x			
Other (Alarm System; Surveillance Cameras)		x				
Senior Bus/Escort						
Replacement Buses	0	0	1	1	0	2
New Buses	0	0	0	0	0	0

CITY OF MADERA FINANCIAL PLAN

The City of Madera Financial Plan, as shown on Table 7-2, reflects a FY2017/18 combined MAX and Dial-A-Ride operating and capital budget of \$3.6 million. Five-year total operating and capital costs are projected at \$18.9 million.

This plan addresses fleet expansion and replacement, and the need for additional bus shelters for MAX passengers. Over the next five years, a total of 9 MAX buses (6 replacement and 3 new) and 12 (11

replacement and 1 new) Dial-A-Ride buses are projected. A major expansion in bus shelters is planned in FY2020/21 and FY2021/22.

The City has also undertaken the design of a new Transit Facility. The selected site will provide facilities for fueling, washing and maintenance, parking, and administrative functions all at one site. Funds for construction have been secured and the new Transit Facility should be complete by December 2018.

CITY OF CHOWCHILLA FINANCIAL PLAN

As shown on Table 7-3, the CATX operating and capital budget in FY 2017/18 is estimated at \$844,000 reaching a five-year total of \$2.6 million. A total of 4 vehicles are projected over the next five years (3 replacement and 1 new).

MADERA COUNTY FINANCIAL PLAN

Madera County's Financial Plan, shown on Table 7-4, includes the operating expenses of MCC, the Senior Bus and Escort Program, Madera/DAR, and Chowchilla/CATX. The combined FY2017/18 operating budgets of these systems is projected at \$1,227,088 -- \$563,083 for MCC, \$114,567 for the Senior Bus and Escort Program, \$441,198 for Madera/DAR, and \$108,240 for Chowchilla/CATX. Total operating and capital costs for County transit services are estimated at \$10.8 million over the next five years.

SUMMARY OF COUNTY-WIDE OPERATING AND CAPITAL BUDGETS

Table 7-5 shows that total operating costs for all Madera County transit systems are projected at \$17.8 million from FY2017/18 to FY2021/22. Countywide capital costs are estimated at \$14.5 million for a total five-year operating and capital expenditure of \$32.3 million.

TABLE 7-2
CITY OF MADERA FINANCIAL PLAN
FY2017/18 – FY2021/22

	Actual	Projected					Total (5 years)
	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	
EXPENSES							
Operating							
MAX	\$689,960	\$745,157	\$804,769	\$869,151	\$938,683	\$1,013,778	\$4,371,538
DAR	\$647,808	\$699,633	\$755,603	\$816,052	\$881,336	\$951,842	\$4,104,466
Svc to College		\$70,000	\$70,000	\$70,000			\$210,000
Marketing & Outreach		\$60,000					\$60,000
Intermodal Operating	\$55,749	\$57,979	\$30,149	\$10,000	\$10,400	\$10,816	\$119,344
New Transit Facility Operating	\$0	\$0	\$30,149	\$62,710	\$67,727	\$73,145	\$233,731
Total Operating	\$1,393,517	\$1,632,768	\$1,690,671	\$1,827,912	\$1,898,145	\$2,049,581	\$9,099,078
Capital							
MAX Buses	\$883,000	\$330,000	\$559,900	\$0	\$0	\$0	\$889,900
MAX Shelters	\$48,990	\$583,525	\$0	\$0	\$713,705	\$535,504	\$1,832,734
DAR Buses	\$284,000	\$363,800	\$491,800	\$525,000	\$180,000	\$0	\$1,560,600
New Transit Admin/Maintenance Facility	\$375,000	\$500,000	\$3,735,426	\$10,000	\$10,000	\$10,000	\$4,265,426
Intermodal Transit Facility Rehab	\$0	\$0	\$0	\$200,000	\$0	\$0	\$200,000
Other Capital	\$196,000	\$201,880	\$207,936	\$214,174	\$220,600	\$227,218	\$1,071,808
Total Capital	\$1,786,990	\$1,979,205	\$4,995,062	\$949,174	\$1,124,305	\$772,722	\$9,820,468
Total Expenses	\$3,180,507	\$3,611,973	\$6,685,733	\$2,777,087	\$3,022,450	\$2,822,303	\$18,919,546
REVENUE							
State LTF	\$397,000	\$398,000	\$399,000	\$400,000	\$401,000	\$402,000	\$2,397,000
State STA	\$222,556	\$227,880	\$230,535	\$233,200	\$235,875	\$238,560	\$1,388,606
County DAR Payment	\$300,708	\$309,729	\$319,021	\$328,592	\$338,450	\$348,603	\$1,945,103
FTA - Section 5307	\$1,773,292	\$1,816,725	\$3,438,117	\$1,553,090	\$1,826,671	\$1,605,179	\$12,013,074
FTA - Section 5339	\$169,000	\$170,675	\$157,380	\$0	\$0	\$0	\$497,055
LCTOP	\$0	\$117,306	\$0	\$0	\$0	\$0	\$117,306
Fares							
MAX	\$88,700	\$90,474	\$92,283	\$94,129	\$96,012	\$97,932	\$559,530
DAR	\$27,700	\$28,254	\$28,819	\$29,395	\$29,983	\$30,583	\$174,735
Prop 1B Transit Capital							
CALOES	\$48,990	\$188,220	\$0	\$0	\$0	\$0	\$237,210
PTMISEA	\$75,000	\$175,000	\$1,926,476	\$0	\$0	\$0	\$2,176,476
Madera College		\$9,000	\$9,000	\$9,000			\$27,000
CDBG				\$40,000			\$40,000
Measure T Transit Enhancement	\$77,561	\$80,710	\$85,101	\$89,681	\$94,460	\$99,446	\$526,959
Total Revenue	\$3,180,507	\$3,611,973	\$6,685,733	\$2,777,087	\$3,022,451	\$2,822,303	\$18,919,547

TABLE 7-3
CITY OF CHOWCHILLA FINANCIAL PLAN
FY2017/18 – FY2021/22

	FY16/17	FY17/18	FY18/19	Projected			Total (5 years)
	FY19/20	FY20/21	FY21/22				
EXPENSES							
Operating							
CATX	\$445,387	\$408,749	\$421,011	\$433,642	\$446,651	\$460,051	\$2,170,104
Total Operating	\$445,387	\$408,749	\$421,011	\$433,642	\$446,651	\$460,051	\$2,170,104
CAPITAL							
CATX Buses	\$115,000	\$112,000	\$0	\$0	\$0	\$0	\$112,000
Other Capital Projects	\$0	\$323,499	\$0	\$0	\$0	\$0	\$323,499
Total Capital	\$115,000	\$435,499	\$0	\$0	\$0	\$0	\$435,499
Total Expenses	\$560,387	\$844,248	\$421,011	\$433,642	\$446,651	\$460,051	\$2,605,603
REVENUE							
State LTF	\$230,110	\$185,247	\$168,420	\$171,201	\$173,888	\$176,680	\$875,436
Madera County ops	\$105,087	\$108,240	\$111,487	\$114,831	\$118,276	\$121,825	\$574,659
State STA	\$42,200	\$43,200	\$46,325	\$49,500	\$52,725	\$56,000	\$247,750
FTA - Section 5311	\$61,290	\$63,129	\$65,023	\$66,973	\$68,982	\$71,052	\$335,159
5339	\$95,000						\$95,000
Fares Dail-A-Ride	\$12,000	\$12,360	\$12,730	\$13,112	\$13,505	\$13,910	\$65,617
LinX	\$954	\$0	\$0	\$0	\$0	\$0	\$0
Prop 1B Transit Capital							
PTMISEA	\$0	\$384,000	\$0	\$0	\$0	\$0	\$384,000
CalOES	\$0	\$32,000					\$32,000
Total	\$0	\$416,000	\$0	\$0	\$0	\$0	\$416,000
Measure T Transit Enhancement	\$14,700	\$16,072	\$17,026	\$18,025	\$19,275	\$20,584	\$90,982
Other							
Total Revenue	\$560,387	\$844,248	\$421,011	\$433,642	\$446,651	\$460,051	\$2,605,603

TABLE 7-4
 COUNTY OF MADERA FINANCIAL PLAN
 FY2017/18 – FY2021/22

	FY16/17	Projected					Total (5 years)
		FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	
EXPENSES							
Operating							
MCC	\$546,683	\$563,083	\$579,976	\$597,375	\$615,297	\$633,755	\$2,989,487
Sr Bus & Escort	\$111,230	\$114,567	\$118,004	\$121,544	\$125,190	\$128,946	\$608,251
Madera/DAR	\$428,348	\$441,198	\$454,434	\$468,067	\$482,109	\$496,573	\$2,342,382
Chowchilla/CATX	\$105,087	\$108,240	\$111,487	\$114,831	\$118,276	\$121,825	\$574,659
Total Operating	\$1,191,348	\$1,227,088	\$1,263,901	\$1,301,818	\$1,340,873	\$1,381,099	\$6,514,779
CAPITAL							
Buses/Vans	\$65,000	\$230,000	\$0	\$501,400	\$65,000	\$0	\$796,400
Other Capital Projects*	\$500,000	\$1,492,427	\$128,000	\$1,538,688	\$95,076	\$239,814	\$3,494,005
Total Capital	\$565,000	\$1,722,427	\$128,000	\$2,040,088	\$160,076	\$239,814	\$4,290,405
Total Expenses	\$1,756,348	\$2,949,515	\$1,391,901	\$3,341,906	\$1,500,949	\$1,620,913	\$10,805,184
REVENUE							
State LTF	\$437,036	\$524,084	\$452,888	\$570,531	\$595,070	\$620,385	\$2,762,958
State STA	\$263,298	\$264,600	\$266,000	\$267,000	\$268,000	\$269,000	\$1,334,600
FTA - Section 5311	\$452,014	\$899,572	\$538,583	\$673,600	\$435,588	\$448,655	\$2,995,998
FTA - Section 5339	\$0	\$115,000	\$0	\$250,700	\$0	\$0	\$365,700
Fares							
MCC	\$31,000	\$31,620	\$32,252	\$32,897	\$33,555	\$34,227	\$164,552
Sr Bus & Escort	\$8,000	\$8,160	\$8,323	\$8,490	\$8,659	\$8,833	\$42,465
Prop 1B Transit Capital							
PTMISEA	\$565,000	\$600,000	\$0	\$1,300,000	\$65,000	\$0	\$1,965,000
CalOES	\$0	\$177,363	\$0	\$0	\$0	\$0	\$177,363
Measure T Transit Enhancement	\$0	\$184,916	\$93,854	\$94,488	\$95,076	\$95,614	\$563,948
Other (LCTOP)	\$0	\$144,200	\$0	\$144,200	\$0	\$144,200	\$432,600
Total Revenue	\$1,756,348	\$2,949,515	\$1,391,901	\$3,341,906	\$1,500,949	\$1,620,913	\$10,805,184

TABLE 7-5
 COUNTYWIDE CAPITAL AND OPERATING BUDGETS
 FY2017/18 – FY2021/22

	Actual	Projected					
	FY16/17	FY17/18	FY18/19	FY19/20	FY20/21	FY21/22	Total (5 years)
Operating							
City of Madera							
MAX	\$689,960	\$745,157	\$804,769	\$869,151	\$938,683	\$1,013,778	\$4,371,538
DAR	\$647,808	\$699,633	\$755,603	\$816,052	\$881,336	\$951,842	\$4,104,466
Intermodal Operating	\$55,749	\$57,979	\$30,149	\$10,000	\$10,400	\$10,816	\$119,344
Service to College		\$70,000	\$70,000	\$70,000	\$0	\$0	\$210,000
New Transit Facility Operating	\$0	\$0	\$30,149	\$62,710	\$67,727	\$73,145	\$233,731
Marketing & Outreach	\$0	\$60,000	\$0	\$0	\$0	\$0	\$60,000
Total	\$1,393,517	\$1,632,769	\$1,690,670	\$1,827,913	\$1,898,146	\$2,049,581	\$9,099,079
Chowchilla/CATX	\$445,387	\$408,749	\$421,011	\$433,642	\$446,651	\$460,051	\$2,170,104
County of Madera							
MCC	\$546,683	\$563,083	\$579,976	\$597,375	\$615,297	\$633,755	\$2,989,486
Sr Bus & Escort	\$111,230	\$114,567	\$118,004	\$121,544	\$125,190	\$128,946	\$608,251
Madera/DAR	\$428,348	\$441,198	\$454,434	\$468,067	\$482,109	\$496,573	\$2,342,382
Chowchilla/CATX	\$105,087	\$108,240	\$111,487	\$114,831	\$118,276	\$121,825	\$574,659
Total	\$1,191,348	\$1,227,088	\$1,263,901	\$1,301,817	\$1,340,872	\$1,381,099	\$6,514,779
TOTAL OPERATING	\$3,030,252	\$3,268,606	\$3,375,582	\$3,563,372	\$3,685,669	\$3,890,731	\$17,783,962
Capital							
City of Madera							
MAX/JET Express Buses	\$883,000	\$330,000	\$559,900	\$0	\$0	\$0	\$889,900
MAX Shelters	\$48,990	\$583,525	\$0	\$0	\$713,705	\$535,504	\$1,832,734
DAR Buses	\$284,000	\$363,800	\$491,800	\$525,000	\$180,000	\$0	\$1,560,600
New Transit Admin/Maintenance Facility	\$375,000	\$500,000	\$3,735,426	\$10,000	\$10,000	\$10,000	\$4,265,426
Intermodal Transit Facility Rehab	\$0	\$0	\$0	\$200,000	\$0	\$0	\$200,000
Other Capital	\$196,000	\$201,880	\$207,936	\$214,174	\$220,600	\$227,218	\$1,071,808
Total	\$1,786,990	\$1,979,205	\$4,995,062	\$949,174	\$1,124,305	\$772,722	\$9,820,468
City of Chowchilla							
CATX Buses	\$115,000	\$112,000	\$0	\$0	\$0	\$0	\$112,000
Other Capital Projects	\$0	\$323,499	\$0	\$0	\$0	\$0	\$323,499
Total	\$115,000	\$435,499	\$0	\$0	\$0	\$0	\$435,499
County of Madera							
MCC Buses	\$65,000	\$230,000	\$0	\$501,400	\$65,000	\$0	\$796,400
Other Capital Projects	\$500,000	\$1,492,427	\$128,000	\$1,538,688	\$95,076	\$239,814	\$3,494,005
Total	\$565,000	\$1,722,427	\$128,000	\$2,040,088	\$160,076	\$239,814	\$4,290,405
TOTAL CAPITAL	\$2,466,990	\$4,137,131	\$5,123,062	\$2,989,262	\$1,284,381	\$1,012,536	\$14,546,372
TOTAL CAPITAL AND OPERATING	\$5,497,242	\$7,405,737	\$8,498,644	\$6,552,634	\$4,970,050	\$4,903,267	\$32,330,334



TRANSIT
MARKETING
STRATEGIES

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CHAPTER 8 – TRANSIT MARKETING STRATEGIES

Marketing plays an integral role in increasing public awareness of transit services and attracting and maintaining ridership. Madera County transit operators must ensure that their services are effectively marketed on a continuous basis. A transit system's ability to inform riders of available services and to provide incentives to ride by offering dependable service will result in loyalty and increased patronage. Key marketing objectives therefore are to:

- Promote an understanding of services being offered
- Increase public acceptance
- Provide quality services
- Developing effective ongoing outreach and targeted marketing tools

Transit systems must recognize their target market and environs and design appropriate marketing tools to fit their needs. Like many other rural counties, transit systems in Madera County have limited staff and marketing budgets and contract out many of its services. This frequently means less effort is spent on marketing. Marketing and outreach activities in Madera County are now conducted independently by each transit system. Given the variety of transit services offered in the County, however, there is a growing need to integrate marketing concepts and collaborate on outreach efforts. While marketing and public outreach is particularly important when implementing new services and/or changing existing services, marketing should be undertaken on a regular basis.

MARKETING STRATEGIES

Transit marketing encompasses a number of key elements. As described below, these include system identity, passenger information, advertising, targeted marketing and outreach, and special promotions. Effective marketing must combine these elements in order to attract both non-choice (those who have no other transportation mode) and choice riders, to convey how to use transit services, and to maintain ridership.

System Identity

- Name and Logo
- Buses
- Bus Stop Signage
- Shelter Signage
- Marketing Materials

A system identity is important in establishing a “product brand name” that is easily recognized. Transit systems have the advantage of using their buses to advertise throughout the community. Bus stop signs and shelters provide opportunities to advertise through consistent use of a system's name, logo, route information, and telephone number. All marketing materials also should integrate the same logo and color scheme.

Passenger Information

Passenger information can be conveyed by a variety of means, as listed below. All passenger transit information should reflect the transit agency name and logo for easy recognition by the general public.

This includes carrying the system's color scheme throughout the printed materials and electronic media.

- Develop and Introduce a Madera County Transit Guide
- Updated Internet Website(s)
- Wide Distribution Network
- Telephone Information

The Cities of Madera and Chowchilla currently provide information about transit services on their Internet web sites. Madera County's web site should provide comprehensive information about its transit services. Telephone information should be consistent.

The nationwide 511 Traveler Information Service is now available in the Madera County region, providing cellular phone users with direct access to information on local transit options. MCTC staff will continue to coordinate with local agency staff and the Valley-wide 511 group as the system continues to evolve.

Advertising

There are a number of methods that can be used to advertise transit services, as shown below. Many of these approaches can be costly (i.e., newspaper, radio, and direct mail) while some (newsletters, bulletin boards, utility bill inserts, public service announcements) are free.

- Paid Advertising (newspaper, radio)
- Non-Paid Advertising (community newsletters, community bulletin boards, utility bill insert/message)
- Radio Public Service Announcements
- Direct Mail Distribution

Transit agencies in Madera County have used many of the above methods but not on a regular basis. Each agency, at a minimum, should develop a plan to regularly schedule specific low-cost marketing efforts, including ads in the local newspapers, free public service announcements, and distribution of fliers in utility bills. New and expanding transit services will require separate advertising campaigns and more frequent efforts.

Targeted Marketing and Outreach

Targeted marketing and outreach focuses an agency's effort on reaching its appropriate audience. An agency that understands its existing rider composition can begin to reach out to similar patrons, but also can target new riders as well. Marketing efforts and campaigns should be designed to reach specific targeted audiences. For example, commuters will be interested in making trips to and from work on time and learning about potential employee/employer tax deductions. Social service agencies and their clients may be more interested in accessing social service sites and the cost of transit trips. Marketing and outreach should be maximized to attract these potential "targeted" clients.

- Commuters
- Major Employers
- Seniors
- Disabled Persons
- Social Service Agencies and Client

- Low-Income Families
- College/Adults Students
- Elementary/Secondary/High School Students

Special Promotions

Transit agencies can implement special promotions at any time during the year to promote new services, changes, in existing services, and special events, or to simply boost public awareness. These special promotions can be marketed and advertised using any of the advertising methods discussed above.

- Transit Week Free Ride Promotion
- Try Transit Free Ride Promotions
- Joint Promotion with Businesses and Major Employers
- Special Events Promotion
- Ticket and Pass Sales Promotions

Transit services have been promoted at various special events, including health and library fairs throughout the County and school district events, parades, etc. All Madera County transit systems should continue to take advantage of these types of special promotions.

Coordinated Approach

The growth of public transportation in Madera County has resulted in the need for coordination between transit operators to ensure seamless trips for County residents and to ensure a consistent message is delivered. This in turn means that marketing can be maximized not only through individual transit system efforts but through joint efforts as well. For example, transit materials, such as schedules, brochures, fliers, etc. can provide telephone numbers and route information and transfers times for connecting transit systems.

As the systems evolve, more comprehensive joint marketing and outreach efforts can be undertaken. The MCTC web site currently provides a comprehensive listing of public transit services in Madera County, with additional information on Amtrak, Greyhound and taxicab services. MCTC has also developed a Coordinated Transportation Plan, which includes an extensive list of both public and private transportation providers.

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9

PUBLIC PARTICIPATION

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CHAPTER 9 – PUBLIC PARTICIPATION

MCTC PUBLIC PARTICIPATION PROCESS

The SRTDP is specifically designed to respond to diverse public transportation needs throughout Madera County. This effort is undertaken using an effective public participation process that includes outreach efforts to a broad representation of groups within the community, including low-income, minority populations, elderly, disabled, Native Americans, community-based organizations and those with limited English proficiency. The approach utilized by the MCTC is comprehensive, collaborative, continuous, and well documented, as described below.

Unmet Transit Needs Process

Local Transportation Funds in Madera County may be expended on both public transportation and streets and roads projects. Priority for these projects, however, must first be given to public transportation. Once public transportation projects have been reasonably met, available LTF may then be used for streets and roads projects. As a regional transportation planning agency, the MCTC must comply with Section 99401.5 of the California Public Utilities Code regarding unmet transit needs. The MCTC must make a finding after holding a public hearing that there are no unmet public transportation needs within Madera County that can be reasonably met before it may approve Local Transportation Fund claims for streets and roads.

The MCTC definition of the term “unmet transit needs” includes all essential trip requests by transit-dependent persons for which there is no other convenient means of transportation. The MCTC definitely of the term “reasonable to meet” is applied to all related public or specialized transportation services that:

- Are feasible.
- Have community acceptance.
- Serve a significant number of the population.
- Are economical.
- Can demonstrate cost effectiveness by having a ratio of fare revenues to operating cost at least equal to 10 percent.

The term “reasonable to meet” also applies to all service requests that do not abuse or obscure the intent of such transportation services once they are established.

Social Service Transportation Advisory Council

The Social Service Transportation Advisory Council’s (SSTAC) role is to aid the MCTC Policy Board in the review of transit issues with an emphasis on the annual identification of unmet transit needs within Madera County. These may include the needs of transit dependent and transit-disadvantaged persons, persons with disabilities, and persons of limited means. The SSTAC was established consistent with State Law (SB 498, Chapter 673, 1987) that mandates the purpose and minimum membership of this body.

The purpose of the SSTAC is to:

1. Annually participate in identification of transit needs (Unmet Transit Needs Public Hearing Process).
2. Annually review and recommend actions by the MCTC Policy Board for the area within Madera

3. County, which finds by resolution:
 - a. There are no unmet transit needs,
 - b. There are no unmet transit needs that are reasonable to meet, or
 - c. There are unmet transit needs that are reasonable to meet.
4. Advise MCTC on any other major transit issues, including the coordination and consolidation of specialized transportation services.

MCTC staff and the SSTAC work together in a cooperative effort to present its recommendation to the Policy Board concerning the “unmet transit needs” in Madera County. MCTC collaborates with SSTAC in the update of the SRTDP. The needs identified at the MCTC public hearing, particularly those that may be reasonable to meet, are addressed in the SRTDP and a recommended timeline developed to address the needs.

TRANSIT ADVISORY BOARD (TAB)

A citizen TAB meets on a quarterly basis to evaluate the City of Madera’s public transit services. The TAB helps monitor and makes recommendations to the Madera City Council to improve existing transit services. Public opinion concerning the transit system is routinely elicited at the TAB meetings. Membership of the Committee is as follows:

- Representatives from the general public (transit service consumers)
- Representatives from the operations/management
- MCTC staff representative
- Representative from the business community
- City of Madera management staff

GENERAL PUBLIC PARTICIPATION PROCESS

The Madera County Transportation Commission (MCTC) is committed to public involvement in transportation planning activities. MCTC encourages public input in the planning process to ensure that the community’s needs are met. Engaging the public early and often in the process of planning and decision making is critical to the success of any transportation plan or program.

In 2016, MCTC amended the Public Participation Plan (PPP) consistent with the requirements of the Fixing America’s Surface Transportation (FAST) Act. The PPP details MCTC’s public participation policy with respect to FAST Act, the Brown Act, the Americans with Disabilities Act, and Environmental Justice considerations. A copy of the Public Participation Plan is available upon request from the MCTC offices or on the web at <http://www.maderactc.org/>.

APPENDIX

A

TRANSPORTATION FUNDING SOURCES

APPENDIX A – TRANSPORTATION FUNDING SOURCES

This section provides a long-range view of proposed transportation projects within Madera County and how they will be funded. A comprehensive overview of existing and potential sources of transportation funding also is provided. The focus of this section is to present the planned projects for all modal elements. Technical plans and studies and General Plan Elements for jurisdictions within Madera County also support this effort to implement the various transportation modes.

TRANSPORATION FUNDING SOURCES

This section provides an overview of key existing and potential federal, State, and local transportation funding sources. Many of these funding sources such as Local Transportation Funds and State Transit Assistance Funds, historically have generated stable revenue to the County. Many other funds, however, are less predictable over the long term, are competitively awarded and/or tied to strict eligibility criteria.

These funding sources are the basis for funding street and highway improvements as well as other transportation system improvements, including public transit, aviation, and non-motorized transportation improvement projects. A brief description of the available array of funding sources is provided below.

FEDERAL

Fixing America’s Surface Transportation (FAST) Act

On December 4, 2015, President Obama signed the Fixing America’s Surface Transportation (FAST) Act (Pub. L. No. 114-94) into law – the first federal law in over a decade to provide long-term funding certainty for surface transportation infrastructure planning and investment. The FAST Act authorizes \$305 billion over fiscal years 2016 through 2020 for highway, highway and motor vehicle safety, public transportation, motor carrier safety, hazardous materials safety, keeps intact the established structure of the various highway-related programs we manage, continues efforts to streamline project delivery and, for the first time, provides a dedicated source of federal dollars for freight projects. With the enactment of the FAST Act, states and local governments are now moving forward with critical transportation projects with the confidence that they will have a federal partner over the long term. Key programs under FAST Act are described below.

- A. Congestion Mitigation and Air Quality (CMAQ) Program: This program, established by the Intermodal Surface Transportation Efficiency Act (ISTEA) and continued through the FAST Act, directs funds toward transportation projects and programs in the Clean Air Act. The CMAQ Program funds projects and programs in air quality non-attainment and maintenance areas for ozone, carbon monoxide (CO), and small particulate matter (PM-10) which reduce transportation-related emissions. Project planning or other development activities that lead directly to construction of facilities, alternative-fuel vehicles or new services and program that have a positive air quality impact are eligible for CMAQ funding.

- B. Transportation Alternatives: Transportation Alternatives (formerly Transportation Enhancements) is now a set-aside within the Surface Transportation Program Block Grant Program (STBG). It is funded at \$835 million to \$850 million per year. Previous eligibilities, such as infrastructure projects for improving non-driver access to public transportation and enhance mobility, bicycling, and environmental projects continue to be eligible.
- C. Surface Transportation Block Grant Program (STBG): The Surface Transportation Program is renamed the Surface Transportation Program Block Grant Program (STBG). This program continues to be a flexible funding source for a range of transportation projects including transit capital projects and transit safety infrastructure improvements and programs. The bill retains project eligibility for any type of project that was allowed before passage of the FAST Act. Funding increased from \$11.1 billion in FY 2016 to \$12.1 billion in FY 2020.
- D. Intelligent Transportation System: These funds provide for a comprehensive program to accelerate the integration and interoperability of intelligent transportation systems in metropolitan and rural areas. Selected projects should serve as models to improve transportation efficiency, promote safety (including the flow of intermodal travel at ports of entry), reduce emissions of air pollutants, improve traveler information, enhance alternative transportation modes, build on existing intelligent transportation system project or promote tourism.

Federal Transit Administration (FTA)

The FTA provides federal funds for improvements in rural and urban transit operations. With the passage of FAST Act, several new Federal transit programs, activities, and new features have been added.

- A. FTA Section 5303 Funds – Metropolitan Planning: Section 5303 funds are available to MPO's for transportation planning purposes.
- B. FTA Section 5307 Funds – Urbanized Area Formula Assistance Program: Section 5307 funds urbanized area planning, capital and operating assistance for public transit services, For urbanized areas with a population under 200,000, funds are passed through to the State for administration. For urbanized areas over 200,000, funds are allocated directly to designated recipients.
- C. FTA Section 5310 Funds – Elderly and Persons with Disabilities Program: Section 5310 assists private non-profit organizations in the purchase of vehicles and related equipment to provide transportation services that meet the special needs of elderly and persons with disabilities.
- D. FTA Section 5311 Funds – Non-Urbanized Area Formula Program: Section 5311 funds are available annually to public transportation projects in non-urbanized areas. The State prepares an annual Program of Projects to reflect eligible projects by jurisdiction.
- E. FTA Section 5339 Funds – Grants for Buses and Bus Facilities Program: Section 5339 are available to States and designated recipients to replace, rehabilitate and purchase buses and related equipment

and to construct bus-related facilities including technological changes or innovations to modify low or no emission vehicles or facilities.

Federal Aviation Administration (FAA) Airport Improvement Program (AIP)

The AIP provides funding for airport planning and development projects that enhance capacity, safety, security, and noise mitigation.

STATE

Low Carbon Transit Operations Program (LCTOP)

LCTOP was created to provide capital and operating assistance to transit agencies with the goal of reducing Greenhouse Gas (GHG) emissions and improving mobility. Service areas in the Madera Region serve Disadvantaged Communities (DAC) which means at least 50% of the total monies received shall be expended on projects that provide a direct, meaningful and assured benefit to DACs. Senate Bill 862, which established the Transit, Affordable Housing, and Sustainable Communities Program, continuously appropriates five percent of the annual auction proceeds in the Greenhouse Gas Reduction Funds for LCTOP.

The amount available for the Fiscal Year 2016-17 Low Carbon Transit Operations Program for the Madera Region is \$68,513.

Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA)

PTMISEA was created by Proposition 1B, the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006. \$3.6 billion dollars was allocated to PTMISEA to be available to transit operators over a ten-year period. PTMISEA funds must be used for transit rehabilitation, safety or modernization improvements, capital service enhancements or expansions, new capital projects, bus rapid transit improvements, or rolling stock (buses and rail cars) procurement, rehabilitation or replacement.

The most recent allocation list was for Fiscal Year 2014-15 which provided the Madera Region \$1.5 million to use on public transportation.

California Governor's Office of Emergency Services (CALOES)

The Highway Safety, Traffic Reduction, Air Quality and Port Security Bond Act of 2006 (Prop 1B) authorizes the issuance of \$19.9 billion in general obligation bonds for specified purposes, including grants for the transit system safety and security for a ten year period. According to the CALOES website, Fiscal Year 2016-17 is the final year of Prop 1B funding. An eligible activity under the California Transit Security Grant Program (CTSGP), California Transit Assistance Fund (CTAF) is a capital project that provides increased protection against a security or safety threat.

The amount available for Fiscal Year 2016-17 for the Madera Region is \$92,531.

Senate Bill 45

Senate Bill (SB) 45 substantially revises the process for estimating the amount of State and federal funds to be available for transportation projects in the State, as well as appropriating and allocating the available funds, by changing the seven-year State Transportation Improvement Program (STIP) to a four-year program. Other revisions included changing the components of the regional and state transportation improvement programs, the name of the Transportation Planning and Development (TP&D) Account to the Public Transportation Account, and the way funds are allocated from that account. SB 45 declared the Legislature's intent regarding budget estimates by Caltrans and the California Transportation Commission (CTC) based on specified factors. The bill eliminated various transportation-related programs, including traffic systems management, flexible congestion relief, commuter and urban rail transit, and the state local transportation partnership program. The bill provided that Caltrans continue as the responsible agency for the State highway system, as specified. The Legislature, through the enactment of SB 45, establishes priorities and processes for the programming and expenditure of State transportation funds that are at the discretion of the Legislature and the Governor. Caltrans is responsible for the planning, design, construction, maintenance, and operation of the State highway system.

The method by which the estimate of funding is derived is determined by the CTC, in consultation with Caltrans, transportation planning agencies, and county transportation commissions. This bill also allowed local agencies to have more power over funds allocation to transportation planning projects in their jurisdiction.

State Transportation Improvement Program (STIP)

State law requires the CTC to update the STIP every two years, in even-numbered years, with each new STIP adding two new years to prior programming commitments. The 2016 STIP covers a period of five years. The STIP programs State and federal gas tax funds for CTC-controlled highway and commuter rail projects. The STIP includes a list of transportation projects, proposed in a county's RTIP and the STIP that are approved by funding by the CTC. The MCTC is responsible for preparing the RTIP for Madera County.

Interregional Transportation Improvement Program (ITIP)

The purpose of the ITIP is to fund projects that improve interregional mobility for people and goods

across the State on highway and rail corridors. Projects selected for funding in the ITIP are consistent with the Departments Interregional Strategic Plan (ITSP) and the CTC STIP Guidelines. The STIP consists of two programs, the Regional Transportation Improvement Program (RTIP) funded from 75 percent of the STIP funding and the ITIP funded from 25 percent of STIP funding. As specified by law, Caltrans nominates its 25 percent ITIP share of the STIP with projects that improve the interregional transportation system between regions for the movement of people, vehicles, and goods.

Regional Transportation Improvement Program (RTIP)

The RTIP funds projects identified as providing the most adequate regional road system to all economic centers throughout the State. Funding for this program is equal to 75 percent of all funds allocated through the SB 45 process. Regional transportation planning agencies submit projects through their RTIP process to program into the STIP. All state highways and other local regional facilities currently are eligible for RIP funding.

State Highway Operation and Protection Program (SHOPP)

State legislation created SHOPP for Caltrans to be responsible for State highway safety and rehabilitation projects, seismic retrofit projects, land and building projects, landscaping, operational improvements, bridge replacement, and the minor program. Unlike STIP projects, SHOPP projects may not increase roadway capacity. SHOPP is a four-year program of projects adopted separately from the STIP cycle.

State Transportation Development Act (TDA)

The Transportation Development Act is California law, which provides funding for transit through Local Transportation Funds (LTF) and State Transit Assistance (STA) funds. These funds are California State sales tax funds that are available for transit operations and street and road purposes. The LTF has been in existence since 1972 derived from ¼ cent of retail sales tax collected in the State of California. STA has been available since 1980 and are generated by a gasoline sales tax. The LTF is distributed to each city and the unincorporated areas based on population. In Madera County, the LTF may be used for both transit and street and road purposes, if transit needs are reasonably met, whereas STA must be used for transit purposes only.

LOCAL FUNDS

State Gas Taxes

Gas tax funds are used for roadway maintenance. The amount of allocation to each city and county is primarily based on population.

Local Sales Tax Increase for Transportation

Local sales tax revenues provide the largest single source of funding to most state and local

governments. In 2006, Madera County voters approved Measure T, a 20-year half-cent transportation sales tax measure, which is projected to raise \$200 million in revenue through 2027. Besides Madera County, a number of other counties have implemented sales tax increases for transportation purposes, including, Fresno, Tulare, San Joaquin, Sonoma, Napa, Contra Costa, Sacramento, Alameda, Marin, San Francisco, Santa Clara, San Mateo, Santa Barbara, Los Angeles, San Bernardino, Orange, Riverside, San Diego, and Imperial. With the 2016 election, four new counties have implemented a sales tax increase, including, Monterey, Santa Cruz, Merced, and Stanislaus.

Major advantages of a local transportation sales tax include:

- Flexibility in how the revenues can be used, i.e., for highway maintenance or capital projects, or for transit purposes.
- Responsiveness to inflation, unlike gasoline taxes.
- Greater reliability, particularly if a jurisdiction desires to sell revenue anticipation bonds at reasonable interest rates backed by future tax receipts.
- A broader tax base, so that a small tax increase can produce a considerable revenue stream.
- Exemption from the existing Gann Initiative's spending limits.
- Easier administration for collection and distribution.
- More local control over project selection and priority than a gas tax increase which is collected by the State and disbursed consistent with State allocation requirements.
- Greater return to source, unlike existing sales tax revenues (where the State keeps three-quarters of the tax collected and returns only one quarter to the local jurisdiction), nearly all of the increase in sales taxes are returned to the local jurisdictions responsible for administering the allocation. A small share of the tax is kept by the State to cover its administrative costs.

San Joaquin Valley Air Pollution Control District (SJVAPCD)

The SJVAPCD is the designated air district for the eight-county non-attainment area that include San Joaquin, Stanislaus, Merced, Madera, Kings, Kern, Fresno, and Tulare Counties. SJVAPCD makes funds available for projects that reduce vehicles trips and improve air quality. Key successful programs for public agencies are listed below.

- A. Public Transportation Subsidy and Park & Ride Lots: Provides funds to subsidize transportation passes for bus, shuttle and commuter rail services. Funds are also available for the construction of park and ride lots.
- B. Public Benefit: Provides funds to purchase new, alternative-fuel vehicles and infrastructure and develop advanced transit and transportation systems.
- C. Charge Up! Electric Vehicle Charger Incentive Program: This program provides funding for public agencies and businesses in the Valley to install electric vehicle (EV) chargers for public access. These chargers will support existing EV owners and encourage the growth of clean technology in the Valley.

Traffic Mitigation Fees

Traffic mitigation fees are one-time charges on new development to pay for required public facilities and mitigate impacts created by the development. These fees also are referred to as traffic impact fees or developer fees. The local jurisdiction has the responsibility and authority to enact and collect these fees in order to make transportation improvements.

City Contributions

City contributions, composed of several funding sources, could be applied toward construction of the City's street and highway system. This revenue source could be developed in cooperation with the County. The amount of City contribution would be based upon the extent of improvement to facilities located or planned within the SOI. City contributions would be composed of several funding sources including city general funds, local agency imposed traffic impact fees, development fees, redevelopment area funds, Vehicle In-Lieu Fees, etc.

APPENDIX

B

ON-BOARD SURVEY RESULTS



DIAL-A-RIDE

Please help improve transit services by answering this survey and returning the form as you leave the bus.
If you have already filled out this form, you do not need to fill out another.

All responses are confidential. Thank you!

1. Which transit service are you using today?

- Madera Area Express (MAX)
- Madera County Connection (MCC)
- Dial-A-Ride
- Chowchilla Area Transit Express (CATX)

2. Which city do you currently reside in? _____

3. What stop did you board this bus today? _____

4. What stop will you be getting off this bus? _____

5. What is the main purpose of your trip?

- Work
- School/College
- Shopping
- Medical
- Recreation
- Other

6. How often do you ride the bus?

- Daily (3-6 days/week)
- Weekly (1-2 days/week)
- Monthly (1-3 days/month)
- This is my first trip

7. Do you have a car for this trip?

- Yes
- No

8. How would you have made this trip if a bus were not available?

- Drive alone
- Bike
- Walk
- Taxi
- Get a Ride
- Other

9. Please rank on a scale of 1-5 (1 = poor; 5 = excellent) several service elements:

a) Bus Comfort	1	2	3	4	5
b) Driver Courtesy	1	2	3	4	5
c) Dispatch Services	1	2	3	4	5
d) Bus Safety	1	2	3	4	5
e) Bus Cleanliness	1	2	3	4	5
f) On-time Arrival of Bus	1	2	3	4	5
g) Information about Transit	1	2	3	4	5
h) Overall Satisfaction	1	2	3	4	5

10. What improvements would you like to see?

- More frequent service
- Earlier service
- Later service
- Weekend service
- Other (specify) _____

11. Are you a veteran?

- Yes
- No

12. Do you have a disability that limits driving?

- Yes
- No

13. What is your gender?

- Male
- Female

14. Are you:

- Employed full-time
- Employed part-time
- Student
- Retired
- Not employed

15. What is your ethnicity?

- White
- Black/African American
- American Indian
- Hispanic
- Asian/Pacific Islander
- Other

16. What is the estimated annual income of all members in your household?

- Less than \$10,000
- \$10,000-\$19,999
- \$20,000-\$29,999
- \$30,000-\$39,999
- \$40,000-\$49,999
- More than \$50,000

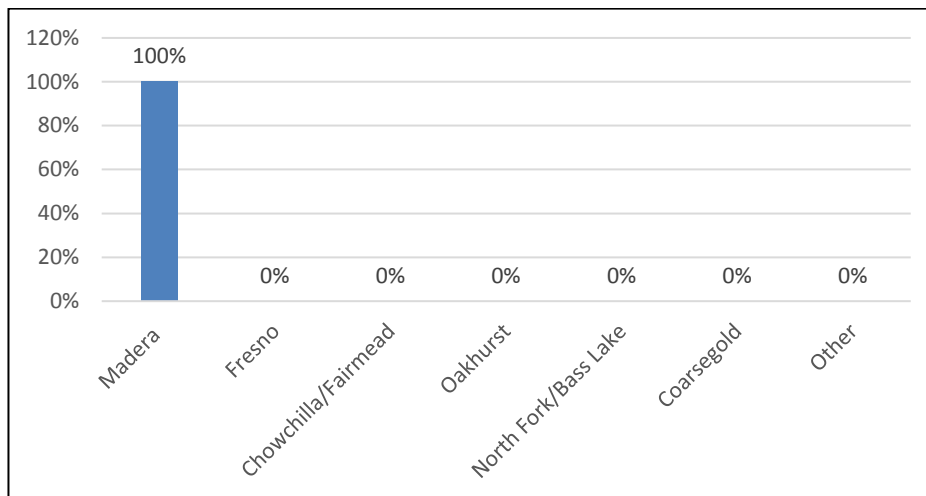
APPENDIX B – ON-BOARD SURVEY RESULTS

In order to gain a better understanding of ridership and passenger activity, on-board passenger surveys were conducted on Madera Area Express (MAX), Madera County Connection (MCC), and Chowchilla Area Transit Express (CATX). The passenger questionnaires were passed out to identify travel characteristics and opinions on each service. A total of 83 surveys were collected on MAX; 58 on MCC; and 7 on CATX. The following is a summary of the main findings on each of the three services:

MADERA AREA EXPRESS (MAX)

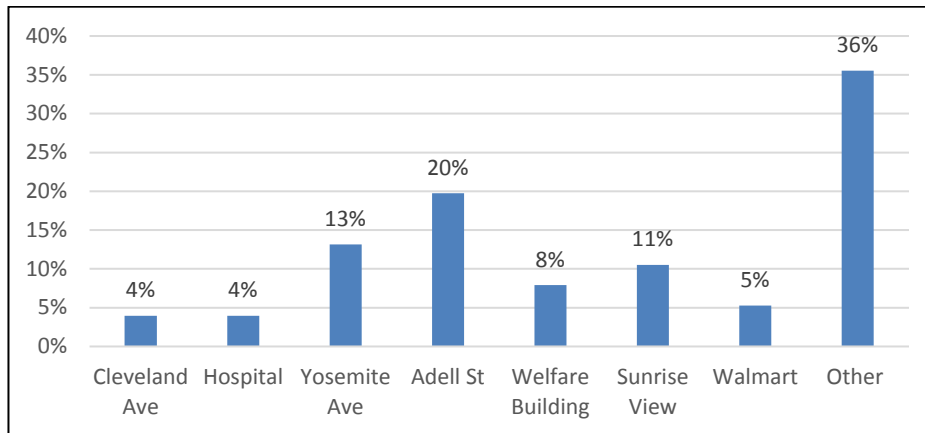
Question 2 – When asked which city they currently reside, all of the respondents (100%) said they live in the city of Madera. See Figure 1.1 below.

FIGURE 1.1
WHICH CITY DO YOU CURRENTLY RESIDE IN?



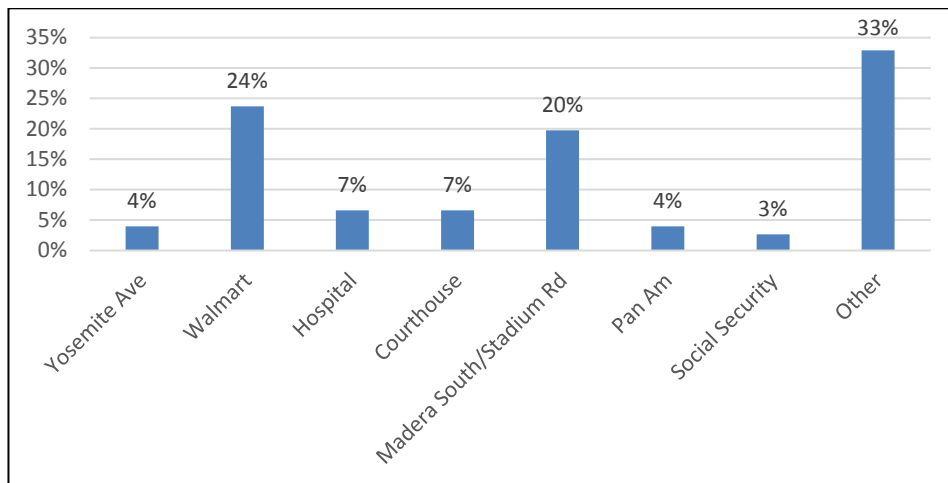
Question 3 – Figure 1.2 shows the boarding locations. The greatest number of respondents boarded at the Adell St. location (15 boardings, 22 percent), while 10 respondents, 13 percent, stated they boarded at Yosemite Ave.

FIGURE 1.2
COMMON BOARDING LOCATIONS



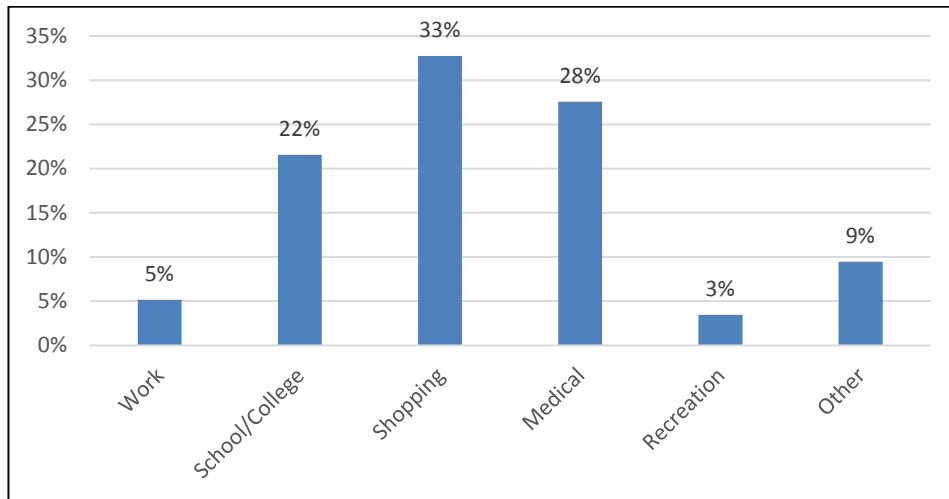
Question 4 – Most common alighting locations are displayed in Figure 1.3. When asked where they would be getting off the bus, 18 respondents or 24 percent stated Walmart; another 15 respondents or 20 percent alighted at the Madera South/Stadium Road stop. Other common alighting locations were at the Hospital and the Courthouse.

FIGURE 1.3
COMMON ALIGHTING LOCATIONS



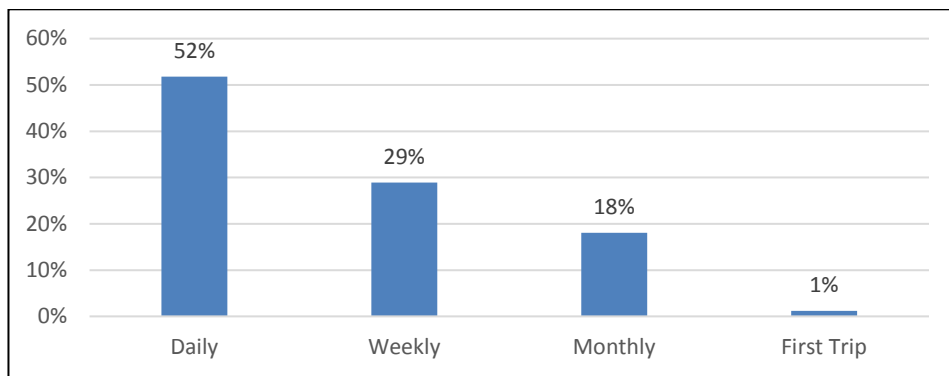
Question 5 – The most common trip purpose for respondents was shopping (33 percent); followed by medical (28 percent), school/college (22 percent), and work (5 percent). A small percentage of passengers (3 percent) indicated their purpose was for recreation. Some respondents listed more than one trip purpose. (Figure 1.4)

FIGURE 1.4
TRIP PURPOSE



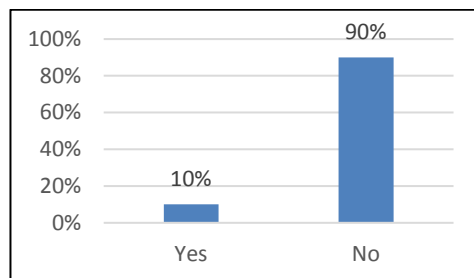
Question 6 – When asked how often they ride the bus, 52 percent of the riders answered daily, 29 percent weekly, and 18 percent use it monthly. One percent of respondents said it was their first trip on MAX. (Figure 1.5)

FIGURE 1.5
HOW OFTEN DO YOU RIDE THE BUS?

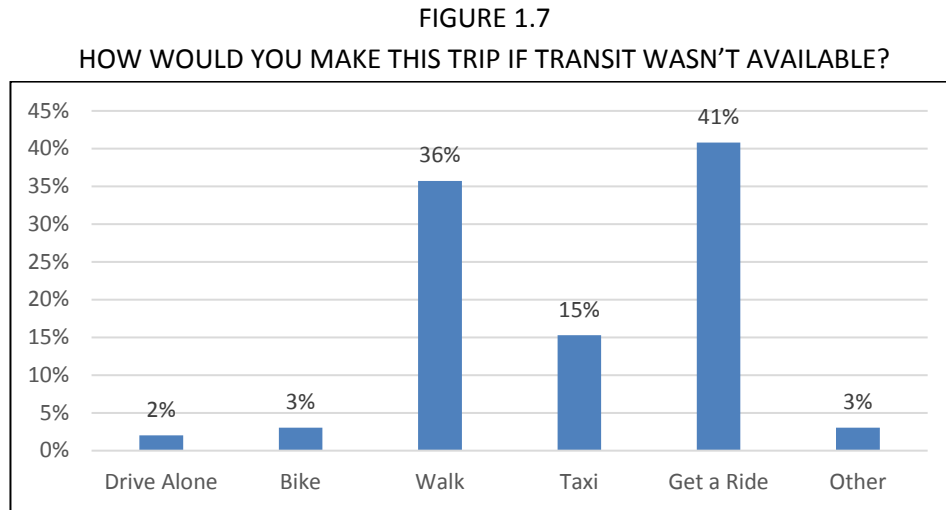


Question 7 – As shown in Figure 1.6, 90 percent of surveyed passengers said they do not have car for their trip and the remaining 10 percent do have a car but chose to ride transit.

FIGURE 1.6
DO YOU HAVE A CAR FOR THIS TRIP?

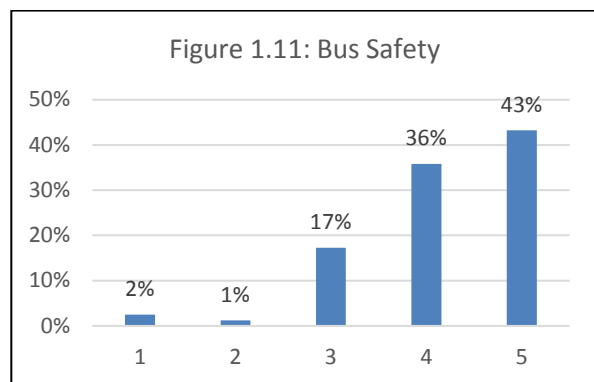
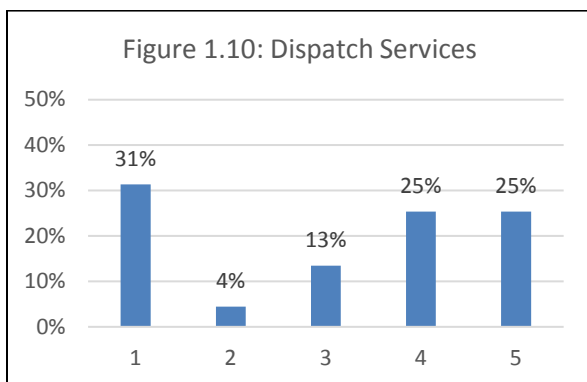
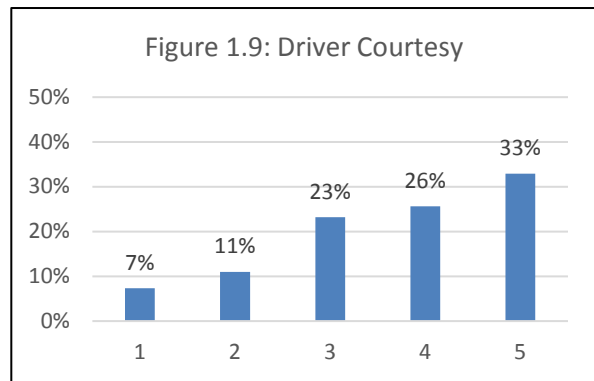
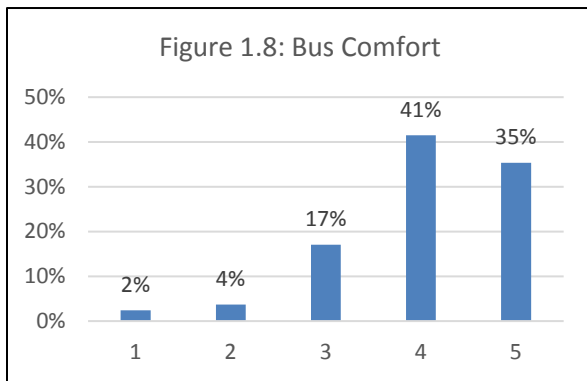


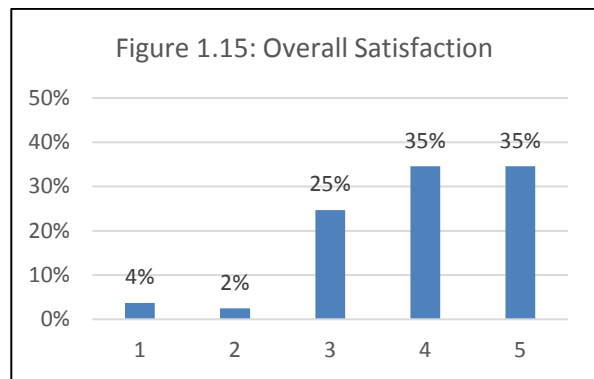
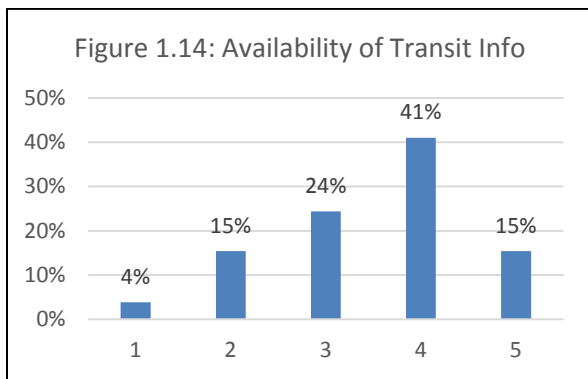
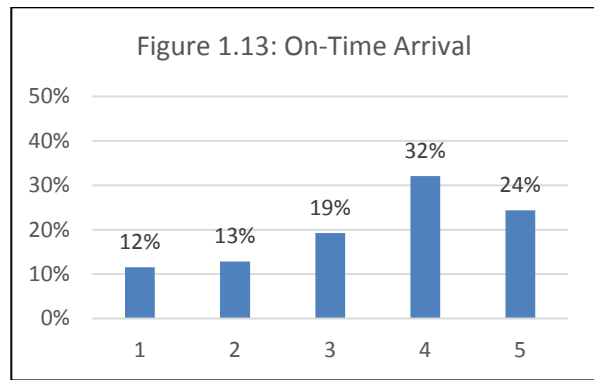
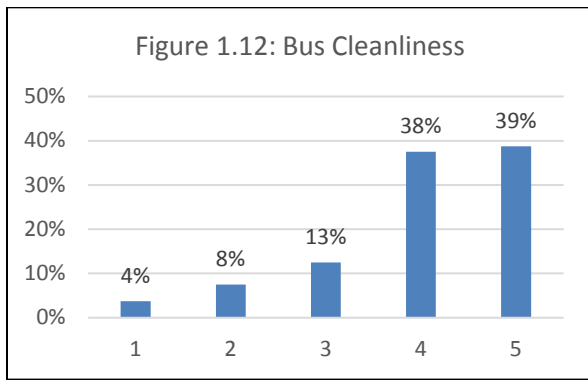
Question 8 – When asked how they would have made the trip if transit wasn’t available, the greatest proportion of respondents, 41 percent, said they would get a ride to their destination; 36 percent would walk, 15 percent would get a taxi, and 3 percent would ride a bicycle. These proportions account for several respondents identifying more than one option. (Figure 1.7)



Question 9 – Respondents were asked to rank on a scale of 1 to 5 (1 = poor; 5 = excellent) several transit service elements.

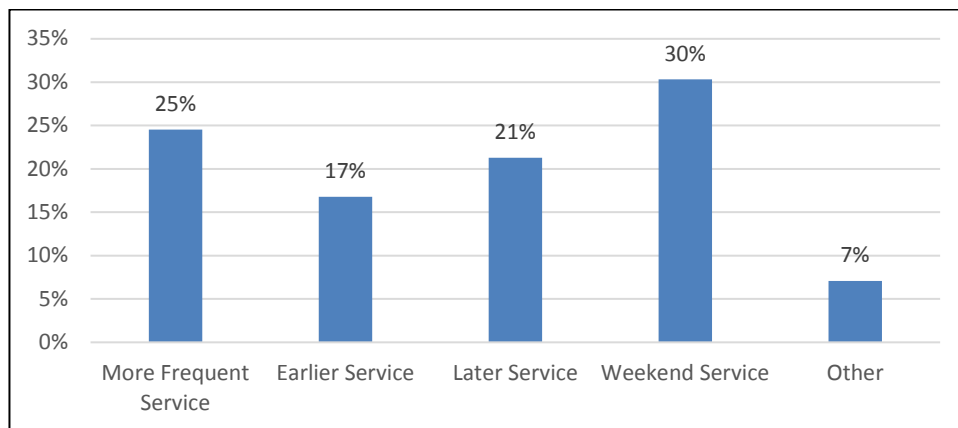
Figures 1.8 – 1.15 display responses for each transit service element.





Question 10 – Of the improvements passengers would like to see, 30 percent would like weekend service, 25 percent indicated a more frequent service is desired and 21 percent would like to see later service on the weekdays. There were multiple responses on this question from some passengers. (Figure 1.16)

FIGURE 1.16
WHAT IMPROVEMENTS WOULD YOU LIKE TO SEE?



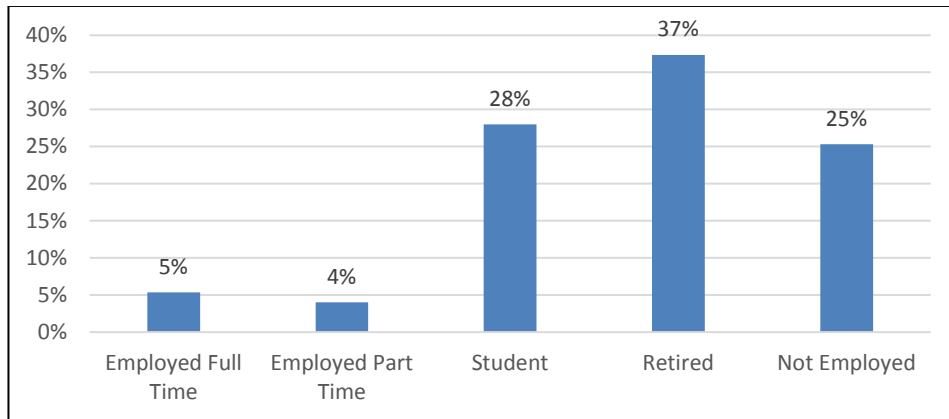
Question 11 – When asked if they are a veteran, 99 percent of respondents said they are not, while just 1 percent are veterans.

Question 12 – Roughly 76 percent of respondents indicated they do not have a disability that limits driving, while 24 percent answered yes.

Question 13 – Ridership by gender is mostly female (66 percent) and 34 percent are male.

Question 14 – Of the number of passengers responding to the status of their employment, 37 percent said they are retired, while 28 percent said they are a student; 25 percent stated not employed, followed by 5 percent who are employed full time, and 4 percent who are employed part time. This question was answered more than once by some passengers. (Figure 1.17)

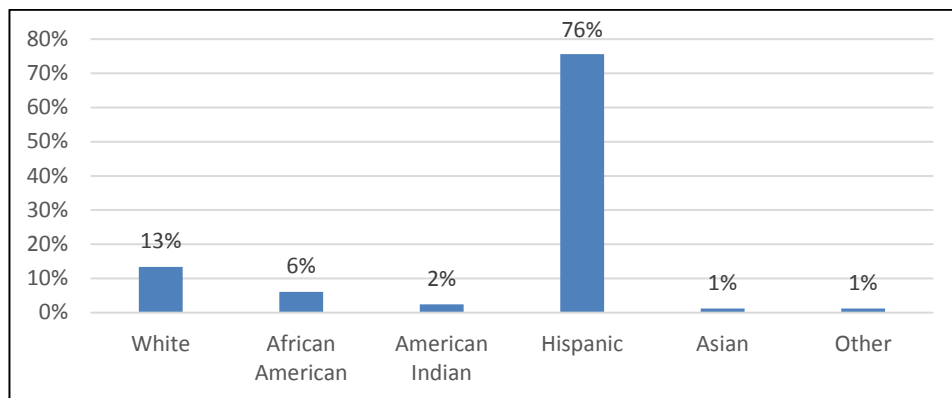
FIGURE 1.17
CURRENT EMPLOYMENT STATUS



Question 15 – Respondents were asked their ethnicity: (Figure 1.18)

- White – 13%
- African American – 6%
- American Indian – 2%
- Hispanic – 76%
- Asian – 1%
- Other – 1%

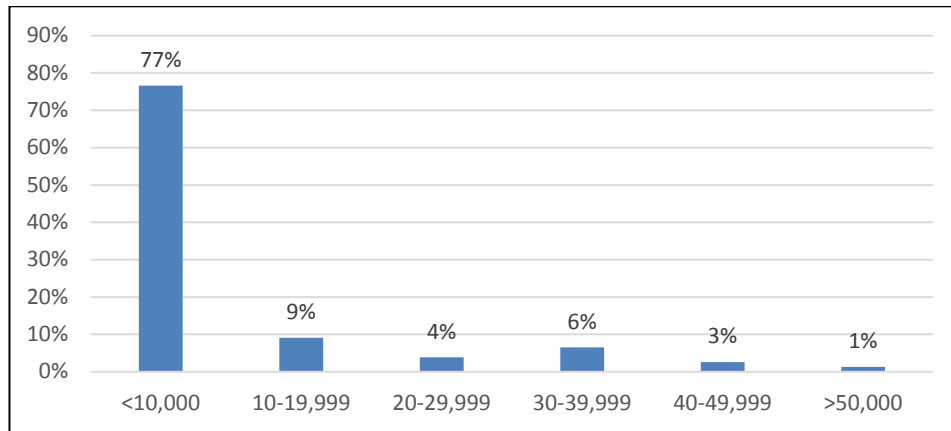
FIGURE 1.18
WHAT IS YOUR ETHNICITY?



Question 16 – Passengers were asked to identify the yearly income of all the people in their home: (Figure 1.19)

- Under \$10,000 – 77%
- \$10,000 to \$19,999 – 9%
- \$20,000 to \$29,999 – 4%
- \$30,000 to \$39,999 – 6%
- \$40,000 to \$49,999 – 3%
- Greater than \$50,000 – 1%

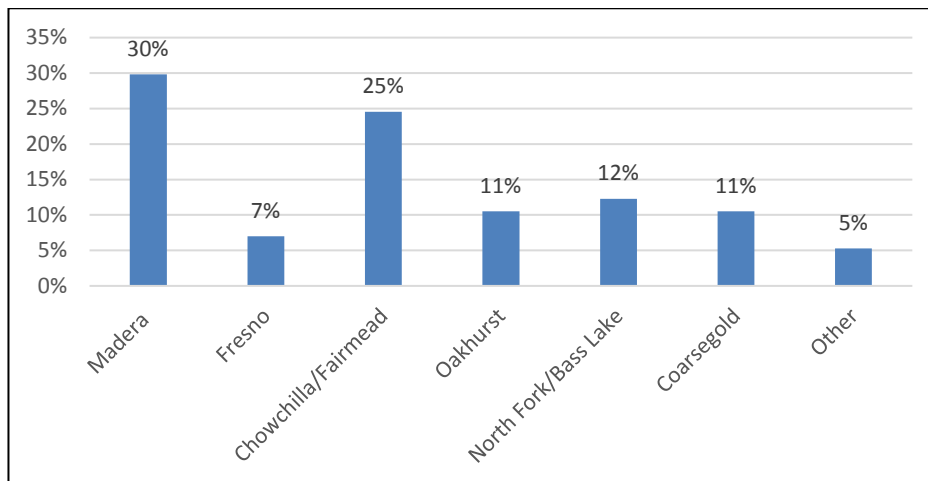
FIGURE 1.19
ESTIMATED ANNUAL INCOME



MADERA COUNTY CONNECTION (MCC)

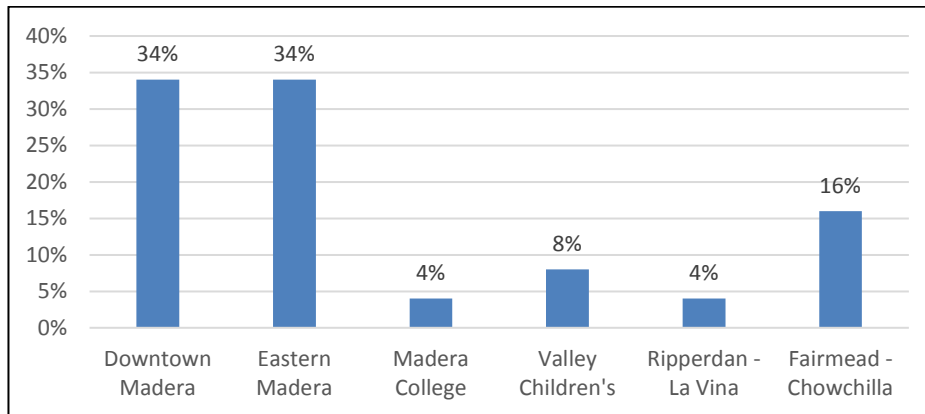
Question 2 – When asked which city they currently reside, 30 percent of respondents stated they currently live in the city of Madera, followed by 25 percent in the Chowchilla/Fairmead area, and an average of 11 percent reside in Eastern Madera County. See Figure 2.1 below.

FIGURE 2.1
WHICH CITY DO YOU CURRENTLY RESIDE IN?



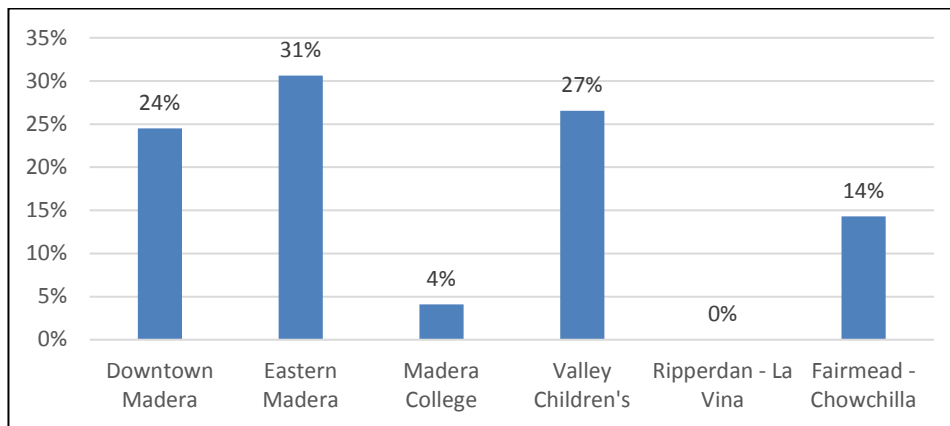
Question 3 – Figure 2.2 shows the boarding locations. An equal percent of respondents (34 percent) boarded in Eastern Madera County and Downtown Madera location, while 8 respondents, 16 percent, stated they boarded in the Fairmead/Chowchilla area.

FIGURE 2.2
COMMON BOARDING LOCATIONS



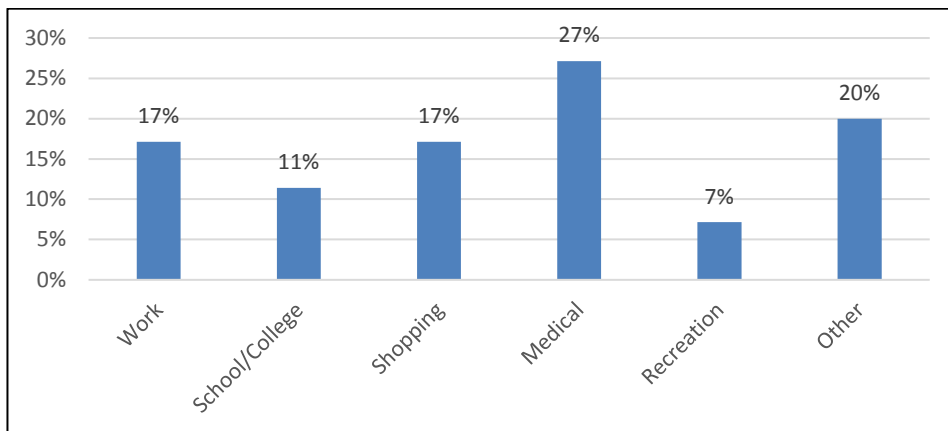
Question 4 – Most common alighting locations are displayed in Figure 2.3. When asked where they would be getting off the bus, 15 respondents or 31 percent stated a location in Eastern Madera County; another 13 respondents or 27 percent alighted at the Valley Children’s Hospital stop. Other common alighting locations were at the Downtown Madera location and Chowchilla.

FIGURE 2.3
COMMON ALIGHTING LOCATIONS



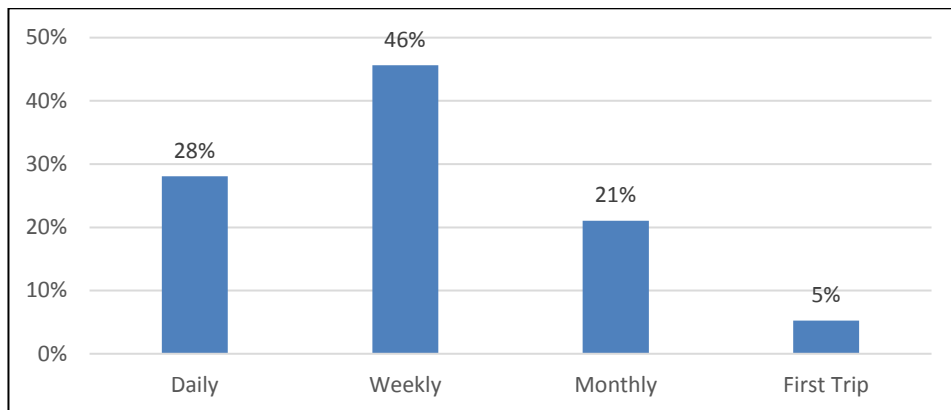
Question 5 – The most common trip purpose for respondents was medical (27 percent); followed by work and shopping (17 percent), school/college (11 percent), and recreation (7 percent). A percentage of passengers (20 percent) indicated their purpose was for another reason not listed. Some respondents listed more than one trip purpose. (Figure 2.4)

FIGURE 2.4
TRIP PURPOSE



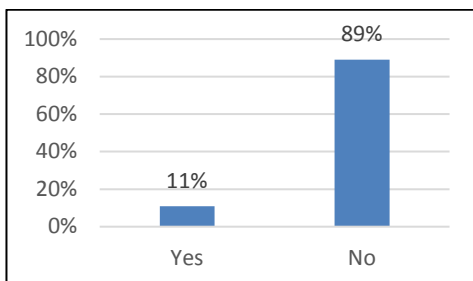
Question 6 – When asked how often they ride the bus, 46 percent of the riders answered weekly, 28 percent daily, and 21 percent use it monthly. Five percent of respondents said it was their first trip on MCC. (Figure 2.5)

FIGURE 2.5
HOW OFTEN DO YOU RIDE THE BUS?

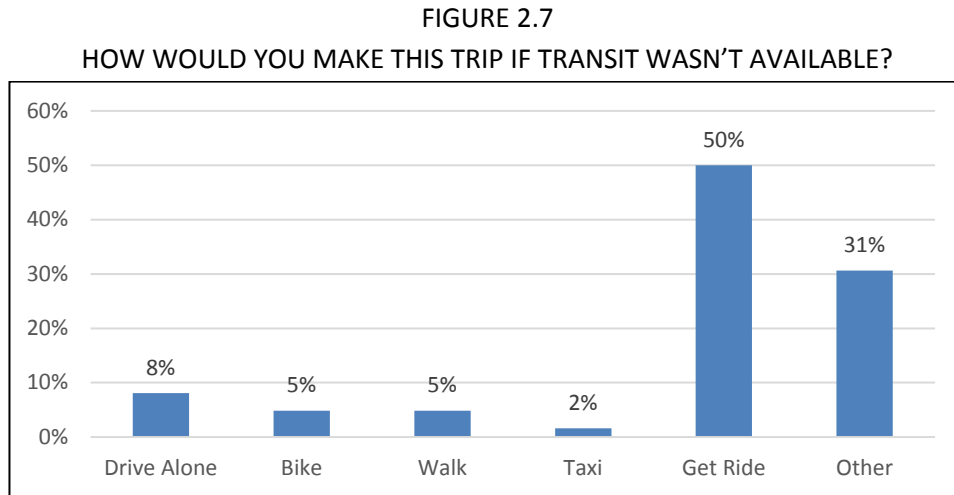


Question 7 – As shown in Figure 2.6, 89 percent of surveyed passengers said they do not have car for their trip and the remaining 11 percent do have a car but chose to ride transit.

FIGURE 2.6
DO YOU HAVE A CAR FOR THIS TRIP?

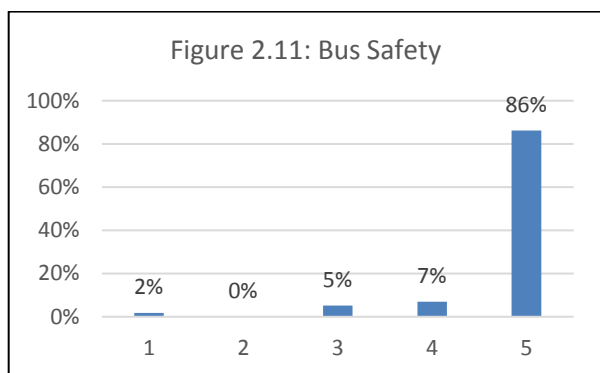
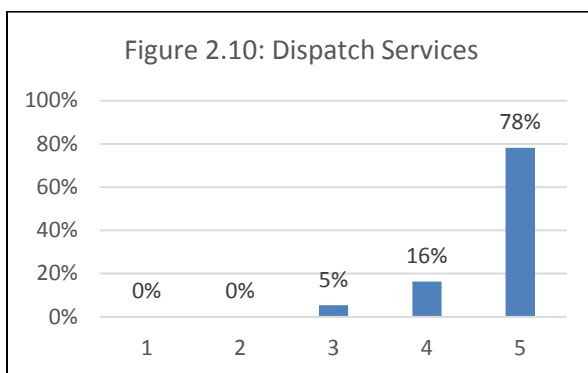
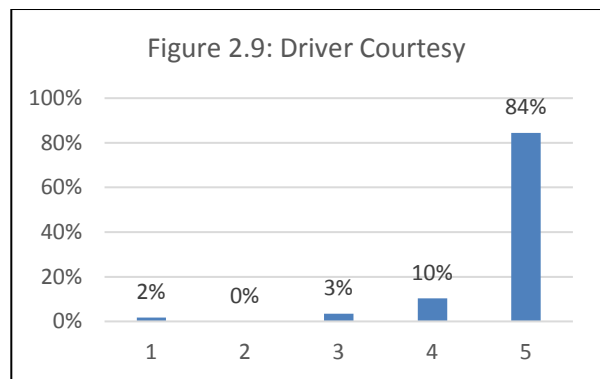
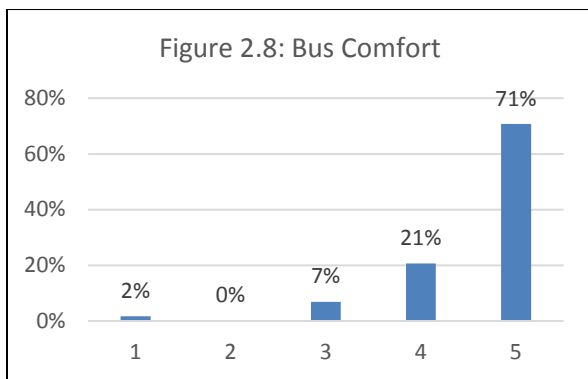


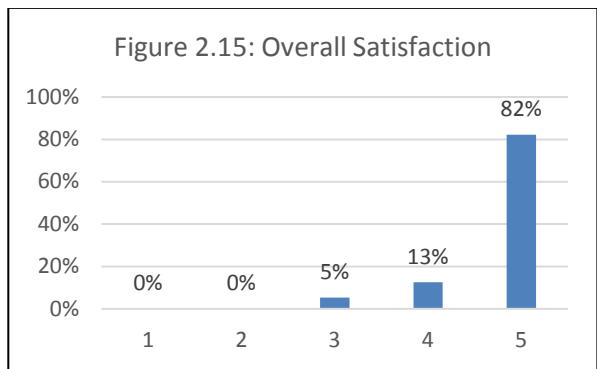
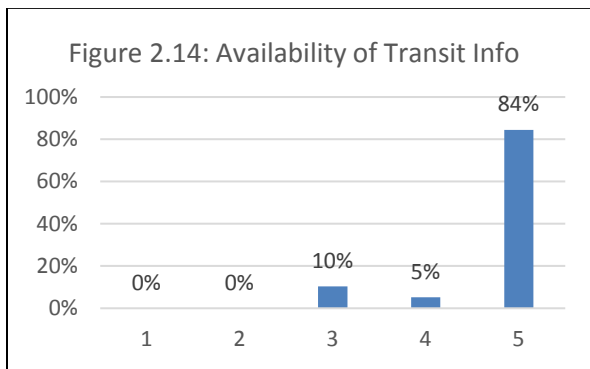
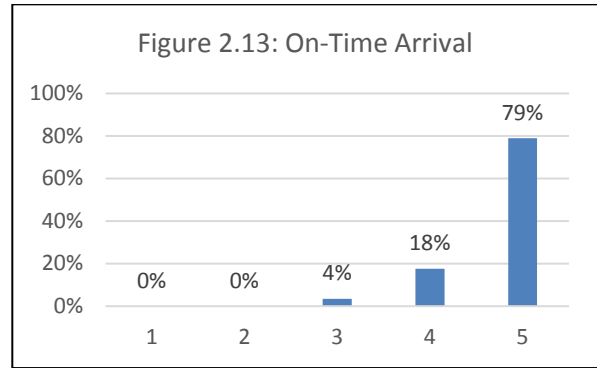
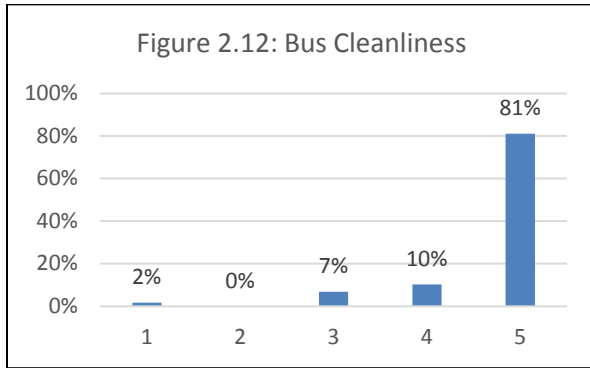
Question 8 – When asked how they would have made the trip if transit wasn’t available, the greatest proportion of respondents, 50 percent, said they would get a ride to their destination; 5 percent would walk, 2 percent would get a taxi, and 5 percent would ride a bicycle. These proportions account for several respondents identifying more than one option. (Figure 2.7)



Question 9 – Respondents were asked to rank on a scale of 1 to 5 (1 = poor; 5 = excellent) several transit service elements.

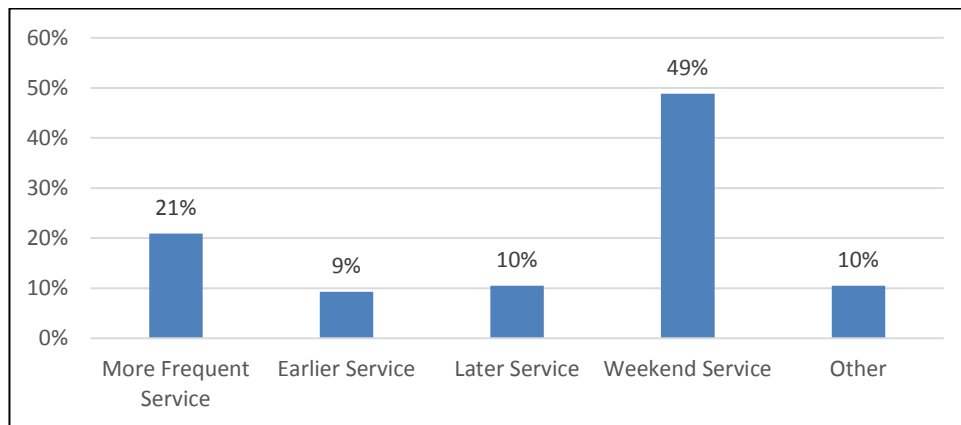
Figures 2.8 – 2.15 display responses for each transit service element.





Question 10 – Of the improvements passengers would like to see, 49 percent would like weekend service, 21 percent indicated a more frequent service is desired and 10 percent would like to see later service on the weekdays. There were multiple responses on this question from some passengers. (Figure 2.16)

FIGURE 2.16
WHAT IMPROVEMENTS WOULD YOU LIKE TO SEE?



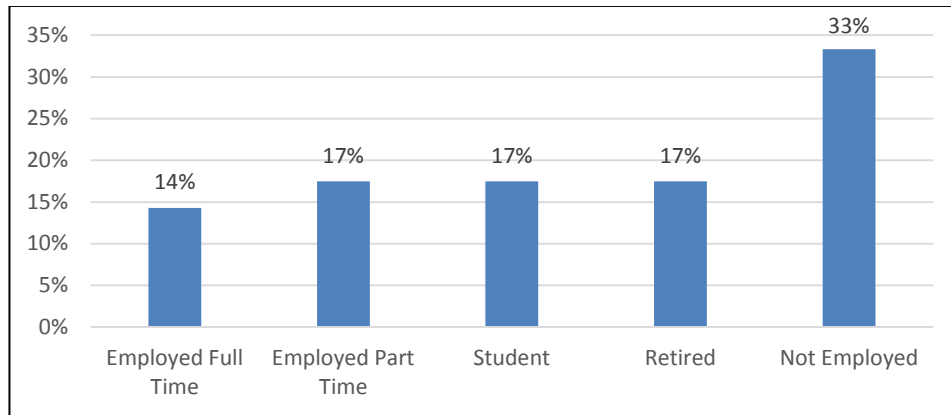
Question 11 – When asked if they are a veteran, 96 percent of respondents said they are not, while 4 percent indicated they are a veteran.

Question 12 – Roughly 74 percent of respondents indicated they do not have a disability that limits driving, while 26 percent answered yes.

Question 13 – Ridership by gender is mostly female (53 percent) and 47 percent are male.

Question 14 – Of the number of passengers responding to the status of their employment, 33 percent said they are not employed, while 17 percent said they are either a student, retired, or employed part time; and 14 percent are employed full time. This question was answered more than once by some passengers. (Figure 2.17)

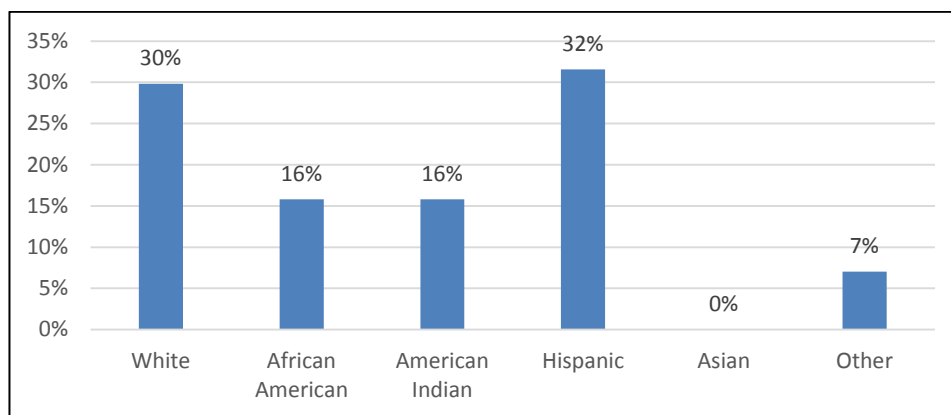
FIGURE 2.17
CURRENT EMPLOYMENT STATUS



Question 15 – Respondents were asked their ethnicity: (Figure 2.18)

- White – 30%
- African American – 16%
- American Indian – 16%
- Hispanic – 32%
- Asian – 0%
- Other – 7%

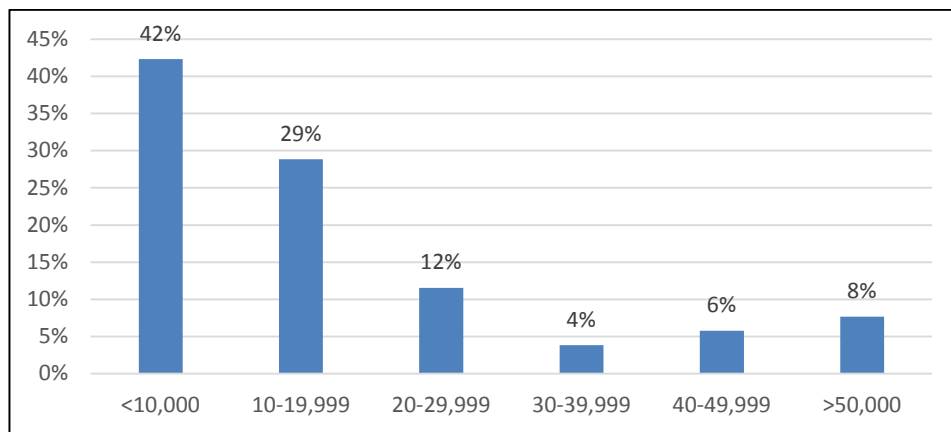
FIGURE 2.18
WHAT IS YOUR ETHNICITY?



Question 16 – Passengers were asked to identify the yearly income of all the people in their home:
(Figure 2.19)

- Under \$10,000 – 42%
- \$10,000 to \$19,999 – 29%
- \$20,000 to \$29,999 – 12%
- \$30,000 to \$39,999 – 4%
- \$40,000 to \$49,999 – 6%
- Greater than \$50,000 – 8%

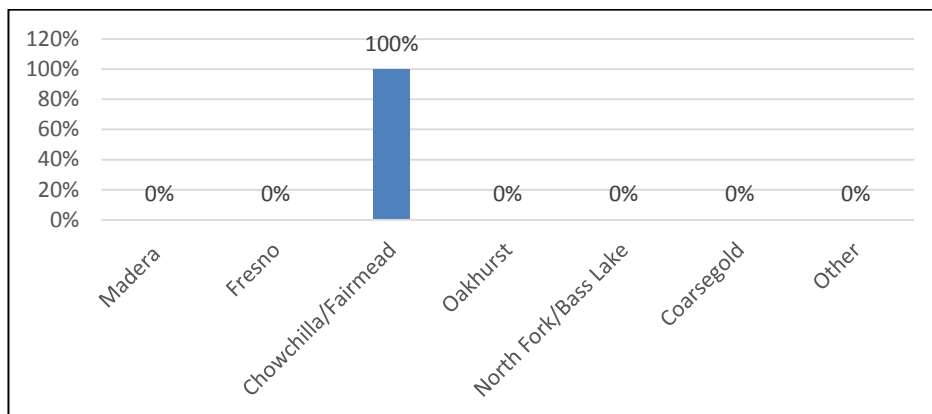
FIGURE 2.19
ESTIMATED ANNUAL INCOME



CHOWCHILLA AREA TRANSIT EXPRESS (CATX)

Question 2 – When asked which city they currently reside, all of the respondents (100%) said they live in the Chowchilla/Fairmead area. See Figure 3.1 below.

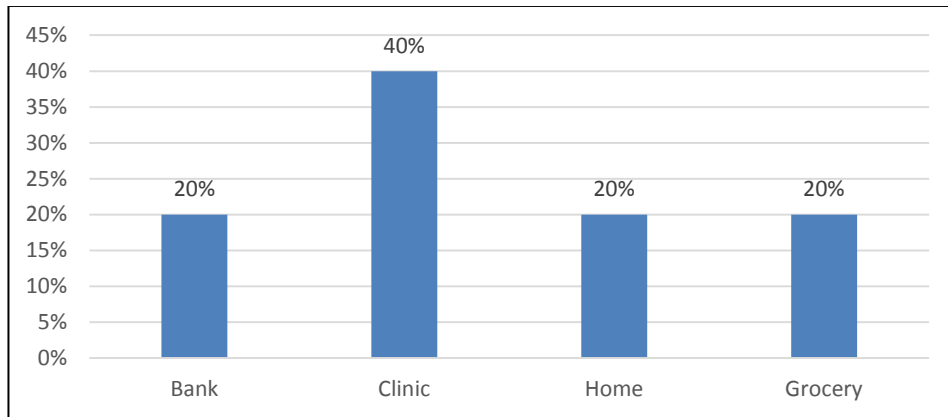
FIGURE 3.1
WHICH CITY DO YOU CURRENTLY RESIDE IN?



Question 3 – CATX is a demand response system so about 83 percent of respondents stated they were picked up in front of their home.

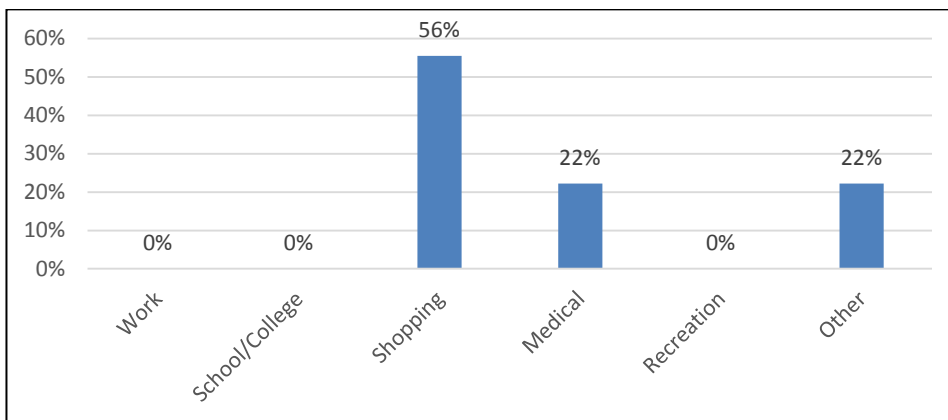
Question 4 – Most common alighting locations are displayed in Figure 3.3. When asked where they would be getting off the bus, 2 respondents or 40 percent stated the clinic. Other common alighting locations were at the bank and grocery store.

FIGURE 3.3
COMMON ALIGHTING LOCATIONS



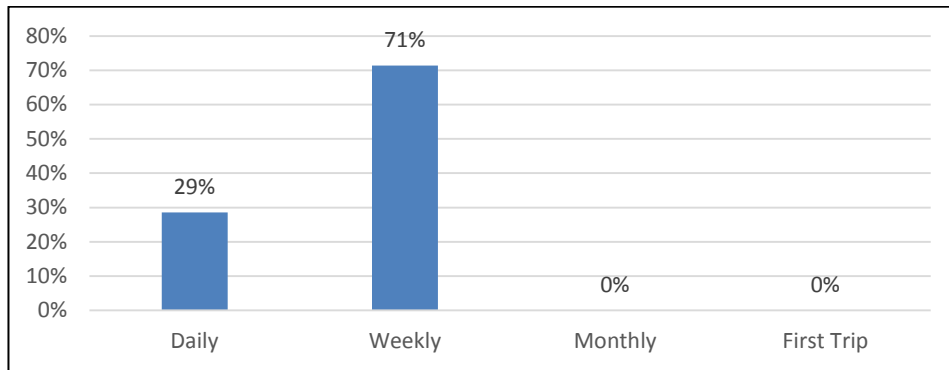
Question 5 – The most common trip purpose for respondents was shopping (56 percent); followed by medical (22 percent). Some respondents listed more than one trip purpose. (Figure 3.4)

FIGURE 3.4
TRIP PURPOSE



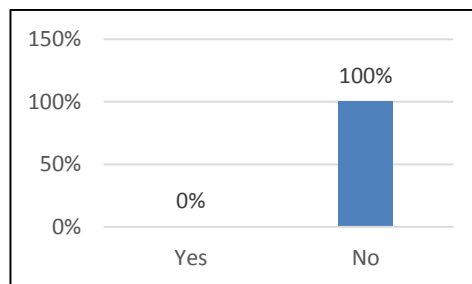
Question 6 – When asked how often they ride the bus, 71 percent of the riders answered weekly, and 29 percent daily. (Figure 3.5)

FIGURE 3.5
HOW OFTEN DO YOU RIDE THE BUS?



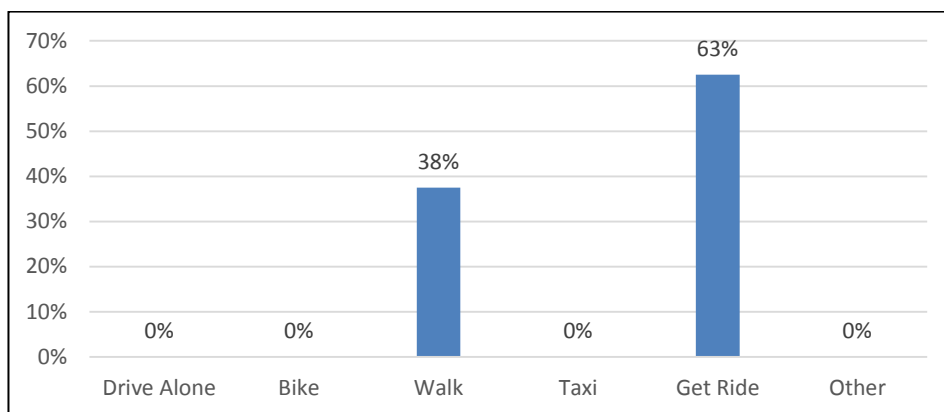
Question 7 – As shown in Figure 3.6, 100 percent (six respondents) said they do not have car for their trip.

FIGURE 3.6
DO YOU HAVE A CAR FOR THIS TRIP?



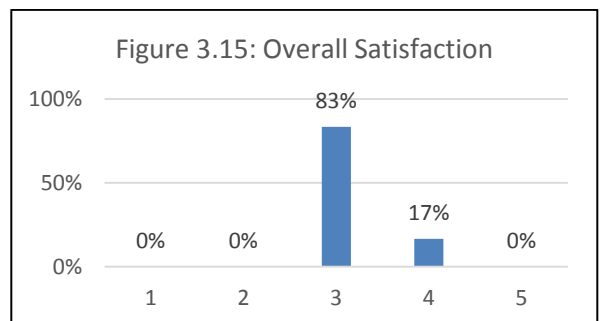
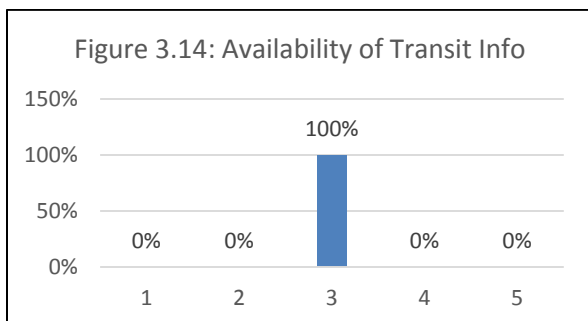
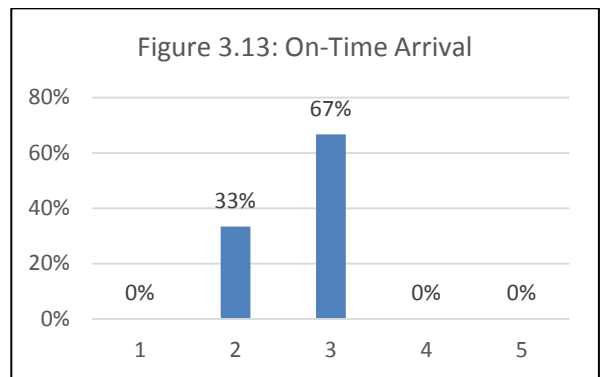
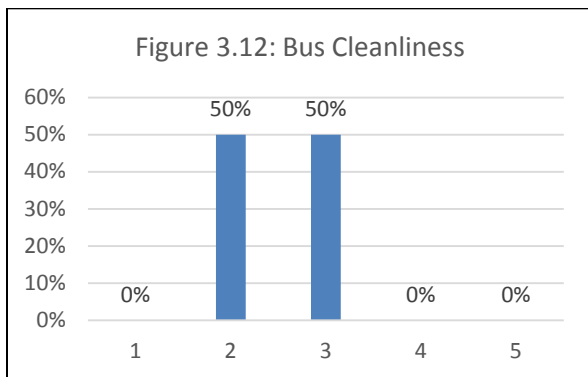
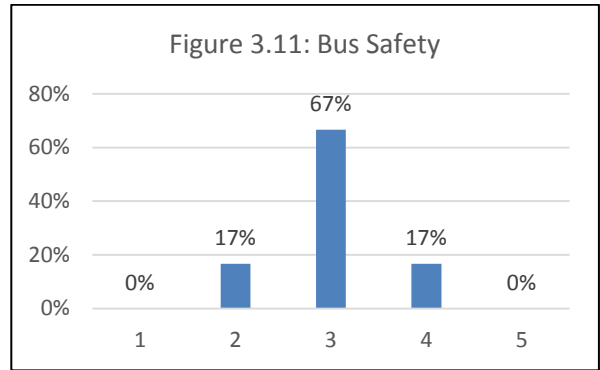
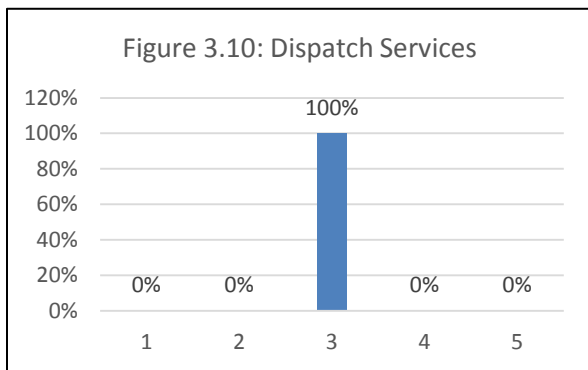
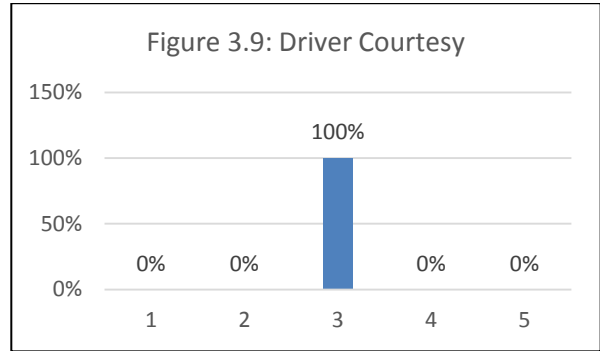
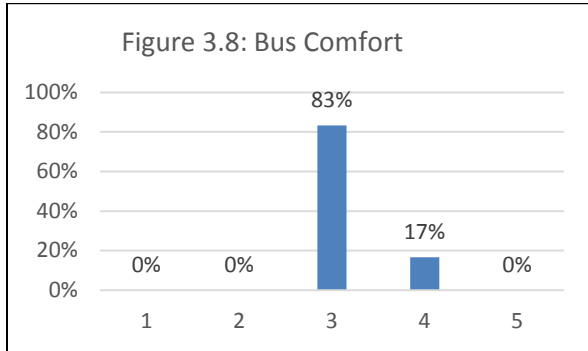
Question 8 – When asked how they would have made the trip if transit wasn’t available, the greatest proportion of respondents, 63 percent, said they would get a ride to their destination; 38 percent would walk. These proportions account for several respondents identifying more than one option. (Figure 3.7)

FIGURE 3.7
HOW WOULD YOU MAKE THIS TRIP IF TRANSIT WASN’T AVAILABLE?

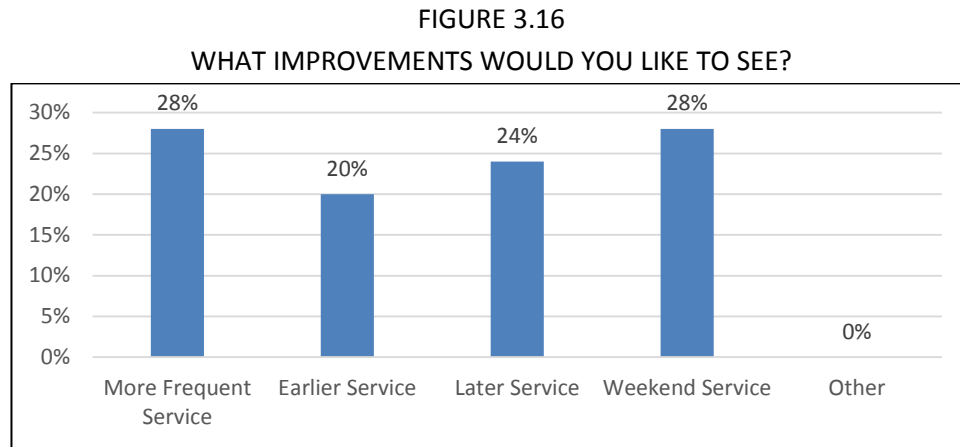


Question 9 – Respondents were asked to rank on a scale of 1 to 5 (1 = poor; 5 = excellent) several transit service elements.

Figures 3.8 – 3.15 display responses for each transit service element.



Question 10 – Of the improvements passengers would like to see, 28 percent would like weekend service and a more frequent service, 24 percent indicated later service is desired and 20 percent would like to see earlier service. There were multiple responses on this question from some passengers. (Figure 3.16)

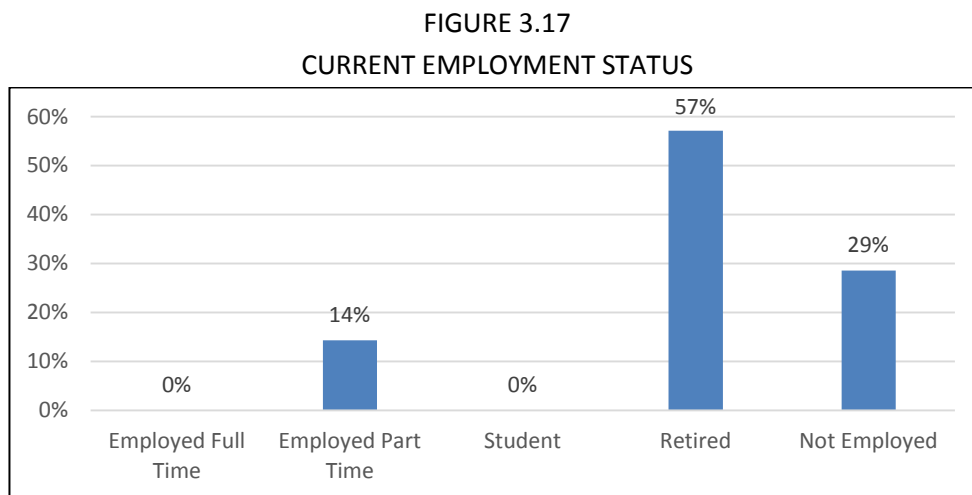


Question 11 – When asked if they are a veteran, 71 percent (five respondents) said they are not, while 29 percent (two respondents) are veterans.

Question 12 – Roughly 57 percent of respondents indicated they do not have a disability that limits driving, while 43 percent answered yes.

Question 13 – Ridership by gender is mostly male (71 percent) and 29 percent are female.

Question 14 – Of the number of passengers responding to the status of their employment, 57 percent said they are retired, while 29 percent said they are not employed and 14 percent stated they are employed part time. (Figure 3.17)



Question 15 – Respondents were asked their ethnicity and 100 percent (seven respondents) answered they identify as white.

Question 16 – Passengers were asked to identify the yearly income of all the people in their home and 100 percent (six respondents) answered in the range of \$20,000 to \$29,999.