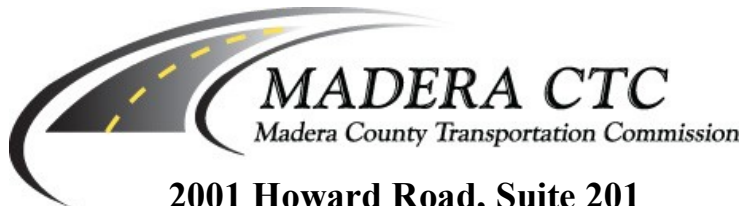


MADERA COUNTY SHORT RANGE TRANSIT DEVELOPMENT PLAN

FY 2009/10—2013/14



DIAL-A-RIDE



2001 Howard Road, Suite 201
Madera, CA 93637

**Adopted
December 2, 2009**

TABLE OF CONTENTS

	<u>Page</u>
EXECUTIVE SUMMARY	ES-1
SECTION 1: INTRODUCTION.....	1
Purpose and Background	1
SECTION 2: SOCIOECONOMIC CHARACTERISTICS.....	3
Population Trends	3
Employment	4
Income.....	4
SECTION 3: TRANSIT GOALS, OBJECTIVES AND PERFORMANCE STANDARDS	6
Goals and Objectives	6
Performance Standards	7
SECTION 4: EXISTING TRANSIT SERVICES AND RECENT TRANSIT ACCOMPLISHMENTS.....	9
City of Madera	9
City of Chowchilla	13
Madera County.....	15
Other Transportation Providers.....	20
Public Transit Interface.....	21
Summary of Recent Accomplishments.....	22
SECTION 5: PERFORMANCE EVALUATION.....	24
Performance Indicators	24
Ridership and Performance Trend	24
SECTION 6: TRANSIT NEEDS ASSESSMENT.....	31
On-Board Ridership Survey Findings.....	31
Community Household Survey.....	35
Summary of Surveys	35
Unmet Transit Needs Workshops and Public Hearing	36
San Joaquin Valley Express Transit Study	37
SECTION 7: TRANSIT NEEDS, ISSUES, AND RECOMMENDED ACTIONS	38
City of Madera	38
City of Chowchilla	39
Madera County.....	40
Madera County Transportation Commission.....	41

TABLE OF CONTENTS (CONTINUED)

	<u>Page</u>
SECTION 8: FINANCIAL PLAN	43
Sources of Revenue.....	43
Capital Plan.....	46
City of Madera Financial Plan	47
City of Chowchilla Financial Plan	47
Madera County Financial Plan.....	47
Summary of County-Wide Operations and Capital Budgets	47
 SECTION 9: TRANSIT MARKETING PLAN	 52
Marketing Strategies	52
 SECTION 10: PUBLIC PARTICIPATION	 56
MCTC Public Participation Process	56
Transit Advisory Board (TAB).....	57
General Public Participation Process	58
 <u>FIGURES</u>	
Figure 4-1: MAX Service Area.....	10
Figure 4-2: MAX JET Express Service Area	11
Figure 4-3: Dial-A-Ride Service Area.....	12
Figure 4-4: CATX Service Area.....	15
Figure 4-5: Madera County Connection Service Area.....	17
Figure 4-6: Eastern Madera County Senior Bus Service Area	19
 Figure 5-1: MAX Ridership: FY99/00 – FY08/09	 26
Figure 5-2: DAR Ridership: FY99/00 – FY08/09	27
Figure 5-3: CATX Ridership: FY99/00 – FY08/09.....	27
Figure 5-4: Eastern Madera County Senior Bus & Escort Program Ridership: FY99/00 – FY08/09	29
Figure 5-5: MCC Ridership: FY99/00 – FY08/09.....	29
 Figure 6-1: Dial-A-Ride Desired Service Improvements	 32
Figure 6-2: CATX Desired Service Improvements	33
Figure 6-3: MCC Desired Service Improvements	33
Figure 6-4: Senior Bus Desired Service Improvements.....	34
Figure 6-5: Escort Program Desired Service Improvements	35

TABLE OF CONTENTS (CONTINUED)

	<u>Page</u>
<u>TABLES</u>	
Table 2-1: Madera County Population Trends – 1970 to 2000	3
Table 2-2: Madera County Population Projections	4
Table 2-3: Madera County Employment by Industry – 2008 Annual Average	5
Table 3-1: Key Performance Standards	8
Table 4-1: MAX and Dial-A-Ride Vehicle Fleet	13
Table 4-2: CATX Vehicle Fleet	14
Table 4-3: Madera County Transit Vehicle Fleet	20
Table 4-4: Social Service Transportation Providers in Madera County	21
Table 5-1: Madera County Transit Ridership: FY99/00 – FY08/09	25
Table 5-2: Summary of Transit System Statistics: FY2008-09	30
Table 5-3: Comparative System Indicators: FY2008-09	30
Table 8-1: Capital Plan: FY2009/10 – FY2013/14	46
Table 8-2: City of Madera Financial Plan: FY2009/10 – FY2013/14	48
Table 8-3: City of Chowchilla Financial Plan: FY2009/10 – FY2013/14	49
Table 8-4: County of Madera Financial Plan: FY2009/10 – FY2013/14	50
Table 8-5: Countywide Capital and Operating Budgets: FY2009/10 – FY2013/14 ..	51

APPENDICES

Appendix A: Transportation Funding Sources	A-1
--	-----

EXECUTIVE SUMMARY

SECTION 1: INTRODUCTION

This plan reflects Madera County’s “Short-Range Transit Development Plan” (SRTDP) for the five-year period, FY2009/10 through FY2013/14. 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 primary objectives of the SRTDP are to:

- | |
|--|
| <ol style="list-style-type: none">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. |
|--|

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

City of Chowchilla
Chowchilla Area Transit Express (CATX)

Madera County
Madera County Connection (MCC)
Eastern Madera County Senior Bus & Escort Program

SECTION 2: SOCIOECONOMIC 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.

POPULATION TRENDS

As shown in Table 2-1, Madera County's 2000 population was 123,109. The County's population rose from 41,519 in 1970 to 123,109 in 2000. In 2000, the unincorporated county area comprised 56% of the County population compared to 35% for the City of Madera, and 9% for the City of Chowchilla.

TABLE 2-1
MADERA COUNTY POPULATION TRENDS
1970 to 2000

Location	1970		1980		1990		2000	
	Pop	% of Total Pop	Pop	% of Total Pop	Pop	% of Total Pop	Pop	% of Total Pop
City of Madera	16,044	39%	21,732	34%	29,281	33%	43,207	35%
City of Chowchilla*	4,349	10%	5,122	8%	5,930	7%	11,129	9%
Unincorporated Area	21,126	51%	36,262	58%	52,879	60%	68,775	56%
Total County	41,519	100%	63,116	100%	88,090	100%	123,109	100%

* 2000 includes population from two women's prisons.

Source: U.S. Census

In 2007, 31.2% of Madera County's population was under 20 years old, 58.6% between 20 and 65 years, and 10.2% over 65 years of age or older. In terms of racial breakdown, 50.2% of the population was Hispanic, 40.8% white (not Hispanic or Latino), 3.8% African-American, 4.5% American Indian, Eskimo or Aleut, and 2.1% Asian or Pacific Islander. Madera County's year 2000 population of 123,109 is projected to reach 281,300 in 2020.

EMPLOYMENT

In 2008, Madera County's agricultural employment comprised 23.8% of jobs and nonagricultural employment 77.3%. Madera County's unemployment rate is 9.4%.

INCOME

Lower income levels generally indicate a high degree of transit dependency or the lack of alternative transportation options. The U.S. Census Bureau estimates that the median household income in Madera County was \$44,655 in 2005. The median income of the Madera, CA Urbanized Area was \$43,439 (in 2007 dollars) with more than 15 percent of the urbanized area's population living below the poverty level. 18.6 percent of children ages 0 to 18 in the Madera urbanized area live below the poverty level.

SECTION 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. Provide 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.

PERFORMANCE STANDARDS

Transit performance standards can vary significantly depending upon the type of service—(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.

SECTION 4: EXISTING TRANSIT SERVICES AND RECENT TRANSIT ACCOMPLISHMENTS

This section provides an overview of existing transit services within Madera County and a summary of recent transit accomplishments. The Madera County region is served by two fixed-route and four demand-response public transit services.

CITY OF MADERA

The City of Madera operates MAX and Madera Dial-A-Ride under contract with First Transit. The City of Madera provides and maintains vehicles for both operations through its Department of Public Works. The First Transit Administrative Office for both MAX and Dial-A-Ride is located at the Downtown Intermodal Facility at 123 North ‘E’ Street.

**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	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	Urban demand-response: >20% Rural demand-response: >10% Urban local fixed-route: >20% 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

Madera Area Express/MAX

MAX, a general public fixed-route system, was initiated on a demonstration basis in July 1998. Based on successful ridership, MAX was approved to continue on a permanent basis in February 1999. The system operates six days a week---7:00 a.m. to 6:30 p.m. on weekdays and 9:00 a.m. to 4:00 p.m. on Saturdays. MAX's service area encompasses primarily the City limits. The system utilizes four lift-equipped vehicles and transports over 100,000 riders annually. MAX's FY2008-09 operating budget is \$620,421.

The most recent expansion of MAX service occurred in February 2009 when the Jobs, Education and Training (JET) Express service was added to the City's transit system. The JET Express provides three daily round-trips between the City of Madera and the Madera Community College Center on two different routes.

Madera Dial-A-Ride

Madera Dial-A-Ride provides general public, demand-response service seven days a week. Weekday hours are from 7:00 a.m. to 6:30 p.m. Service is available on 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 and transports 35,000 riders annually. This service is funded jointly by the City and County. Dial-A-Ride's FY2008-09 operating budget was \$614,379.

CITY OF CHOWCHILLA**Chowchilla Area Transit Express/CATX**

The City of Chowchilla operates Chowchilla Area Transit Express (CATX), a general public, demand-responsive service. This system was initiated in 1995 and incorporated the City's senior bus service. CATX operates with two vehicles on weekdays from 8:00 a.m. to 3:30 p.m. The CATX service area encompasses the City and contiguous unincorporated areas, including Fairmead. CATX offers demand-response weekday trips to the Chowchilla Women's Prison and a monthly trip to the City of Madera. CATX transports approximately 30,000 riders annually. The FY2008-09 CATX operating budget was \$263,907.

MADERA COUNTY

Madera County currently operates a general public, fixed-route system and specialized senior transit services. The Madera County Connection (MCC) is an inter-city, fixed-route bus service. Two types of senior transportation services are offered---the Eastern Madera County Senior Bus Program, an intra-community demand-response bus service, and the Eastern Madera County Escort Program, an inter-city demand-response bus service.

Madera County Connection (MCC)

MCC is a general public, fixed-route weekday service. The system operates three fixed-routes. The Eastern Madera route, or Green Line, 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 Gold Route provides service between the City of Madera, Fairmead,

and the City of Chowchilla. The newest 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 6:00 a.m. to 8:30 p.m. In FY2008-09, MCC transported approximately 11,000 passengers. The system's FY2008-09 operating budget was \$331,344.

Eastern Madera County Senior Bus & Escort Program

The Eastern Madera County Senior Bus is a demand-response service operating weekdays (except holidays) from 8:00 a.m. to 5:00 p.m. This program serves Eastern Madera County seniors 60 years and older and disabled residents. The service area encompasses a large region, including Oakhurst, Bass Lake, Coarsegold, and Ahwahnee.

The Escort Program is a demand-response, general public transportation service. The system operates with one van used by a volunteer driver for 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 Tuesday and Thursday from 8:00 a.m. to 5:00 p.m. The van driver is provided a stipend of \$10.00 per day.

Madera County contracts with the Community Action Partnership of Madera County to operate this service. The combined ridership of the Senior Bus and Escort Service was approximately 3,000 passengers in FY2008-09. The operating budget during this same period was \$80,000.

OTHER TRANSPORTATION PROVIDERS

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 2007. Two private carriers, Greyhound and Amtrak, provide inter-city services. Greyhound operates seven days a week from the City of Madera's Downtown Intermodal Center on North "E" Street. Amtrak operates seven days a week with eight daily stops in Madera. One private taxi operator provides service in Madera County seven days a week, 24 hours a day and is based at the Downtown Intermodal Center.

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 and are summarized in further detail in the full section of this Plan.

SECTION 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

RIDERSHIP AND PERFORMANCE TREND

Table 5-1 shows the ridership trend of the existing public transit services within Madera County. Ridership has grown on Madera County Connection (MCC), while Madera Area Express (MAX) and Dial-a-Ride have experienced declining ridership. Tables 5-2 and 5-3 summarize the performance of all systems.

SECTION 6: TRANSIT NEEDS ASSESSMENT

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.

SURVEY FINDINGS

In September and October 2006, Moore & Associates, Inc. conducted a series of onboard ridership surveys on Madera County Connection, City of Madera Dial-a-Ride, Chowchilla Area Transit Express, and the Eastern Madera County Senior Bus and Escort Service.

The on-board survey findings generally indicate that the majority of riders are satisfied with the existing services. On a scale of one to seven (with 7 representing the highest level of satisfaction), all surveyed services received an overall satisfaction score of at least 5.89. Madera County transit riders display a high degree of satisfaction with current fares and frequently identified the cost of the service as one of their top two reasons for choosing transit to complete the surveyed trip. Key survey findings are as follows:

- Riders Have High Satisfaction Level with Existing Public Transit Services
- Most Common Trip Purpose is Medical/Dental
- Riders Indicate a High Level of Desire for Additional Days of Service
- Riders Indicate a High Degree of Satisfaction with the Current Fare Structure

TABLE 5-1
MADERA COUNTY TRANSIT RIDERSHIP
FY99/00 - FY08/09

SYSTEM	FY 1999-00	FY 2000-01*	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	% Change FY00 to FY09
Madera Area Express	143,081	136,843	136,518	133,436	140,925	145,997	158,869	139,597	129,872	129,817	-9.3%
Madera Dial-A-Ride	61,083	54,896	49,236	42,451	40,990	38,655	40,627	32,026	37,206	35,973	-41.1%
Chowchilla Area Transit Express	26,061	28,139	29,783	32,559	29,497	27,784	30,676	30,635	23,198	20,344	-21.9%
Madera County Connection	N/A	2,297	3,348	5,455	6,682	8,087	9,056	9,244	9,863	10,672	218.8%**
Eastern Madera County Senior Bus & Escort Service	3,801	3,273	3,055	2,937	3,327	3,611	3,893	4,827	3,574	3,257	-14.3%
TOTAL	234,026	225,448	221,940	216,838	221,421	224,134	243,121	216,329	203,713	200,063	

* MCC ridership reflects July 2001 to January 2002.

**From first full year of operation -- FY2001/02 to FY2008/09.

**TABLE 5-2
SUMMARY OF TRANSIT SYSTEM STATISTICS
FY2008-09**

INDICATOR	MADERA AREA EXPRESS	MADERA DIAL-A- RIDE	CATX	SENIOR BUS/ESCORT	MCC
Passengers	129,817	35,973	20,344	3,257	10,627
Revenue Hours	13,578	9,216	2,110	1,892	4,732
Revenue Miles	166,799	143,731	31,847	32,146	155,583
Operating Costs	\$620,421	\$568,968	\$237,534	\$79,628	\$331,344
Fare Revenue	\$86,942	\$49,217	\$21,689	\$7,676	\$25,624

**TABLE 5-3
COMPARATIVE SYSTEM INDICATORS
FY2008-09**

PERFORMANCE INDICATOR	MADERA AREA EXPRESS	MADERA DIAL-A- RIDE	CATX	SENIOR BUS/ESCORT	MCC
Passengers Per Hour	9.6	3.9	9.6	1.7	2.2
Passengers Per Mile	0.8	0.3	0.6	0.1	0.1
Operating Cost Per Hour	\$45.69	\$61.74	\$112.58	\$42.09	\$70.02
Operating Cost Per Mile	\$3.72	\$3.96	\$7.46	\$2.48	\$2.13
Farebox Recovery	14.0%	8.7%	9.1%	9.6%	7.7%
Cost Per Passenger	\$4.78	\$15.82	\$11.68	\$24.45	\$31.18
Subsidy Per Passenger	\$4.11	\$14.44	\$10.62	\$22.10	\$28.78

SECTION 7: TRANSIT NEEDS, ISSUES AND RECOMMENDED ACTIONS

Based on findings from the On-Board Surveys, transit workshop, transit presentations throughout the County, administrative and transit staff input, the MCTC Unmet Transit Needs process, and

technical studies, this section summarizes countywide transit needs and issues, and recommends key actions to be taken over the next five years.

SECTION 8: FINANCIAL PLAN

This section presents a five-year operating and capital plan for the period FY2009/10 to FY2013/14. 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 \$17.5 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 \$12.4 million or 71% of the total, Madera County, \$3.3 million or 19% of the total, and the City of Chowchilla, \$1.8 million or 10%. Total operating costs for all Madera County transit systems are projected at \$10.6 million from FY2009/10 to FY2013/14. County-wide capital costs are estimated at \$6.8 million during this five-year period.

SECTION 9: TRANSIT MARKETING STRATEGIES

Marketing 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

Marketing and outreach activities in Madera County are now conducted independently by each transit system. Given the variety of transit services offered, however, there is a growing need to integrate marketing concepts and collaborate on outreach efforts on a regular basis. Transit marketing encompasses a number of key elements. These include:

- ◆ System Identity
- ◆ Passenger Information
- ◆ Advertising
- ◆ Targeted Marketing and Outreach
- ◆ Special Promotions

SECTION 10: PUBLIC PARTICIPATION

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.

The Unmet Transit Needs process provides an annual forum for transit dependent populations, persons with disabilities, and other concerned citizens to identify crucial gaps in Madera County transit systems.

The MCTC has a number of committees composed of a broad representation of County groups. These committees include the Technical Advisory Committee (TAC) and the Social Service Transportation Advisory Committee (SSTAC). MCTC public workshops are conducted encouraging general public comments. All MCTC meetings also are public meetings providing ample opportunity for public input. Each jurisdiction in Madera County also provides for public comment at all public meetings.

In 2007, MCTC developed a new, SAFETEA-LU compliant Public Participation Plan (PPP), which provides detailed documentation of MCTC public participation policies.

SECTION 1

INTRODUCTION

PURPOSE AND BACKGROUND

This plan reflects Madera County’s “Short-Range Transit Development Plan” (SRTDP) for the five-year period, FY2009/10 through FY2013/14. 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 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

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.

SECTION 2

SOCIOECONOMIC CHARACTERISTICS

This section 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.

POPULATION TRENDS

As shown in Table 2-1, Madera County's 2000 population was 123,109. The table shows the distribution of the total population from 1970 to 2000 among the incorporated areas and the unincorporated areas. The County's population rose from 41,519 in 1970 to 123,109 in 2000. In 2000, the unincorporated county area comprised 56% of the County population compared to 35% for the City of Madera, and 9% for the City of Chowchilla.

TABLE 2-1
MADERA COUNTY POPULATION TRENDS
1970 to 2000

Location	1970		1980		1990		2000	
	Pop	% of Total Pop	Pop	% of Total Pop	Pop	% of Total Pop	Pop	% of Total Pop
City of Madera	16,044	39%	21,732	34%	29,281	33%	43,207	35%
City of Chowchilla*	4,349	10%	5,122	8%	5,930	7%	11,129	9%
Unincorporated Area	21,126	51%	36,262	58%	52,879	60%	68,775	56%
Total County	41,519	100%	63,116	100%	88,090	100%	123,109	100%

* 2000 includes population from two women's prisons.

Source: U.S. Census

In 2007, 31.2% of Madera County's population was under 20 years old, 58.6% between 20 and 65 years, and 10.2% over 65 years of age or older. In terms of racial breakdown, 50.2% of the population was Hispanic, 40.8% white (not Hispanic or Latino), 3.8% African-American, 4.5% American Indian, Eskimo or Aleut, and 2.1% Asian or Pacific Islander.

Table 2-2 reflects the population of Madera County rising from 123,109 in 2000 to a projected 281,300 in 2030. This is an increase of 158,191 persons or 5,273 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
2000 to 2030

Jurisdiction	2000*	2010	2020	2030
City of Madera	43,207	77,139	98,914	123,903
Average annual increase from 2000	---	7.9%	6.4%	6.2%
City of Chowchilla	11,129	15,117	19,384	24,281
Average annual increase from 2000	---	3.6%	3.7%	3.9%
Unincorporated Area	68,775	82,875	106,269	133,116
Average annual increase from 2000	---	2.1%	2.7%	3.1%
Total County	123,109	175,131	224,567	281,300
Average annual increase from 2000	---	4.2%	4.1%	4.3%

* 2000 U.S. Census data.

Source: MCTC Regional Traffic Model Socioeconomic Profile, February 8, 2004; MCTC Regional Transportation Plan (May 2007).

EMPLOYMENT

Table 2-3 shows the 2008 California Employment Development Department annual estimate for employment by industry in Madera County. Agricultural employment comprises 23.8% of jobs and nonagricultural employment 77.3%. Madera County's unemployment rate is 9.4%.

INCOME

Lower income levels generally indicate a high degree of transit dependency or the lack of alternative transportation options. The U.S. Census Bureau estimates that the median household income in Madera County was \$44,655 in 2005. The median income of the Madera, CA Urbanized Area was \$43,439 (in 2007 dollars) with more than 15 percent of the urbanized area's population living below the poverty level. 18.6 percent of children ages 0 to 18 in the Madera urbanized area live below the poverty level.

**TABLE 2-3
MADERA COUNTY EMPLOYMENT BY INDUSTRY
2008 ANNUAL AVERAGE**

Category	2008	% of Total
Farming	10,900	23.8
Construction & Mining	1,900	4.1
Durable Goods Manufacturing	2,100	4.6
Non-Durable Goods	1,200	2.6
Transportation & Public Utilities	1,000	2.2
Wholesale Trade	600	1.3
Retail Trade	3,700	8.1
Financial Activities	800	1.7
Services	12,800	27.9
Federal Government	300	.7
State Government	2,500	5.5
Local Government	7,900	17.2
TOTAL:	45,800	
Total Civilian Employment:	60,000	
Civilian Labor Force:	66,300	
Civilian Unemployment:	6,200	
Civilian Employment Rate:	9.4%	

Source: State of California Employment Development Department
(<http://www.calmis.ca.gov/htmlfile/county/madera.htm>).

SECTION 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. Provide 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.

PERFORMANCE STANDARDS

Transit performance standards can vary significantly depending upon the type of service—(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 • % pickups within 15-min. window of scheduled time 	<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 	95% on time 0% depart early
Minimum Service Frequency <ul style="list-style-type: none"> • Local fixed routes • Inter-city fixed routes 	60 minutes 8 - 10 trips per week
Passengers per Revenue Vehicle Hour	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	Urban demand-response: >20% Rural demand-response: >10% Urban local fixed-route: >20% 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) 	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 	20% spare bus ratio 20% spare bus ratio

SECTION 4

EXISTING TRANSIT SERVICES AND RECENT TRANSIT ACCOMPLISHMENTS

This section provides an overview of existing transit services within Madera County and a summary of recent transit accomplishments. The Madera County region is served by two fixed-route and four demand-response public transit services.

CITY OF MADERA

The City of Madera operates MAX and Madera Dial-A-Ride under contract with First Transit. The City of Madera provides and maintains vehicles for both operations through its Department of Public Works. The First Transit Administrative Office for both MAX and Dial-A-Ride is located at the Downtown Intermodal Facility at 123 North 'E' Street.

Madera Area Express (MAX)

MAX, a general public fixed-route system, was initiated on a demonstration basis in July 1998. Based on successful ridership, MAX was approved to continue on a permanent basis in February 1999. The system operates six days a week--7:00 a.m. to 6:30 p.m. on weekdays and 9:00 a.m. to 4:00 p.m. on Saturdays.

MAX's service area encompasses primarily the City limits, as shown in Figure 4-1. The system utilizes four lift-equipped vehicles and transports over 100,000 riders annually. MAX's FY2008-09 operating budget is \$620,421.

The most recent expansion of MAX service occurred in February 2009 when the Jobs, Education and Training (JET) Express service was added to the City's transit system. The JET Express provides three daily round-trips between the City of Madera and the Madera Community College Center on two different routes, as shown in Figure 4-2. The JET Express is currently operating as a demonstration route funded by a Caltrans JARC grant.

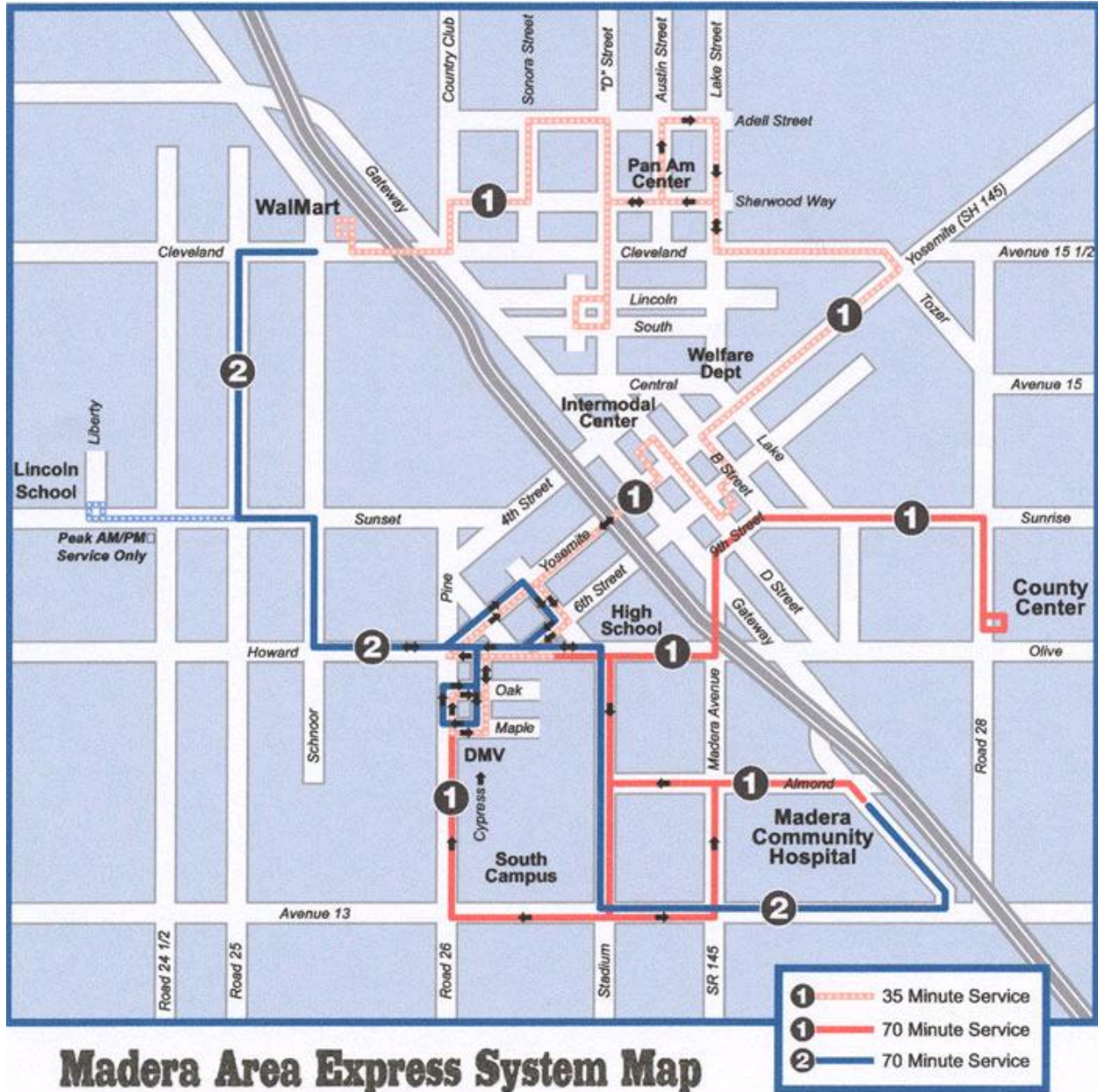
Madera Dial-A-Ride

Madera Dial-A-Ride provides general public, demand-response service seven days a week. Weekday hours are from 7:00 a.m. to 6:30 p.m. Service is available on Saturdays from 9:00 a.m. to 4:00 p.m. and Sundays from 8:30 a.m. to 2:30 p.m. Following the implementation of MAX, the Madera City Council approved transitioning Dial-A-Ride to a more specialized service for seniors and disabled persons in December 1999.

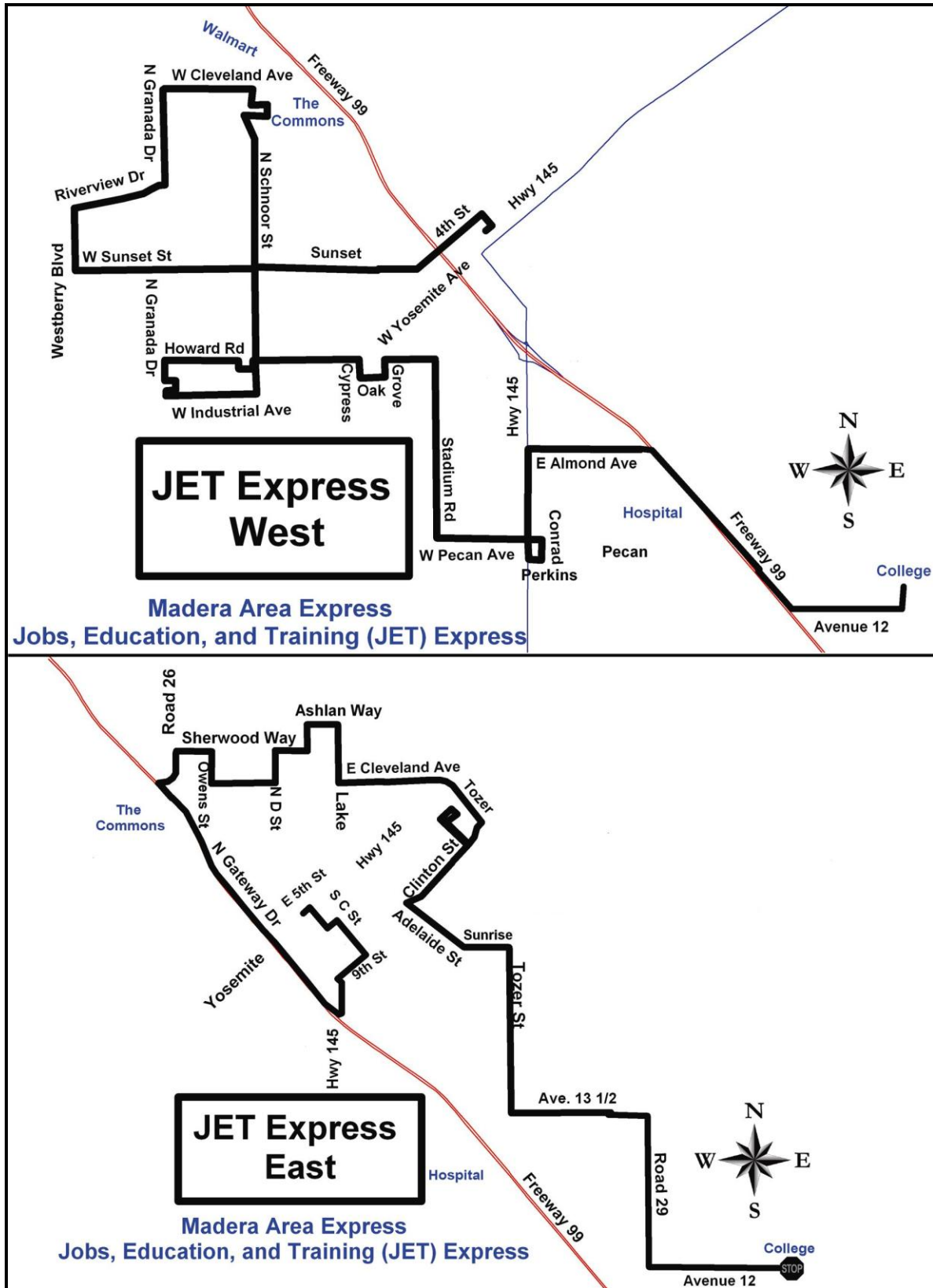
The system operates within the Madera urban area covering a five-mile radius from the downtown area, as shown on Figure 4-3, and transports 35,000 riders annually. Service is

operated with a fleet of five vehicles. The City and County of Madera fund this service jointly. Dial-A-Ride's FY2008-09 operating budget was \$614,379.

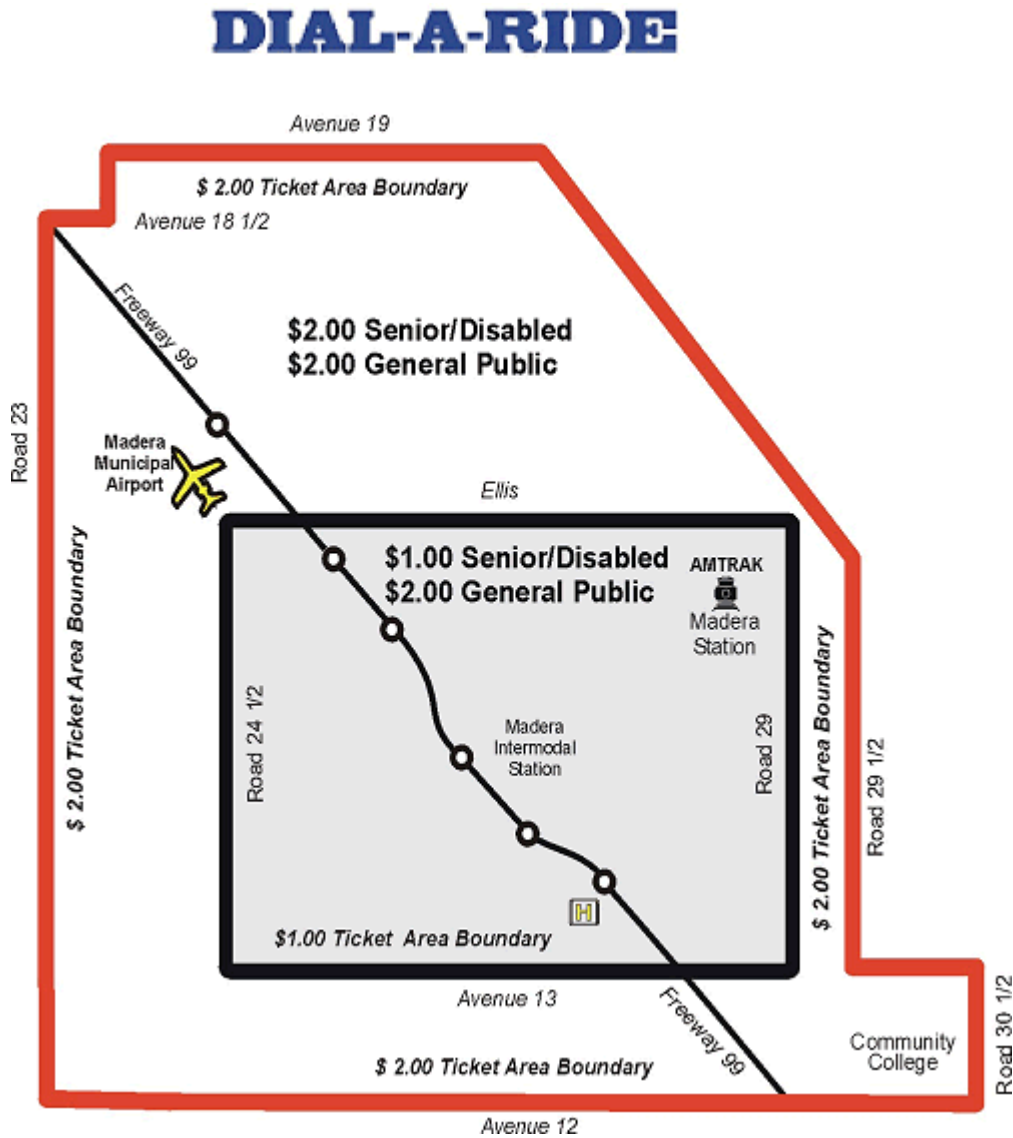
**FIGURE 4-1
MAX SERVICE AREA**



**FIGURE 4-2
MAX JET EXPRESS SERVICE AREA**



**FIGURE 4-3
DIAL-A-RIDE SERVICE AREA**



MAX and Dial-A-Ride Vehicle Fleet

The City of Madera currently has a fleet of 16 wheelchair lift-equipped vehicles. Six vehicles are used to operate MAX, and five vehicles are used to operate Dial-A-Ride. Five 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	Status	Fuel Type
16	2006	DAR	Backup	Diesel
17	2006	DAR	Backup	Diesel
18	2008	DAR	Active	Gas
19	2008	DAR	Active	Gas
27	2008	DAR	Active	Gas
28	2008	DAR	Active	Gas
29	2008	MAX	Backup	CNG
30	2008	MAX	Backup	CNG
31	2008	MAX	Active	CNG
32	2008	MAX	Active	Gas
33	2008	MAX	Active	Gas
34	2008	MAX	Active	Gas
35	2008	MAX	Active	CNG
36	2008	DAR	Active	Gas
37	2008	MAX	Active	CNG
38	2008	MAX	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 card holders are eligible for a \$0.35 fare from 10 a.m. to 2 p.m. Children under three years old may ride free. The JET Express service maintains a one-way cash fare of \$2.00 for the general public and \$1.00 for riders with disabilities. A monthly pass for JET Express is offered at \$30.00 for unlimited rides, and during the City's marketing campaign, also may be used on MAX. 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.

CITY OF CHOWCHILLA

Chowchilla Area Transit Express/CATX

The City of Chowchilla operates Chowchilla Area Transit Express (CATX), a general public, demand-response service. This system was initiated in 1995 and incorporated the City's senior bus service. CATX operates with two vehicles on weekdays from 8:00 a.m. to 3:30 p.m. The CATX service area, as shown on Figure 4-4, encompasses the City and contiguous unincorporated areas, including Fairmead. CATX offers demand-response weekday trips to the

Chowchilla Women's Prison. CATX transports approximately 30,000 riders annually. The FY2008-09 CATX operating budget was \$263,907.

During FY08-09, CATX focused on service delivery improvements and fleet replacement. A community workshop was conducted to update residents on the CATX system and to elicit feedback on improving its service. This workshop provided invaluable feedback that will help guide CATX in implementing operational improvements over the next five years, including on-time performance, service frequencies, days and hours of operations, passenger assistance, bus stop improvements, and refinements to the CATX service area.

CATX Vehicle Fleet

CATX has a fleet of two wheelchair lift-equipped paratransit buses and a van 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.

CATX has expedited replacement of its diesel fleet with gasoline vehicles to ensure seamless service to residents and for full compliance with the California Air Resources Board Transit Fleet requirements. Delivery of a 16-passenger vehicle and an 8-passenger van is anticipated during FY2009-10. CATX will place the van into service during FY2009-10 and will monitor its impact on improving responsiveness, on-time performance, and cost savings. Successful integration of vans into CATX operations may result in additional vans to the fleet. One replacement vehicle is planned each year from FY2011-12 through FY2013-14.

**TABLE 4-2
CATX VEHICLE FLEET**

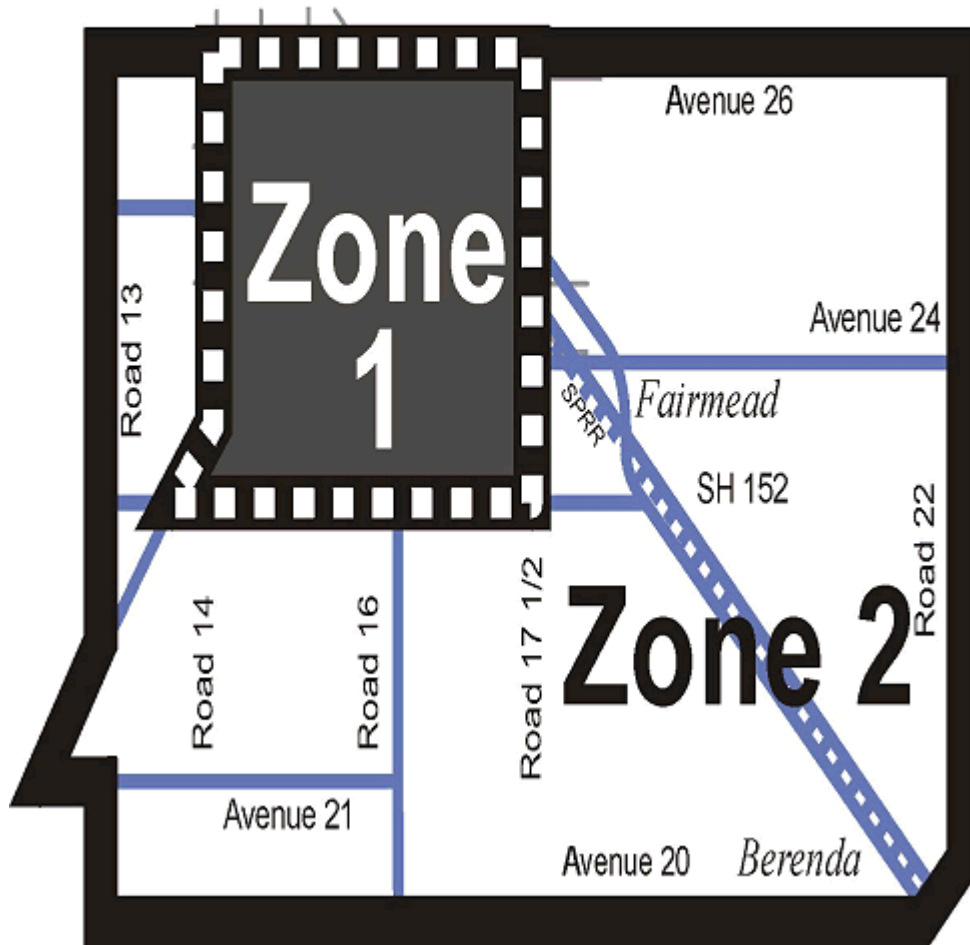
Mfcr Yr/Make	Passenger Capacity (Seats/Wchair)	Status	Mileage
2009 El Dorado	18/2	Active	5,100
2000 Chevy Van	6	Active	67,197
2005 El Dorado	18/2	Backup	42,986

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 an adult.

**FIGURE 4-4
CATX SERVICE AREA**

Chowchilla Area Transit Express



MADERA COUNTY

Madera County currently operates a general public, fixed-route system and specialized senior transit services. The Madera County Connection (MCC) is an inter-city fixed-route bus service. Two types of senior transportation services are offered---the Eastern Madera County Senior Bus Program, an intra-community demand-response bus service, and the Eastern Madera County Escort Program, an inter-city demand-response bus service.

Madera County Connection (MCC)

MCC is a general public, inter-city, fixed-route weekday service. As shown in Figure 4-5, the system operates three fixed-routes. The Eastern Madera route, or Green Line, 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 Gold Route provides service between the City of Madera, Fairmead, and the City of Chowchilla. The newest route provides service from the City of Madera to the communities of La Vina, Ripperdan, and Eastin Arcola every Wednesday and Friday.

During the past year, Madera County has focused on improving the quality of its transit systems. MCC passenger boardings have been surveyed to determine whether specific stops need to be eliminated and to gauge geographic areas that could warrant targeted marketing. Eliminating unproductive bus stops could also assist in on-time performance at other stops along the route.

Improving on-time performance has been another area of focus to improve the reliability of MCC service. Specifically, monitoring of on-time performance has resulted in route changes on the Green Line to improve schedule adherence. The effectiveness of bus stop locations also has been evaluated, and a bus stop on the Green Line to Children's Hospital is slated for relocation to improve passenger accessibility.

The MCC fleet is comprised of four vehicles and is operated under contract with Merced Transportation. The County has taken proactive steps to purchase transit vehicles for MCC. During FY2008-09, three lift-equipped 18-passenger vehicles were purchased, replacing prior contractor vehicles. An additional vehicle is anticipated for delivery in FY2009-10. MCC operates weekdays from 6:00 a.m. to 8:00 p.m. Of the total MCC riders, about 50% are transported on the Eastern Madera route. Data indicate that seniors comprise about 14% of MCC riders. The system's FY2008-09 operating budget was \$331,344.

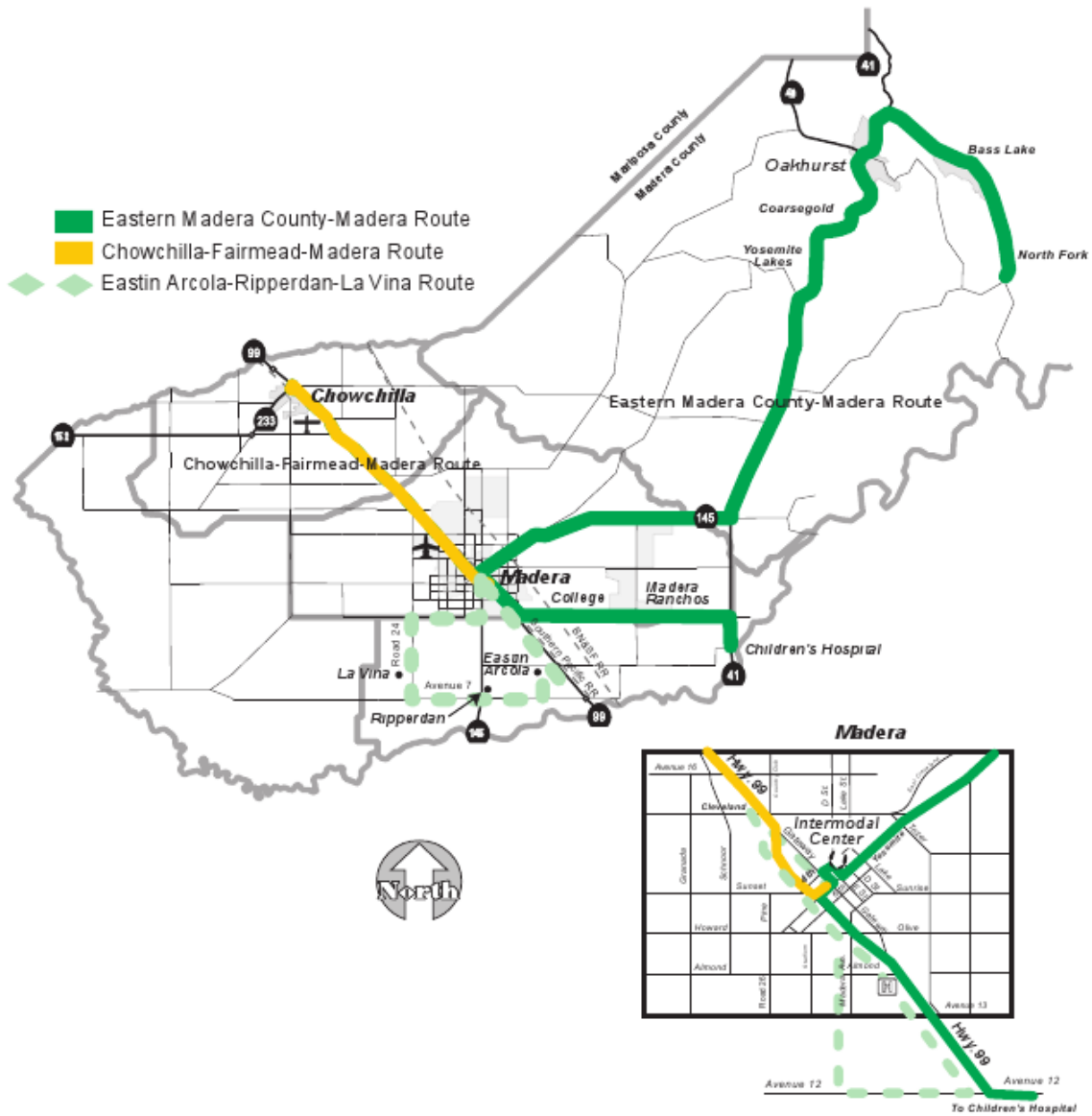
Eastern Madera County Senior Bus and Escort Program

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 particular, the County and CAPMC staff has proactively addressed fleet replacements for both the Senior Bus and Escort Program.

In FY2008-09, the Senior Bus and Escort Service transported 3,257 passengers. The combined FY2008-09 operating budget for both systems was \$81,000.

**FIGURE 4-5
MADERA COUNTY CONNECTION SERVICE AREA**

MADERA COUNTY CONNECTION SYSTEM MAP



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 8:00 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 4-6, the service area encompasses a large region, including Oakhurst, Bass Lake, Coarsegold, and Ahwahnee.

The system utilizes one vehicle, a 16-passenger lift-equipped bus. Recently, the 1999 bus used to operate the Senior Bus service experienced multiple mechanical breakdowns resulting in higher maintenance costs. During FY2007-08, County transit staff, CAPMC, and Eastern Madera County residents undertook successful coordinated efforts to identify a suitable replacement bus and capital funding to replace the 1999 bus. Program funds were identified and programmed; and a replacement bus was delivered during FY2008-09.

CAPMC staff continually seeks to improve the quality of its vehicle maintenance by identifying qualified vendors located in the Eastern Madera County region. These combined efforts have improved service reliability and on-time performance for all Senior Bus riders.

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

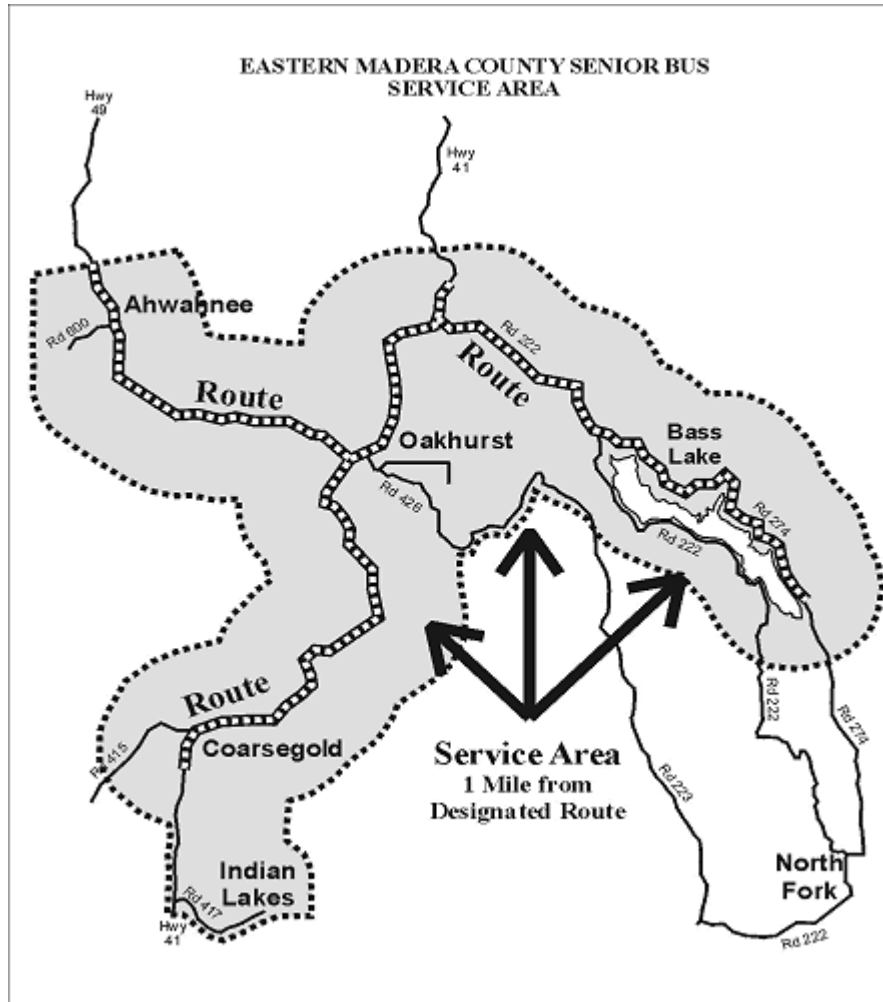
Eastern Madera County Escort Program

The Escort Program has been in operation since 1988 as a demand-response, general public transportation service. The system operates with one van used by a volunteer driver for 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 weekdays from 8:00 a.m. to 5:00 p.m. A 24-hour advanced reservation is required, except for medical emergencies. Individuals requesting a ride are required to contact the Sierra Telephone Dispatch 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 and Fresno. Madera County contracts with the Community Action Partnership of Madera County to operate this service.

The system utilizes one vehicle, a 9-passenger van. 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. The Escort Program van purchased in 2001 is in need of replacement. Replacement of the van is proposed during FY2009-10 through collaboration with the County and the Eastern Madera County Rotary Club. The new replacement van will be wheelchair accessible via a ramp. The 2001 van will serve as backup for the Senior Bus and Escort Program greatly improving delivery of transit services in Eastern Madera County.

FIGURE 4-6



Madera County Transit Vehicle Fleet

Madera County’s public transit fleet is comprised of four 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 ten 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	MODEL YEAR	MANUFACTURER	Seating Capacity	Lift Equipped
MCC	2009	Starcraft (BusWest)	17	Yes
	2009	Starcraft (BusWest)	17	Yes
	2009	Starcraft (BusWest)	17	Yes
Senior Bus	2008	Aerolite 210 (El Dorado)	16	Yes
Escort Program	1999	Dodge Van	9	No

OTHER TRANSPORTATION PROVIDERS

Kings Area Rural Transit (KART) Vanpools

The Kings County Area Public Transit Agency operates a large vanpool program in five San Joaquin Valley counties. In 2007, the County of Madera entered into an agreement with KCAPTA to expand vanpool coverage into Madera County. Thirty-one KART vanpools currently operate in Madera County. MCTC is working with KCAPTA and other Valley MPOs to explore the possibility of a new regional governing structure for the successful vanpool program.

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 2007.

Private Providers

Two private carriers, Greyhound and Amtrak, provide inter-city services. Greyhound operates seven days a week from the City of Madera's Downtown Intermodal Center on North "E" Street. Amtrak operates seven days a week with eight daily stops in Madera. The current Amtrak station is located on Avenue 15½ and Road 29. The County of Madera plans to complete construction of a new station near the intersection of Road 26 and Club Drive in 2010. The nearest stops to the north and south are Merced and Fresno, respectively. One private taxi operator provides service in Madera County seven days a week, 24 hours a day. This operator is based at the Downtown Intermodal Center.

**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 – Senior Bus & Escort Services	<ul style="list-style-type: none"> • Demand-response services • Weekdays from 8 a.m. to 5 p.m. • Escort Service serves Eastern Madera County residents • Senior bus serves Seniors and those with disabilities
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 center 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 four 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. Future park and ride lots are planned at the intersections of SR 99 and Almond and SR 99 and Cleveland Avenue; both would be located in the City of Madera.

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 County Transit Needs Assessment* was developed by Nelson/Nygaard Consulting Associates in 1995 to identify and evaluate the extent of public transit needs throughout Madera County. The study recommended increasing Madera Dial-A-Ride service hours, introducing a fixed-route service in the City of Madera, inter-city service linking Madera and Chowchilla, and introducing transit service in Eastern Madera County for the elderly and disabled. Based on recommendations of this study, the City of Madera decided to implement fixed-route transit system as a demonstration project in FY1998-99 with continued Dial-A-Ride service.
- ◆ The *Fixed-Route Feasibility Study* was completed in May 1996 by Nelson/Nygaard Consulting Associates to examine the feasibility of fixed-route service in the Madera urban area. The study found that fixed-route service designed to link residential areas with commercial centers, social service agencies, schools, and medical facilities would be feasible in Madera and recommended initiation of fixed-route service in FY1998-99.
- ◆ The *Madera County Strategic Implementation Plan* was completed in May 2007 by Moore & Associates. The plan offers several recommendations for improved efficiency on the Madera County Connection and identifies long-term opportunities for transit system expansion in the County.

City of Madera Fixed-Route Service Implementation

- ◆ The *City of Madera Fixed-Route Implementation Plan* was completed in July 1997 by Moy and Associates. It provided the City of Madera with specific guidance to implement a fixed-route service beginning in FY1998-99.

Chowchilla Area Transit Express Demand-Response Service Implementation

- ◆ The City of Chowchilla initiated demand-response service, Chowchilla Area Transit Express (CATX), in 1995. This service is designed to meet the needs of Chowchilla and its surrounding unincorporated areas, including the community of Fairmead.

San Joaquin Valley Express Transit Study

- ◆ In 2008, Merced County Association of Governments retained Nelson/Nygaard to prepare a San Joaquin Valley Express Transit Study. Drawing on applicable case studies, statewide traffic model data, and input from local stakeholders, the study identified several potential options for expanded commuter-oriented public transit service in the Valley. The study recommends the prioritization and promotion of vanpool opportunities on the Madera-Fresno commute corridor.

Human-Services Public Transit Coordinated Transportation Plan

- ◆ The Coordinated Plan was adopted by MCTC in April 2007 in response to requirements established by SAFETEA-LU. 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.

Evaluation of Unmet Transit Needs within Madera County

- ◆ In FY2000-01, the MCTC Social Services Transportation Advisory Council (SSTAC) recommended that Madera County undertake a study of Eastern Madera County senior transit needs to determine the feasibility of expanding services. The “Eastern Madera County Senior Transportation Needs Study” found a need to intensively market existing services to increase ridership prior to implementing Senior Bus and Escort Program service improvements.
- ◆ A study entitled, *Needs Assessment of Madera County Commuters and Welfare-to-Work Participants* was completed by Moy & Associates in July 1999. The purpose of the study was to determine the extent and character of commuter transportation needs as well as the needs of those participating in welfare-to-work programs.
- ◆ 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.

Evaluation of Passenger Rail Needs

- ◆ The relocation of the Amtrak station was evaluated by the MCTC and its member agencies to determine the potential for improving and/or relocating the station now located in northeast Madera on Avenue 15 ½ and Road 29. Relocation efforts of the station to north Madera at Road 26 are currently underway, and the station is tentatively scheduled to open in FY2010/11.
- ◆ MCTC, the Cities of Madera and Chowchilla, and the County of Madera are involved in the development of California’s High Speed Train system through participation in various technical working groups and careful monitoring of actions taken by the California High Speed Rail Authority.

SECTION 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 the ridership trend of the existing public transit services within Madera County. Ridership has grown on Madera County Connection (MCC), while Madera Area Express (MAX) and Dial-a-Ride have experienced declining ridership. Tables 5-2 and 5-3 summarize the performance of all systems.

Madera Area Express (MAX)

As shown on Table 5-1 and Figure 5-1 and 5-4, MAX transported a total of 129,817 riders in FY2008-09 and 143,081 in FY1999-00. This represents a 9.3% decrease in ridership. Ridership has fluctuated in the interim years, reaching a high of 158,869 in FY2005/06.

The FY2008-09 performance indicators shown on Table 5-3 reveal that MAX is the most productive, cost-effective transit system in Madera County. MAX carries 9.6 passengers per hour and 0.8 passengers per mile. The MAX operating cost per hour is \$45.69. The system maintains a farebox recovery rate of 14.0% and a cost per passenger of \$4.78.

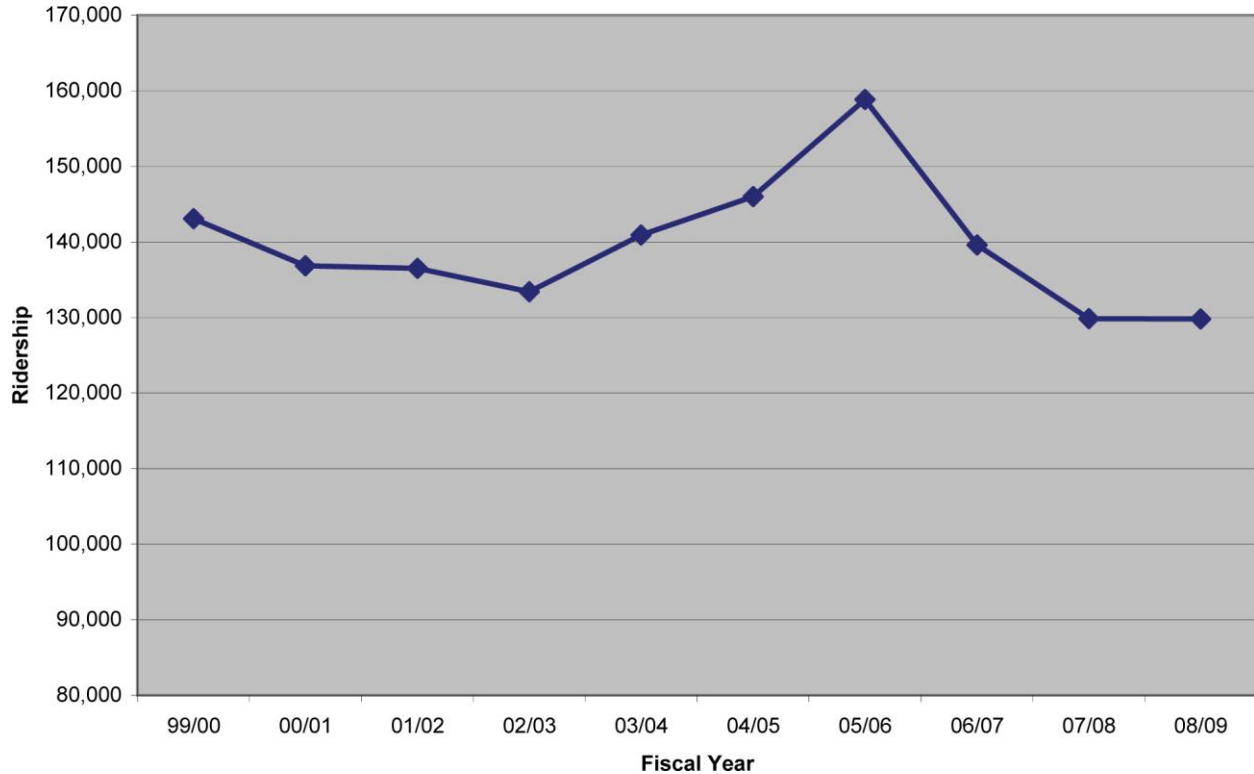
**TABLE 5-1
MADERA COUNTY TRANSIT RIDERSHIP
FY99/00 - FY08/09**

SYSTEM	FY 1999-00	FY 2000-01*	FY 2001-02	FY 2002-03	FY 2003-04	FY 2004-05	FY 2005-06	FY 2006-07	FY 2007-08	FY 2008-09	% Change FY00 to FY09
Madera Area Express	143,081	136,843	136,518	133,436	140,925	145,997	158,869	139,597	129,872	129,817	-9.3%
Madera Dial-A-Ride	61,083	54,896	49,236	42,451	40,990	38,655	40,627	32,026	37,206	35,973	-41.1%
Chowchilla Area Transit Express	26,061	28,139	29,783	32,559	29,497	27,784	30,676	30,635	23,198	20,344	-21.9%
Madera County Connection	N/A	2,297	3,348	5,455	6,682	8,087	9,056	9,244	9,863	10,672	218.8%**
Eastern Madera County Senior Bus & Escort Service	3,801	3,273	3,055	2,937	3,327	3,611	3,893	4,827	3,574	3,257	-14.3%
TOTAL	234,026	225,448	221,940	216,838	221,421	224,134	243,121	216,329	203,713	200,063	

* MCC ridership reflects July 2001 to January 2002.

**From first full year of operation -- FY2001/02 to FY2008/09.

**FIGURE 5-1
MAX Ridership
FY99/00 – FY08/09**



Madera Dial-A-Ride

Dial-A-Ride carried a total of 35,973 riders in FY2008-09 compared to 61,083 riders in FY1999-00, as shown on Figure 5-2. This represents a 41.1% decrease in passengers. The resulting shift of Dial-A-Ride users to the MAX system has allowed Dial-A-Ride to provide a higher level of service to seniors and the disabled.

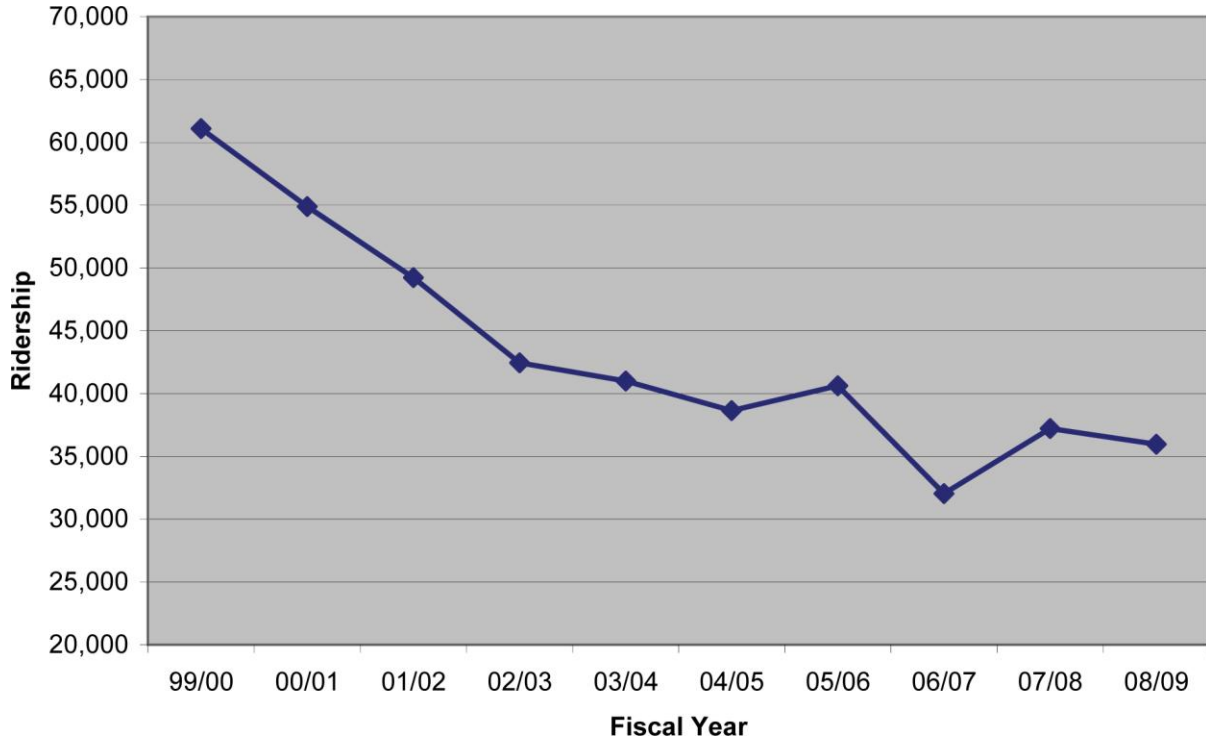
Table 5-3 shows that Dial-A-Ride transports 3.9 passengers per hour at an operating cost of \$61.74 per hour. Dial-A-Ride recovers 8.7% of its operating costs from fares. Demand-response services typically are more costly to operate than fixed-route systems, and this is reflected in the DAR cost per passenger of \$15.82.

Chowchilla Area Transit Express (CATX)

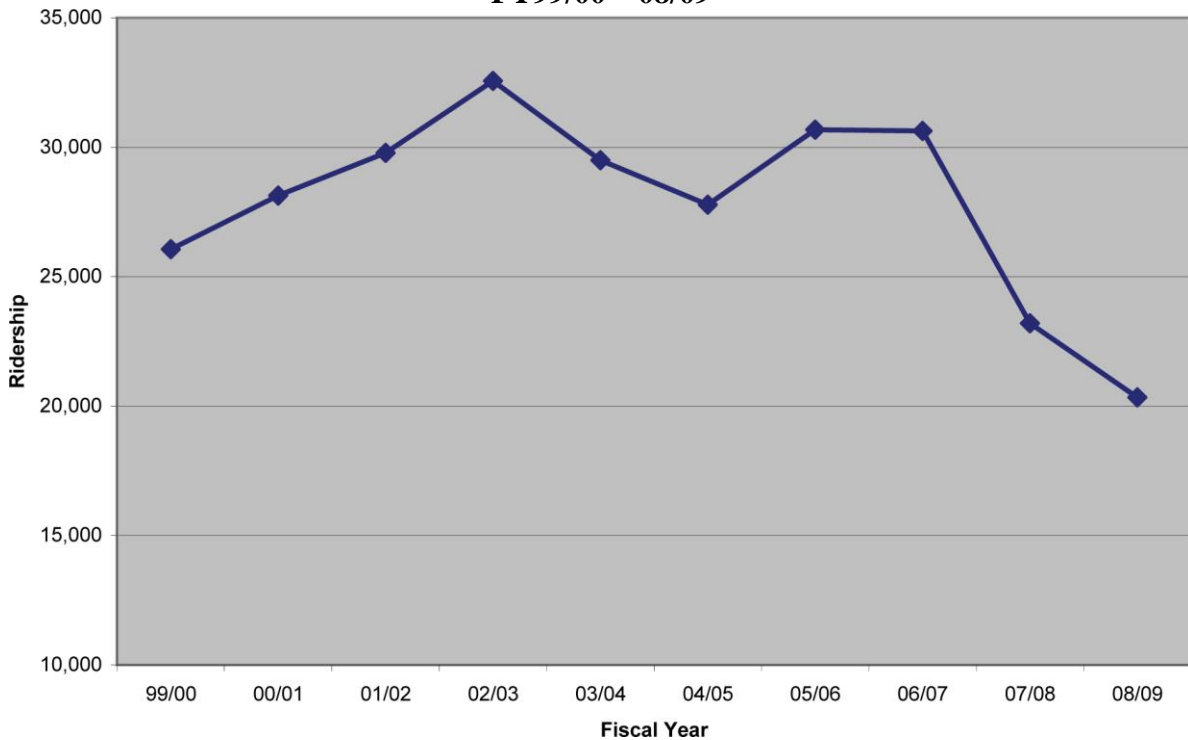
CATX transported 20,344 riders in FY2008-09 compared to 26,061 in FY1999-00. This represents a 21.9% decrease in ridership. Figure 5-3 reflects the CATX annual ridership from FY1999/00 through FY2008/09.

In FY 2008/09, CATX transported 9.6 passengers per hour at an operating cost of \$112.58 per hour. Cost per passenger was \$11.68 and farebox recovery was 9.1%, making CATX the most efficient demand-response transit service in Madera County.

**FIGURE 5-2
DAR Ridership
FY99/00 – FY08/09**



**FIGURE 5-3
CATX Ridership
FY99/00 – 08/09**



Eastern Madera County Senior Bus and Escort Service

The Senior Bus and Escort Service transported a combined 3,257 riders in FY2008-09 compared to 3,801 riders in FY1999-00. This reflects a 14.3% decrease in Senior Bus and Escort Service ridership from FY1999-00 to FY2008-09, as shown on Table 5-1 and Figure 5-4.

The FY2008-09 comparative system indicators on Table 5-3 show that the Senior Bus and Escort Service carried approximately 1.7 passengers per hour at a cost of \$42.09 per hour. The number of passengers carried per mile is 0.1, and the cost per mile is \$2.48. The Senior Bus and Escort Service farebox return in FY2008-09 was 9.6%. This is slightly 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 10,672 riders during FY2008-09 compared to 3,348 passengers during its first full year of operation in FY2001-02. This represents a ridership increase of 219% since the inauguration of MCC.

Ridership statistics for FY2008-09 show that MCC is transporting 2.2 passengers per hour. Table 5-3 indicates that the cost per passenger is \$31.18 and the operating cost per mile is \$2.13. The MCC farebox return rate is 7.7%.

FIGURE 5-4
Eastern Madera County Senior Bus & Escort Program Ridership
FY99/00 – FY08/09

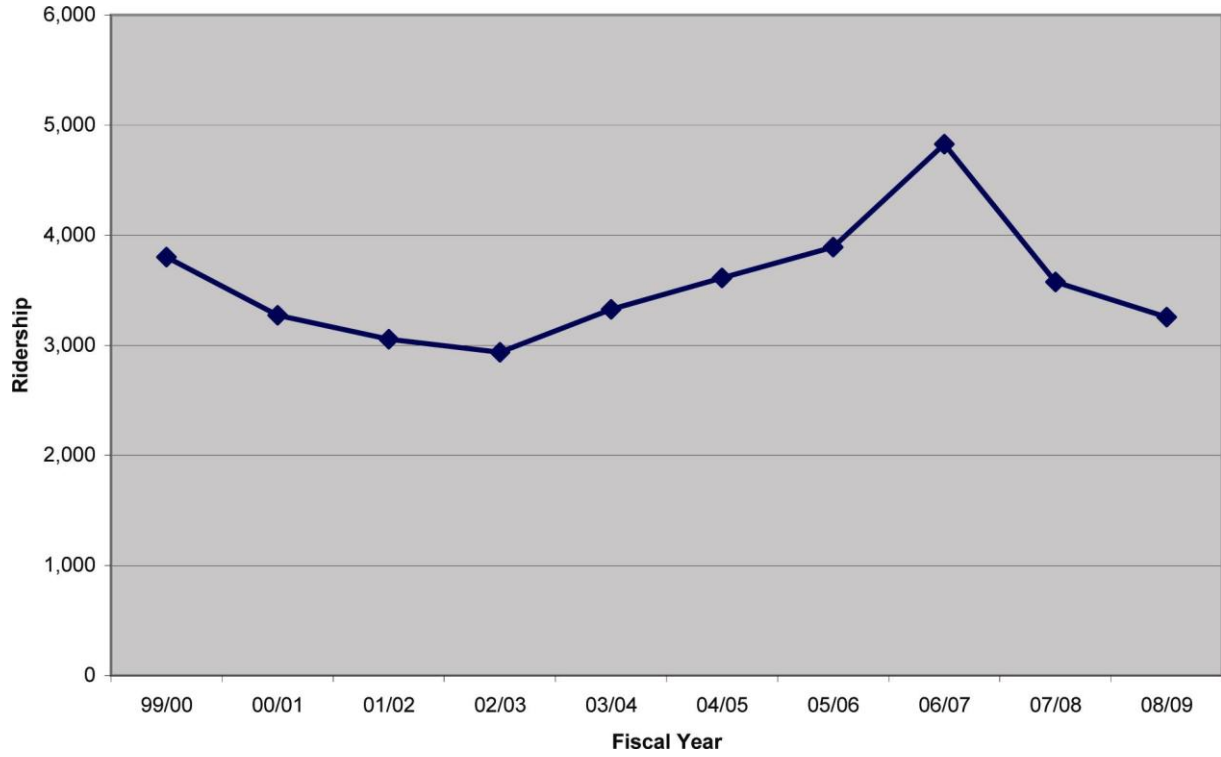
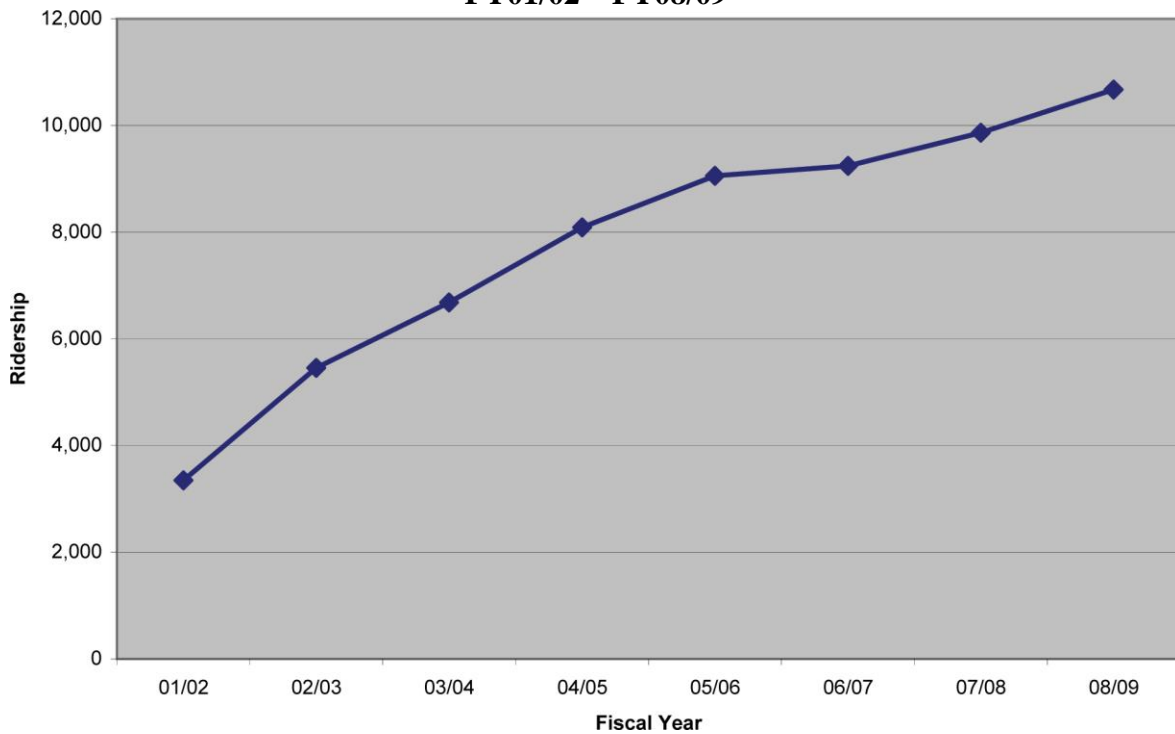


FIGURE 5-5
MCC Ridership
FY01/02 – FY08/09



**TABLE 5-2
SUMMARY OF TRANSIT SYSTEM STATISTICS
FY2008-09**

INDICATOR	MADERA AREA EXPRESS	MADERA DIAL-A- RIDE	CATX	SENIOR BUS/ESCORT	MCC
Passengers	129,817	35,973	20,344	3,257	10,627
Revenue Hours	13,578	9,216	2,110	1,892	4,732
Revenue Miles	166,799	143,731	31,847	32,146	155,583
Operating Costs	\$620,421	\$568,968	\$237,534	\$79,628	\$331,344
Fare Revenue	\$86,942	\$49,217	\$21,689	\$7,676	\$25,624

**TABLE 5-3
COMPARATIVE SYSTEM INDICATORS
FY2008-09**

PERFORMANCE INDICATOR	MADERA AREA EXPRESS	MADERA DIAL-A- RIDE	CATX	SENIOR BUS/ESCORT	MCC
Passengers Per Hour	9.6	3.9	9.6	1.7	2.2
Passengers Per Mile	0.8	0.3	0.6	0.1	0.1
Operating Cost Per Hour	\$45.69	\$61.74	\$112.58	\$42.09	\$70.02
Operating Cost Per Mile	\$3.72	\$3.96	\$7.46	\$2.48	\$2.13
Farebox Recovery	14.0%	8.7%	9.1%	9.6%	7.7%
Cost Per Passenger	\$4.78	\$15.82	\$11.68	\$24.45	\$31.18
Subsidy Per Passenger	\$4.11	\$14.44	\$10.62	\$22.10	\$28.78

SECTION 6

TRANSIT NEEDS ASSESSMENT

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 Dial-A-Ride On-Board Ridership Surveys
 - Chowchilla Area Transit Express On-Board Ridership Surveys
 - Madera County Connection/MCC On-Board Ridership Surveys
 - Eastern Madera County Senior Bus On-Board Ridership Surveys
 - Eastern Madera County Escort Program 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 2007 Regional Transportation Plan
- ◆ MCTC Human-Services Public Transit Coordinated Transportation Plan
- ◆ Madera County Strategic Implementation Plan
- ◆ San Joaquin Valley Express Transit Study

ON-BOARD RIDERSHIP SURVEY FINDINGS

In September and October 2006, Moore & Associates, Inc. conducted a series of onboard ridership surveys on Madera County Connection, City of Madera Dial-a-Ride, Chowchilla Area Transit Express, and the Eastern Madera County Senior Bus and Escort Service. More information on the survey methodology and results can be found in the Madera County Strategic Implementation Plan, completed in November 2007.

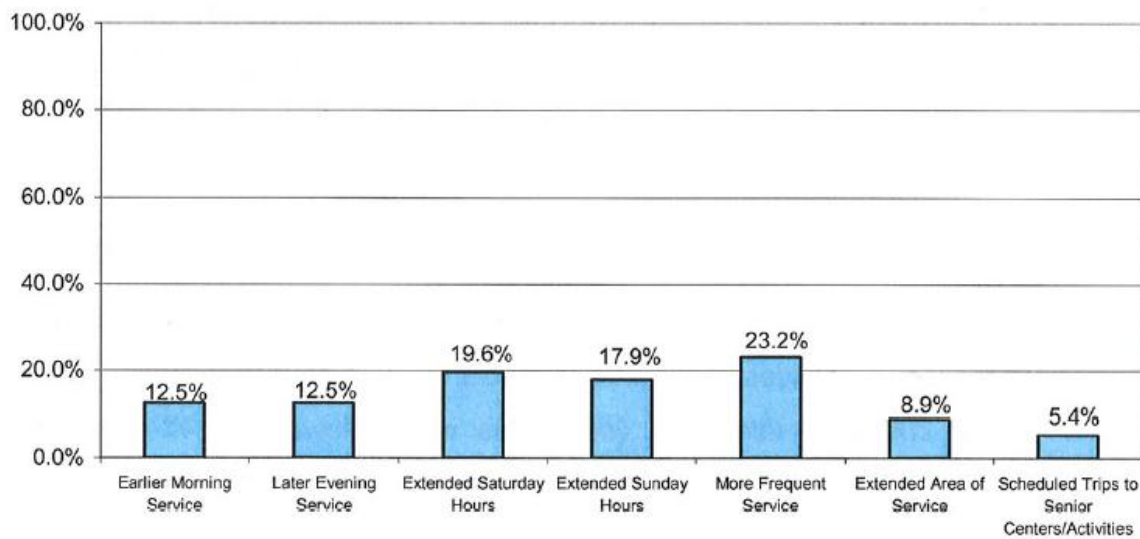
The on-board survey findings generally indicate that the majority of riders are satisfied with the existing services. On a scale of one to seven (with 7 representing the highest level of satisfaction), all surveyed services received an overall satisfaction score of at least 5.89. The most common trip purpose across all systems is medical/dental. Other popular trip purposes include work, school, and shopping. Madera County transit riders display a high degree of satisfaction with current fares and frequently identified the cost of the service as one of their top two reasons for choosing transit to complete the surveyed trip.

Madera Dial-A-Ride “On-Board Ridership Survey” Findings

Dial-A-Ride surveys show a mean overall satisfaction value of 5.89 (out of 7). The system was rated lowest in the “On-time arrival of bus” category, with a mean score of 4.33, representing a slight level of satisfaction.

When asked how they would have made the surveyed trip if Dial-a-Ride were unavailable, 33% of respondents indicated that they would ride as a passenger with a family member or friend. Approximately 24% indicated that they would walk to their destination. Fifty-three percent use Dial-A-Ride five or more times a week. The majority (80%) of riders are between 17 to 60 years of age. Approximately 20% of riders are over 60 years of age. When asked which service improvement they would most like to see implemented (Figure 6-1), 23% of riders expressed the need for more frequent service and 38% requested extended weekend hours.

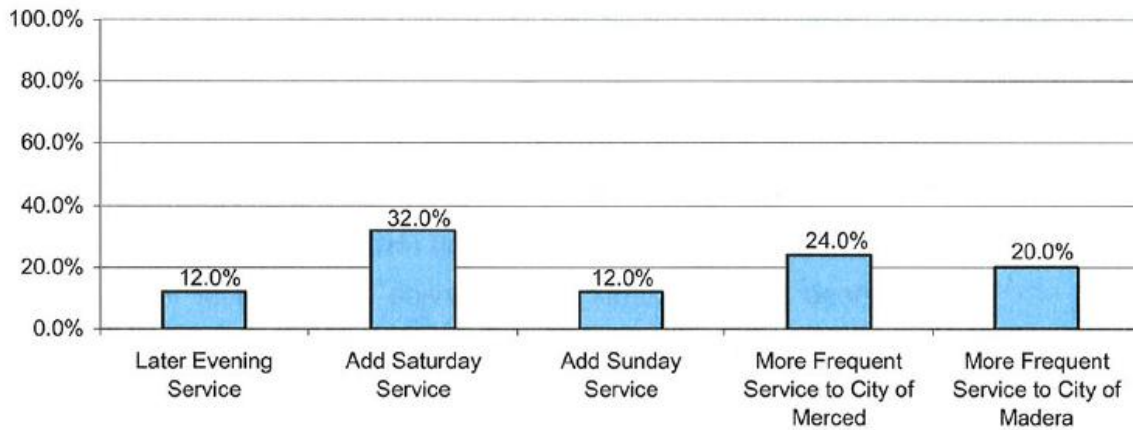
FIGURE 6-1
Dial-a-Ride Desired Service Improvements



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

CATX surveys show a high level of overall satisfaction with the system, with a mean score of 6.07 (out of 7). Thirty percent of riders use CATX for shopping, while 25% use the system for medical/dental purposes. Eighty-five percent use the system three or more times a week. When asked which service improvement they would most like to see implemented (Figure 6-2), 32% requested the addition of Saturday service, 24% requested service to the City of Merced, and 20% requested more frequent service to the City of Madera. Thirty-six percent of riders surveyed were 60 years or older.

**FIGURE 6-2
CATX Desired Service Improvements**

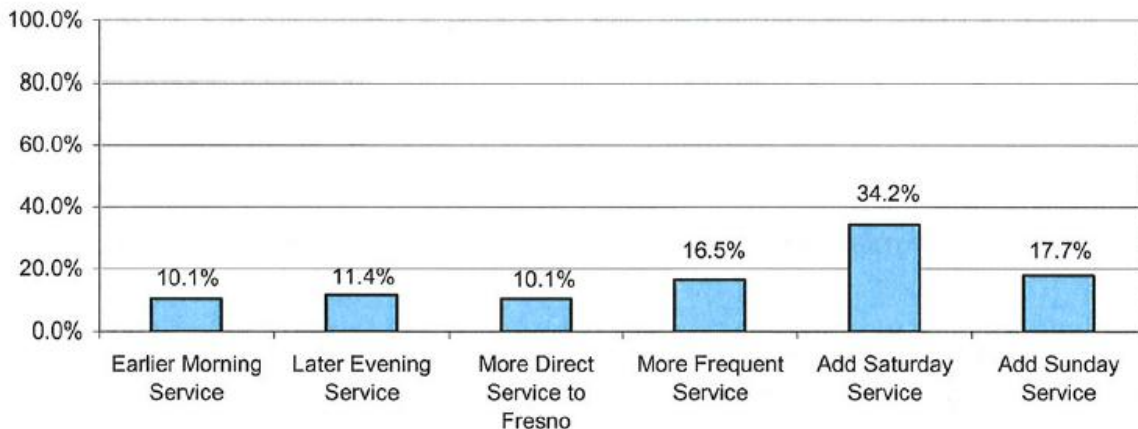


Madera County Connection/MCC “On-Board Ridership Survey” Findings

MCC received high marks from survey respondents, who indicated a mean overall satisfaction score of 6.37 (out of 7). Trip purposes vary, but a plurality of survey participants indicated that they use the service to access medical/dental care (29%). Other popular responses included access to work (23%) and personal business (21%). Forty percent of respondents indicated that they would not make the surveyed trip if MCC were unavailable.

Seventy-two percent use the system three or more times a week. The majority of riders (82%) were between 17 to 60 years of age with 14% 60 years of age or older. Key suggestions to improve MCC included the addition of Saturday service (34%), the addition of Sunday service (18%) and more frequent service (17%) (Figure 6-3).

**FIGURE 6-3
MCC Desired Service Improvements**

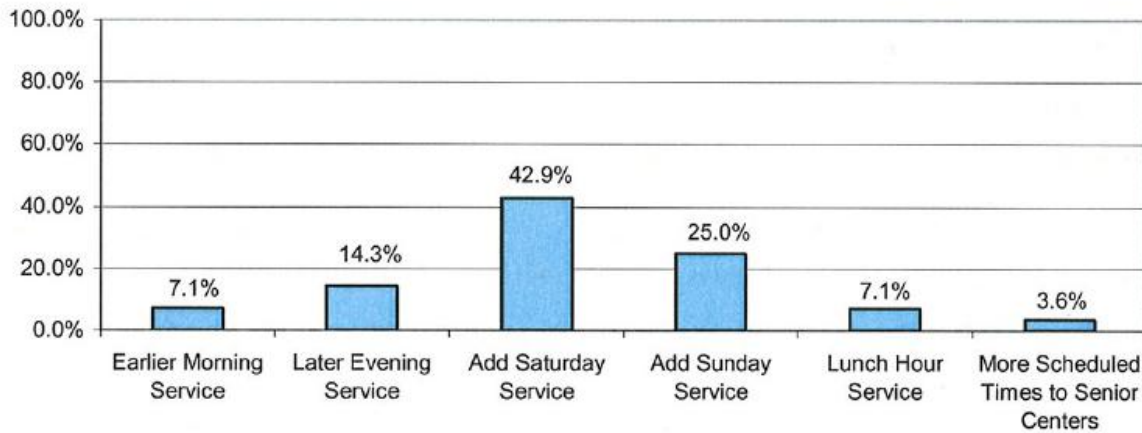


Eastern Madera County Senior Bus “On-Board Ridership Survey” Findings

The Senior Bus survey respondents indicate that they are generally very satisfied with the service being provided. The system received a mean overall satisfaction score of 6.33 (out of 7). An equal number of survey respondents (32%) ride the bus for medical/dental or shopping purposes.

The majority of riders (83%) were 60 years of age or older. Sixty-seven percent use the system one or two times a week while 28% ride the bus more than twice a week. Suggestions to improve the Senior Bus service included adding Saturday service (43%), Sunday service (25%), and later evening service (14%) (Figure 6-4).

**FIGURE 6-4
Senior Bus Desired Service Improvements**

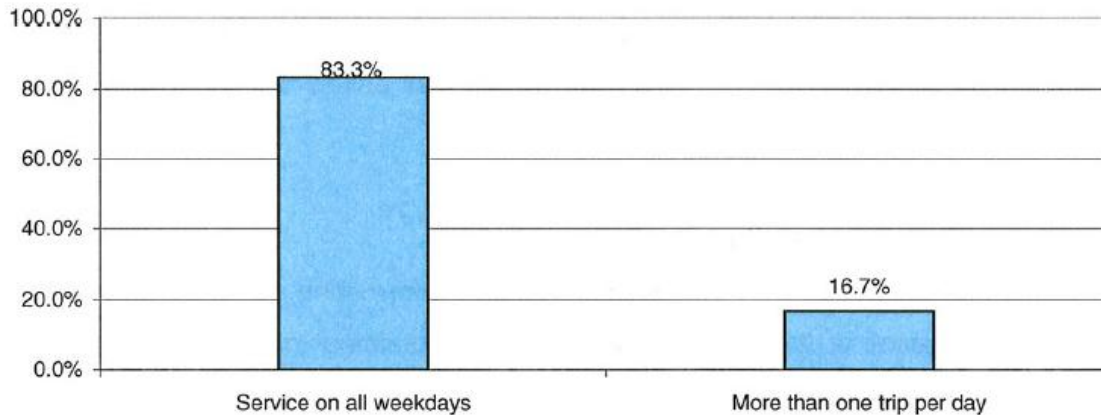


Eastern Madera County Escort Program “On-Board Ridership Survey” Findings

The Escort Program survey respondents, like the Senior Bus riders, indicate that they are generally very satisfied with the service being provided. The escort service received the highest mean overall satisfaction rating of any other surveyed service in the county with a score of 6.5 (out of 7). Forty-three percent of respondents use the system once or twice a week while an equal number use the service once per month.

The majority of riders (86%) were 60 years of age or older. Suggestions to improve the Senior Bus service included adding more days of service and providing more than one trip per day (Figure 6-5).

FIGURE 6-5
Escort Program Desired Service Improvements



COMMUNITY HOUSEHOLD SURVEY

In addition to the On-board Ridership Surveys, Moore & Associates conducted a community survey of transit needs in support of the Madera County Strategic Implementation Plan. Conducted via phone during the July 2006, the community survey provides a statistically valid analysis of public attitudes toward transit.

Only 54% of those surveyed indicated any awareness of public transit in Madera County. Of that group, one-third indicated that they or a family member had used Madera County transit services in the past 12 months. Respondents who were aware of transit services but had not used them in the recent past overwhelmingly identified the desire to drive alone as the primary barrier to transit system use.

SUMMARY OF SURVEYS

- Riders Have High Satisfaction Level with Existing Public Transit Services:**
 The survey results show that while many riders expressed a desire for increased levels of service, they generally are very satisfied with the current level of transit services. Riders of all services except Dial-a-Ride expressed a high level of satisfaction with the on-time performance of the surveyed transit systems.
- Most Common Trip Purpose:**
 Medical/dental trips are the most common trip purposes on public transit systems throughout the County. The most common trip purpose on CATX, and the Eastern Madera County Senior Bus is for shopping/errands. Reflecting the growing student population at the Madera Community College Center, the most common trip purpose for Dial-a-Ride riders was school. Riders who use Madera County Connection also identified work as a popular trip destination.

- Riders Indicate a High Level of Desire for Additional Days of Service:
The most highly desired service improvement across all systems is additional service days, especially weekend service for systems that only operate on weekdays. For Dial-a-Ride, which operates daily, riders indicated a desire for longer service hours on the weekends.
- Riders Indicate a High Degree of Satisfaction with the Current Fare Structure:
Riders of all surveyed transit systems showed a high degree of satisfaction with the cost of transit in Madera County and frequently cited cost as the primary reason for choosing public transit.

Recommendations for Improvement

Recommendations to improve existing services vary widely by type of transit service. For example, the need for passenger shelters ranks high for MAX while the need for more buses and shorter trip times were the most frequent request on Dial-A-Ride. These recommendations should serve as a guide to each operation to consider and prioritize for future service improvements.

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 2008 and 2009 MCTC Unmet Transit Needs process:

City of Madera

- Extend MAX service to Madera Community College Center.
- Extend Madera Dial-A-Ride and Madera Area Express hours of service.

Madera County

- Extend Madera County Connection (MCC) into Yosemite Lakes Park.
- Provide additional bus connections to the community of Fairmead.

Madera County Transportation Commission Findings

Based on recommendations from the SSTAC, the MCTC found that there are no unmet transit needs reasonable to meet in FY 2009/10 within the County of Madera and the Cities of Madera and Chowchilla

SAN JOAQUIN VALLEY EXPRESS TRANSIT STUDY

In June 2009, Nelson\Nygaard Consulting completed the San Joaquin Valley Express Transit Study, a study commissioned by the Merced County Association of Governments and supported by the other 7 valley metropolitan planning organizations (MPOs) including MCTC. The final report identified several potential commute transit corridors in the San Joaquin Valley and recommended a variety of investments to improve inter-county commute choices.

After conducting a travel demand analysis, reviewing case studies of inter-county commute transit services from across the United States, and consultation with transit agency staff and stakeholders, the consultant team determined that investments in ridesharing are the most cost-effective strategy for increasing inter-county commuter services in the Madera County region. Of particular interest was the commute corridor between Madera County and Fresno County, which, according to 2000 Census data, serves over 16,000 commuters every day.

The Express Transit Study recommended the continuation of plans to form a Joint Powers Authority in the southern portion of the Valley (including Madera County) to operate KART and AITS Vanpool programs.

SECTION 7

TRANSIT NEEDS, ISSUES, AND RECOMMENDED ACTIONS

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

CITY OF MADERA

Transit Needs and Issues

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, including a much-desired extension along Howard Road. In January 2009, the City implemented the Jobs, Education, and Training (JET) Express service in response to public interest generated via the Unmet Transit Needs process. The JET Express now provides regular service for students at the Madera Community College Center. Once the County of Madera completes construction of the new Madera Amtrak station on Road 26 north of the City, new demand for fixed route service may be generated.

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 On-Board Ridership Survey, 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. The City must ensure that the Transit Fleet Plan is updated regularly and that vehicles are procured on a timely basis. 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.

Despite a reduction in the required farebox rate in December 2007, 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.

Recommendations

Madera Area Express/MAX & JET Express

- ◆ Coordinate services with Madera Unified School District, businesses and organizations, and residents.
- ◆ Evaluate the possibility of expanding service hours and reducing bus headway.
- ◆ Evaluate the feasibility of providing service to the proposed new Amtrak site.
- ◆ Install additional bus shelters at key locations.
- ◆ Develop transit facilities standards.
- ◆ 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.
- ◆ Collaborate with MCTC to develop countywide transit marketing information.
- ◆ Study consolidation of fiscal resources and rolling stock to improve City transit service.
- ◆ Study proposed new intermodal maintenance facility.

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 the 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.
- ◆ Undertake outreach and marketing on a regular basis.
- ◆ Collaborate with MCTC to develop countywide transit marketing information.
- ◆ Pursue consolidation of transit services, where feasible.

CITY OF CHOWCHILLA

Transit Needs and Issues

Based on findings from the CATX On-Board Ridership Survey, there is demand for weekend service and more inter-city service to the Cities of Merced and Madera.

The City of Chowchilla should evaluate the cost of providing service to Merced. The City also should assess the cost of providing more frequent trips to Madera and initiating Saturday service. These potential improvements and their impacts on CATX productivity should be evaluated, and

if feasible, 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/CATX

- ◆ Evaluate potential for initiating Saturday service.
- ◆ Consider providing service to Merced.
- ◆ Consider providing more frequent service to Madera.
- ◆ 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.

MADERA COUNTY

Transit Needs and Issues

Madera County has made significant progress since the last SRTDP in providing inter-city services throughout key areas of the County. The extension of Madera County Connection (MCC) to the communities of Ripperdan, Eastin Arcola, and La Vina provides a transit link to critical services for Environmental Justice communities in rural areas of the County. Demand for transit services in rural pockets of 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 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. The County also may realize cost savings through consolidation or sharing of specific aspects of the Senior Bus and Escort Program, including vehicles, administration, planning, marketing, etc.

The development of the Madera County Strategic Implementation Plan in 2007 included a 10-year Strategic Plan for continued development of transit service throughout Madera County. Although this Plan was not adopted by the County, several short-term strategies were identified in the document: growth of the MCC farebox recovery ratio, improved on-time performance, expanded marketing efforts, development of criteria for establishing and deleting bus stops, and the restructuring of the Green Route to accommodate shorter round trips between the City of Madera and the communities of Eastern Madera County. The study also identifies several long-term strategies, which are outside the scope of this document.

Recommendations

Madera County Connection/MCC

- ◆ Consider cost effectiveness of acquiring rather than contracting for vehicles.
- ◆ Coordinate fares and transfers with other public transit operators in Madera and Fresno.
- ◆ If MCC does not meet the 10% State Transportation Development Act (TDA) requirement, consider raising fares or restructuring with other Madera County transit services.
- ◆ 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.
- ◆ Pursue consolidation of transit services, where feasible.
- ◆ Incremental growth of system based on defined criteria.
- ◆ Improve on-time performance.
- ◆ Develop criteria for establishing deleting bus stops.
- ◆ Consider restructuring of the Green Route (Eastern Madera County).

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.

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 Committee (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.
- ◆ Refine the Madera County Geographical Information System (GIS) mapping technology that determines the relative proximity of commuter recipients and employers to transit service to help improve routes or to develop new services.
- ◆ Attend local rail committee meetings to increase rail safety and ridership of Amtrak services.
- ◆ Attend the 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.
- ◆ Evaluate Amtrak station improvements/relocation and potential for public transit access.
- ◆ Monitor and coordinate rail consolidation issues with Fresno County.
- ◆ Participate in high-speed rail planning.
- ◆ Continue to explore the expansion of vanpool services in Madera County and the formation of a Joint Powers Authority to administer KART and AITS vanpools.

SECTION 8

FINANCIAL PLAN

This section presents a five-year operating and capital plan for the period FY2009/10 to FY2013/14. 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 sources of funds, as follows:

- ◆ State Transportation Development Act Funds
 - Local Transportation Funds (LTF)
 - State Transit Assistance (STA)
- ◆ Federal Transit Administration (FTA) Section 5311 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 1/4 cent of the State retail sales tax, 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 gasoline and 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 funds generally reflects economic conditions. STA must be used for transit purposes only and generally are more unpredictable than LTF. In FY2009/10, the countywide LTF allocation for FY2009/10 is \$3.1 million with over \$1.2 million programmed for public transit services. STA funds were eliminated from the state budget in FY2009/10, and it is not known if or when they will return. For purposes of this Plan, a 3% inflation rate is assumed for LTF.

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. A total of \$1.48 million in Section 5307 funds is available to the City of Madera during FY2009/10.

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 \$323,241 in Section 5311 funds is available to public transit agencies during FY2009/10.

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 5316 (JARC) is a formula grant program designed to improve transportation services serving lower income populations. Emphasis is put on projects that use mass transportation.

FTA Section 5317 (New Freedom) is a new formula program included in SAFETEA-LU. The purpose of this program is to provide support for new transportation services or transportation service enhancements that remove barriers to transit and assist persons with disabilities. MCTC must participate in an annual competitive grant process to gain access to these funds.

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 farebox 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 \$183,300 in FY2009/10 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 are eligible 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 MAP-21 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.

Proposition 1B

In November 2006, California voters approved Proposition 1B, a \$20 billion bond act for transportation projects. Included in Proposition 1B are two programs specifically designated for transit system improvements: the Public Transportation Modernization, Improvement, and Service Enhancement Account Program (PTMISEA) and the Transit System Safety, Security and Disaster Response Account (TSSSDRA).

Under the PTMISEA, Madera County is poised to receive approximately \$7 million for transit capital improvements over the life of the bond act. The TSSSDRA will provide Madera County with approximately \$1.2 million over the life of Proposition 1B. These funds may be spent on any capital improvement designed to improve the safety and security of the transit system. The availability of funding under both of these programs is contingent upon the ability of the State to sell bonds.

Other Sources of Revenue

The San Joaquin Valley Air Pollution Control District also funds specific types of transit-related projects through its Remove Motor Vehicle Emissions (REMOVE) Program, and Heavy-Duty and Light-Duty Vehicle Emissions Program. A detailed list of potential revenue sources, excerpted from the Madera County Regional Transportation Plan, is contained in Appendix A.

Projected Revenue and Expenditures

A countywide total of \$17.5 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 \$12.4 million or 71% of the total, Madera County, \$3.3 million or 19% of the total, and the City of Chowchilla, \$1.8 million or 10%. Approximately 31% of transit revenue will be from State TDA funds, 46% from federal funds, 5% from fares, and 18% from other state, regional, and local fund sources.

CAPITAL PLAN

Table 8-1 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 60 bus shelters are planned for MAX, and 8 buses are planned for Dial-A-Ride in order to maintain and improve service. Other capital expenditures include 20 bus security video systems, intermodal facility improvements and a proposed new administration and maintenance facility.

The City of Chowchilla plans to purchase a total of 5 replacement buses and the County of Madera plans to purchase a total of 7 vehicles for MCC and the Senior Bus/Escort Service. The County also plans to construct a new Amtrak station and improve its surface parking facilities at the County Bus Yard in FY2010/11.

Projected capital costs for MAX and Dial-A-Ride from FY2009/10 to FY2013/14 are \$5.5 million. During this same period, capital costs are estimated at \$331,000 for the City of Chowchilla, and \$970,000 for the County of Madera.

**TABLE 8-1
CAPITAL PLAN
FY2009/10 – FY2013/14**

	FY2009/10	FY2010/11	FY2011/12	FY2012/13	FY2013/14	Total
City of Madera						
MAX/JET Express						
Replacement Buses				2	3	5
New Buses	2	2				4
Bus Shelters	28	20	4	4	4	60
Bus Security Video	16	4				20
DAR						
Replacement Buses	2		2		2	6
New Buses	1		1			2
Misc. Capital Projects						
New Admin./Maint. Facility			1			
Intermodal Facility Improvements	1					
City of Chowchilla						
CATX						
Replacement Buses	2		1	1	1	5
New Buses						0
Madera County						
MCC						
Replacement Buses					3	3
New Buses	1				1	2
Senior Bus/Escort			1		1	2

CITY OF MADERA FINANCIAL PLAN

The City of Madera Financial Plan, as shown on Table 8-2, reflects a FY2009/10 combined MAX and Dial-A-Ride operating and capital budget of \$2.6 million. Five-year total operating and capital costs are projected at \$12.6 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 nine MAX buses (five replacement and four new) and eight (six replacement and two new) Dial-A-Ride buses are projected. A major expansion in bus shelters is planned in FY2009/10 and 2010/11.

The City of Madera also has plans to construct new fencing around the Madera Intermodal Center in FY2009/10, to provide greater security and safety for employees and rolling stock. As the MAX and Dial-a-Ride bus fleets grow, the City is in need of larger facilities for parking and maintenance of buses. This new transit facility will be constructed in phases, beginning in FY2011/12. Both of these transit facility improvement projects will utilize PTMISEA funding.

CITY OF CHOWCHILLA FINANCIAL PLAN

As shown on Table 8-3, the CATX operating and capital budget in FY2009/10 is estimated at \$395,000, reaching a five-year total of \$1.8 million. Replacement vehicles are proposed in FY2011/12 and FY2013/14. Buses will receive new video surveillance equipment in FY2009/10.

MADERA COUNTY FINANCIAL PLAN

Madera County's Financial Plan, shown on Table 8-4, includes MCC, the Senior Bus, and Escort Program. The combined FY2009/10 operating budgets of these three systems is projected at \$398,000 -- \$315,000 for MCC and \$83,000 for the Senior Bus and Escort Program. Total operating and capital costs for County transit services are estimated at \$5.5 million over the next five years.

SUMMARY OF COUNTY-WIDE OPERATING AND CAPITAL BUDGETS

Table 8-5 shows that total operating costs for all Madera County transit systems are projected at \$10.7 million from FY2009/10 to FY2013/14. Countywide capital costs are estimated at \$6.8 million for a total five-year operating and capital expenditure of \$17.5 million.

TABLE 8-2
CITY OF MADERA FINANCIAL PLAN
FY2009/10 – FY2013/14

	Actual	Projected					Total (5 years)
	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	
EXPENSES							
Operating							
MAX/JET Express	\$636,100	\$661,544	\$688,006	\$715,526	\$744,147	\$773,913	\$3,583,136
DAR	\$586,600	\$610,064	\$634,467	\$659,845	\$686,239	\$713,689	\$3,304,303
Intermodal Operating	\$39,583	\$40,770	\$41,994	\$43,253	\$44,551	\$45,888	\$216,456
Total Operating	\$1,262,283	\$1,312,378	\$1,364,466	\$1,418,625	\$1,474,937	\$1,533,489	\$7,103,895
Capital							
MAX/JET Express Buses	\$708,690	\$566,000	\$520,000	\$0	\$250,000	\$250,000	\$1,586,000
MAX Shelters	\$5,771	\$402,979	\$66,300	\$57,500	\$60,000	\$60,000	\$646,779
DAR Buses	\$66,216	\$305,000	\$0	\$346,000	\$250,000	\$115,000	\$1,016,000
New Transit Admin/Maintenance Facility	\$0	\$0	\$110,000	\$1,850,000	\$100,000	\$100,000	\$2,160,000
Intermodal Center	\$7,194	\$26,389	\$10,000	\$12,500	\$10,000	\$20,000	\$78,889
Total Capital	\$787,871	\$1,300,368	\$706,300	\$2,266,000	\$670,000	\$545,000	\$5,487,668
Total Expenses	\$2,050,154	\$2,612,746	\$2,070,766	\$3,684,625	\$2,144,937	\$2,078,489	\$12,591,563
REVENUE							
State LTF	\$382,727	\$748,441	\$354,920	\$1,939,572	\$415,014	\$318,019	\$3,775,965
State STA*	\$199,952	\$0	\$0	\$0	\$0	\$0	\$0
County DAR Payment**	\$398,000	\$378,800	\$390,164	\$401,869	\$413,925	\$426,343	\$2,011,101
FTA - Section 5307 (incl CMAQ transfers & ARRA)	\$549,244	\$1,096,694	\$798,836	\$810,911	\$823,111	\$835,433	\$4,364,985
FTA - Section 5316/17 JARC/NF	\$6,861	\$30,000	\$30,000	\$30,000	\$0	\$0	\$90,000
SJVAPCD REMOVE Grant	\$5,340	\$15,000	\$15,000	\$15,000	\$0	\$0	\$45,000
Fares							
MAX	\$86,942	\$88,681	\$90,454	\$92,264	\$94,109	\$95,991	\$461,499
DAR	\$49,217	\$50,201	\$51,205	\$52,229	\$53,274	\$54,340	\$261,250
Total	\$136,159	\$138,882	\$141,660	\$144,493	\$147,383	\$150,331	\$722,748
Prop 1B Transit Capital							
PTMISEA	\$366,100	\$67,414	\$244,831	\$244,831	\$244,831	\$244,831	\$1,046,738
TSSSDRA	\$0	\$86,515	\$43,472	\$43,472	\$43,472	\$43,472	\$260,403
Total	\$366,100	\$153,929	\$288,303	\$288,303	\$288,303	\$288,303	\$1,307,141
Measure T Transit Enhancement	\$5,771	\$51,000	\$51,883	\$54,477	\$57,201	\$60,061	\$274,622
Total Revenue	\$2,043,293	\$2,612,746	\$2,070,766	\$3,684,625	\$2,144,937	\$2,078,489	\$12,591,563

*Due to uncertainties in the State budget process, MCTC assumes that STA will not be available during the five years projected in the SRTDP.

** Reflects County share of FTA 5307 allocation.

TABLE 8-3
CITY OF CHOWCHILLA FINANCIAL PLAN
FY2009/10 – FY2013/14

	Actual	Projected					Total (5 years)
	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	
EXPENSES							
Operating							
CATX	\$263,907	\$271,824	\$279,979	\$288,378	\$297,030	\$305,941	\$1,443,152
Total Operating	\$263,907	\$271,824	\$279,979	\$288,378	\$297,030	\$305,941	\$1,443,152
CAPITAL							
CATX Buses	\$66,084	\$58,000	\$0	\$70,850	\$72,800	\$64,960	\$266,610
Other Capital Projects	\$11,071	\$64,849	\$0	\$0	\$0	\$0	\$64,849
Total Capital	\$77,155	\$122,849	\$0	\$70,850	\$72,800	\$64,960	\$331,459
Total Expenses	\$341,062	\$394,673	\$279,979	\$359,228	\$369,830	\$370,901	\$1,774,611
REVENUE							
State LTF	\$95,203	\$261,423	\$194,573	\$215,902	\$280,217	\$229,121	\$1,181,235
State STA	\$106,571	\$0	\$0	\$0	\$0	\$0	\$0
FTA - Section 5311	\$35,630	\$38,407	\$39,559	\$40,746	\$41,968	\$43,227	\$203,908
Fares	\$21,117	\$21,539	\$21,970	\$22,410	\$22,858	\$23,315	\$112,092
Prop 1B Transit Capital							
PTMISEA*	\$0	\$64,849	\$0	\$70,850	\$0	\$64,960	\$200,659
TSSSDRA**	\$7,889	\$0	\$15,000	\$0	\$15,000	\$0	\$30,000
Total	\$7,889	\$64,849	\$15,000	\$70,850	\$15,000	\$64,960	\$230,659
Measure T Transit Enhancement	\$0	\$8,455	\$8,877	\$9,321	\$9,787	\$10,277	\$46,717
Other							
FMAAA	\$16,652	\$1,000	\$1,020	\$1,040	\$1,061	\$1,082	\$5,204
CMAQ	\$58,000	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$74,652	\$1,000	\$1,020	\$1,040	\$1,061	\$1,082	\$5,204
Total Revenue	\$341,062	\$394,673	\$279,979	\$359,228	\$369,830	\$370,901	\$1,774,611

* FY09/10 - Bus shelter; FY11/12 and FY13/14 - replacement vehicles.

** FY10/11 - Security cameras; FY12/13 - MDTs.

TABLE 8-4
COUNTY OF MADERA FINANCIAL PLAN
FY2009/10 – FY2013/14

	Actual	Projected					Total (5 years)
	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	
EXPENSES							
Operating							
MCC	\$331,344	\$315,000	\$324,450	\$334,184	\$344,209	\$354,535	\$1,672,378
Sr Bus & Escort	\$81,000	\$83,430	\$85,933	\$88,511	\$91,166	\$93,901	\$442,941
Madera/DAR	\$398,000	\$378,800	\$390,164	\$401,869	\$413,925	\$426,343	\$2,011,101
Chowchilla/CATX	\$76,220	\$78,507	\$80,862	\$83,288	\$85,786	\$88,360	\$416,802
Total Operating	\$886,564	\$855,737	\$881,409	\$907,851	\$935,086	\$963,139	\$4,543,222
CAPITAL							
MCC Buses	\$203,991	\$0	\$0	\$0	\$0	\$234,600	\$234,600
Other Capital Projects*	\$0	\$534,000	\$32,000	\$71,000	\$32,000	\$67,200	\$736,200
Total Capital	\$203,991	\$534,000	\$32,000	\$71,000	\$32,000	\$301,800	\$970,800
Total Expenses	\$1,090,554	\$1,389,737	\$913,409	\$978,851	\$967,086	\$1,264,939	\$5,514,022
REVENUE							
State LTF	\$598,890	\$661,504	\$613,695	\$630,710	\$648,157	\$891,686	\$3,445,752
State STA	\$168,944	\$0	\$0	\$0	\$0	\$0	\$0
FTA - Section 5311	\$148,996	\$284,834	\$157,936	\$162,674	\$167,554	\$172,581	\$945,578
Fares							
MCC	\$25,624	\$26,136	\$26,659	\$27,192	\$27,736	\$28,291	\$136,015
Sr Bus & Escort	\$8,100	\$8,262	\$8,427	\$8,596	\$8,768	\$8,943	\$42,996
Total	\$33,724	\$34,398	\$26,659	\$27,192	\$27,736	\$28,291	\$144,277
Prop 1B Transit Capital							
PTMISEA**	\$140,000	\$10,000	\$0	\$71,000	\$0	\$76,160	\$157,160
TSSSDRA	\$0	\$0	\$32,000	\$0	\$32,000	\$0	\$64,000
Total	\$140,000	\$10,000	\$32,000	\$71,000	\$32,000	\$76,160	\$221,160
Measure T Transit Enhancement	\$0	\$0	\$83,119	\$87,275	\$91,639	\$96,221	\$358,254
Other: ARRA	\$0	\$399,000	\$0	\$0	\$0	\$0	\$399,000
Total Revenue	\$1,090,554	\$1,389,737	\$913,409	\$978,851	\$967,086	\$1,264,939	\$5,514,022

* FY09/10 - MCC bus and Escort van; FY11/12 - Senior Bus; FY13/14 - Escort van replacement.

** FY09/10 - Electronic head signs; FY10/11 - security cameras; FY12/13 - MDTs.

**TABLE 8-5
COUNTYWIDE CAPITAL AND OPERATING BUDGETS
FY2009/10 – FY2013/14**

	Actual	Projected					Total (5 years)
	FY08/09	FY09/10	FY10/11	FY11/12	FY12/13	FY13/14	
Operating							
City of Madera							
MAX/JET Express	\$636,100	\$661,544	\$688,006	\$715,526	\$744,147	\$773,913	\$3,583,136
DAR	\$586,600	\$610,064	\$634,467	\$659,845	\$686,239	\$713,689	\$3,304,303
Intermodal Operating	\$39,583	\$40,770	\$41,994	\$43,253	\$44,551	\$45,888	\$216,456
Total	\$1,262,283	\$1,312,378	\$1,364,466	\$1,418,625	\$1,474,937	\$1,533,489	\$7,103,895
Chowchilla/CATX	\$263,907	\$271,824	\$279,979	\$288,378	\$297,030	\$305,941	\$1,443,152
County of Madera							
MCC	\$331,344	\$315,000	\$324,450	\$334,184	\$344,209	\$354,535	\$1,672,378
Sr Bus & Escort	\$81,000	\$83,430	\$85,933	\$88,511	\$91,166	\$93,901	\$442,941
Total	\$412,344	\$398,430	\$410,383	\$422,694	\$435,375	\$448,436	\$2,115,319
TOTAL OPERATING	\$1,938,534	\$1,982,633	\$2,054,828	\$2,129,697	\$2,207,342	\$2,287,866	\$10,662,366
Capital							
City of Madera							
MAX/JET Express Buses	\$708,690	\$566,000	\$520,000	\$0	\$250,000	\$250,000	\$1,586,000
MAX Shelters	\$5,771	\$402,979	\$66,300	\$57,500	\$60,000	\$60,000	\$646,779
DAR Buses	\$66,216	\$305,000	\$0	\$346,000	\$250,000	\$115,000	\$1,016,000
New Transit Admin/Maintenance Facility	\$0	\$0	\$110,000	\$1,850,000	\$100,000	\$100,000	\$2,160,000
Intermodal Center	\$7,194	\$26,389	\$10,000	\$12,500	\$10,000	\$20,000	\$78,889
Total	\$787,871	\$1,300,368	\$706,300	\$2,266,000	\$670,000	\$545,000	\$5,487,668
City of Chowchilla							
CATX Buses	\$66,084	\$58,000	\$0	\$70,850	\$72,800	\$64,960	\$266,610
Other Capital Projects	\$11,071	\$64,849	\$0	\$0	\$0	\$0	\$64,849
Total	\$77,155	\$122,849	\$0	\$70,850	\$72,800	\$64,960	\$331,459
County of Madera							
MCC Buses	\$203,991	\$0	\$0	\$0	\$0	\$234,600	\$234,600
Other Capital Projects	\$0	\$534,000	\$32,000	\$71,000	\$32,000	\$67,200	\$736,200
Total	\$203,991	\$534,000	\$32,000	\$71,000	\$32,000	\$301,800	\$970,800
TOTAL CAPITAL	\$1,069,016	\$1,957,217	\$738,300	\$2,407,850	\$774,800	\$911,760	\$6,789,927
TOTAL CAPITAL AND OPERATING	\$3,007,550	\$3,939,849	\$2,793,128	\$4,537,547	\$2,982,142	\$3,199,626	\$17,452,293

SECTION 9

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.

- ◆ Transit Information Guide
- ◆ Updated Internet Website(s)
- ◆ Wide Distribution Network
- ◆ Telephone Information
- ◆ Yellow Pages Advertising

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. All telephone and Yellow Pages 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 Clients
- ◆ Low-Income Families
- ◆ College/Adult 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 advertising 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 systems in Madera County have undertaken special promotions, including free and discounted service on the City of Madera's JET Express service during its first few months of operation. Transit services also 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.

SECTION 10

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 definition 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 County, which finds by resolution:
 - (1) There are no unmet transit needs,
 - (2) There are no unmet transit needs that are reasonable to meet, or
 - (3) There are unmet transit needs that are reasonable to meet.
3. 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 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)
- ◆ Representative 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 2007, MCTC developed a new Public Participation Plan (PPP) consistent with the requirements of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). The PPP details MCTC public participation policy with respect to SAFETEA-LU, 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
POTENTIAL FUNDING SOURCES

INTRODUCTION

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.

TRANSPORTATION 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 State 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

**Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users
(SAFETEA-LU)**

In August 2005, President Bush signed into law a new transportation authorization act, SAFETEA-LU. This legislation was essentially a reauthorization of the prior six-year transportation program, Transportation Equity Act for the 21st Century (TEA-21). SAFETEA-LU was adopted to provide funding for highways, highway safety, and mass transportation for a six-year period (2003-2009). SAFETEA-LU expired on September 30, 2009 and is expected to remain funded under a series of Congressional continuing resolutions until a new transportation authorization bill (tentatively titled Moving Ahead for Progress in the 21st Century or MAP-21) is passed by Congress and signed by the President.

Key components of SAFETEA-LU include greater flexibility in the programming of highway and transit projects with a consistent 80/20 matching ratio, ties to the Federal Clean Air Act and Americans with Disabilities Act, and earmarked construction projects. The SAFETEA-LU

program consists of programs designed to provide funds to special projects that must qualify through the Federal Transportation Improvement Program (FTIP) before being funded. Key programs under SAFETEA-LU 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 TEA-21 and SAFETEA-LU, 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 Enhancement (TE) Program**: Transportation enhancements are transportation-related activities that are designed to strengthen the cultural, aesthetic, and environmental aspects of the nation's intermodal transportation system. The TE Program, established by the Intermodal Surface Transportation Efficiency Act (ISTEA) and continued through TEA-21 and SAFETEA-LU, funds a variety of non-traditional projects, including the restoration of historic transportation facilities, bicycle and pedestrian facilities, landscaping and scenic beautification, and mitigation of water pollution from highway runoff. The Program promotes livable communities and strengthens partnerships.
- C. **Federal Highway Administration Surface Transportation Program (STP) and National Highway System (NHS) Funds**: These programs, established by ISTEA, may be used for State and local roads, including NHS roads that are not functionally classified as local or rural minor collectors. Metropolitan Planning (PL) and State Planning and Research (SPR) are both eligible activities under both of these programs.
- D. **Federal Highway Administration Regional Surface Transportation Program (RSTP)**: This program, through the Surface Transportation Program, funds transportation projects functionally classified higher than a local road or rural minor collector. Eligible projects include highway projects; bridges (including construction, reconstruction, seismic retrofit and painting) on all public roads; transit capital improvements; carpool, parking, bicycle and pedestrian facilities; safety improvements and hazard elimination; research; traffic management systems; planning; transportation enhancement activities and control measures; and wetland mitigation. Safety improvements and bridge replacement projects are also eligible on local roads and rural minor collectors. Rural counties may exchange a portion of STP funds through the "Federal Apportionment Exchange Program" for State Highway Account funds.
- E. **FTA Section 5316 - Job Access and Reverse Commute Grants**: This grant program promotes the development of transportation services specifically designed to transport welfare recipients and low-income individuals to and from jobs. Emphasis is placed on projects that use mass transportation services.

- F. **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. The Secretary of the Department of Transportation selects projects through a competitive process. 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.

- G. **Technological Applications to Commercial Vehicle Operations**: This section provides for the advancement of technological capability and promotes the deployment of intelligent transportation system applications to commercial vehicles operations, including commercial vehicle, commercial driver and carrier-specific information systems and networks.

Federal Highway Administration Hazard Elimination Safety

Section 152(a) funds provide funding to eliminate travel hazards and to improve safety. The projects are nominated by local agencies and funded based on a calculated safety index and annual priorities established by FHWA.

Federal Highway Administration Public Lands Highway-Discretionary Funds

These funds can be used for planning, research, engineering and construction of highways, roads or transit facilities that serve federal public lands and Native American Indian reservations. Funding is competitive on a nation-wide basis. Applications are submitted annually to the FHWA through Caltrans. Eligible applicants can be local, State, and federal agencies, and non-profit organizations.

Federal Transit Administration (FTA)

The FTA provides federal funds for improvements in rural and urban transit operations. With the passage of SAFETEA-LU, several new Federal transit programs, activities, and new features have been added. The funding flexibility features first incorporated in the ISTEA and similar matching ratios to the highway programs have been retained. The definition of a capital project has been revised to include 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.

- 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 5308 Funds – Clean Fuels Formula Grant Program: These funds were made available through TEA-21 on a formula basis to promote the use of clean fuels. Public transit operators in clean air non-attainment or maintenance areas, both urbanized and non-urbanized are eligible to apply. Funds are available to applicants for up to two consecutive years. Eligible projects include the purchase or lease of clean fuel buses, construction or lease of clean fuel electrical recharging facilities, and improvement of existing facilities to accommodate clean-fuel buses.

- D. FTA Section 5309 Funds – Capital Bus Program: Section 5309 provides capital assistance to public bodies for fixed guideway modernization (40 percent), construction and extension of new fixed guideway systems (40 percent), and bus and bus-related equipment and facilities (20 percent) in both urbanized and non-urbanized areas. States may apply on behalf of private non-profit.

- E. 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.

- F. 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.

- G. FTA Section 5313(b) & 5314 Funds – Planning and Research: Section 5313(b) funds are apportioned annually to states for planning and research. Some Section 5313(b) funds are sub-allocated to metropolitan planning agencies in urbanized areas at the state's discretion. Other eligible uses include statewide planning and technical assistance activities, planning support for non-urbanized areas, research, development and demonstration projects, fellowships for training in the public transportation field, university research, and human resource allocation to MPO's for planning in urbanized areas.

- H. FTA Section 5316 Funds – Job Access and Reverse Commute (JARC): Section 5316 funds capital planning and operating expenses for projects that transport low income individuals to and from jobs and activities related to employment, and for reverse commute projects. JARC funding is allocated by formula to States for areas with populations below 200,000 persons, and to designated recipients for areas with populations of 200,000 persons and above. The formula is based on the number of eligible low-income and welfare recipients in urbanized and rural areas.

- I. FTA Section 5317 Funds – New Freedom: Section 5317 funds capital and operating expenses for new public transportation services and new public transportation alternatives beyond those required by the American with Disabilities Act of 1990 (ADA), that are designed to

assist individuals with disabilities. New Freedom funding is allocated by formula to States for areas with populations below 200,000 persons, and to designated recipients for areas with populations of 200,000 persons and above. The formula is based on the population of persons with disabilities.

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

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 allocated to transportation planning projects in their jurisdiction.

State Transportation Improvement Program (STIP)

State law requires the CTC to adopt a STIP every two years. Previously, the STIP allocated anticipated State and federal funding to projects over a seven-year period, but since the passage of SB 45, this process has changed. The 2008 STIP covers a period of four 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 Improvement Program (IIP)

The IIP, a State-funded program, funds projects identified as providing the most adequate interregional road system to all economic centers throughout the State. Funding for this program is equal to 25% of all funds allocated through the SB 45 process. Caltrans submits the projects for inclusion in the STIP. The STIP reflects current adopted STIP projects and those in the most recent Project Delivery Report. It may include additional schedule changes and/or cost changes, plus new projects for inclusion in the STIP. The STIP reflects current adopted STIP projects and those in the most recent Project Delivery Report. It may include additional schedule changes and/or cost changes, plus new projects that Caltrans proposed for the interregional road system, as well as the intercity rail program, mass transit guideway or grade separation programs.

Regional Improvement Program (RIP)

The RIP 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% 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. The majority of funds for this project are derived from the old nine-cent State gas tax from federal funds, but a portion is also funded through the recent State gas tax increase. To be compatible with the Fund Estimate, a formula based on pavement condition and safety concerns are used to estimate an additional three years of the SHOPP.

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 funds (STA). 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 1/4 cent of retail sales tax collected in the State of California. STA have 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. As of the 2009/10 budget year, the State has suspended the STA program through FY 2013/14.

Proposition 1B

The Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006, approved by the voters as Proposition 1B in November 2006, provides \$20 billion for a variety of transportation projects throughout the state. Key programs authorized by Prop 1B include:

- A. *State Route 99 Corridor Program*: \$1 billion for safety, operational enhancements, rehabilitation, or capacity improvements necessary to improve the SR 99 corridor in the San Joaquin and Sacramento Valleys.
- B. *Corridor Mobility Improvement Account*: \$4.5 billion for performance improvements on the state highway system.
- C. *Trade Corridor Improvement Fund*: \$2 billion for infrastructure improvements along federally designated “Trade Corridors of National Significance” or along other corridors that have a high volume of freight movement.
- D. *STIP Augmentation*: \$2 billion available for projects in the State Transportation Improvement Fund (STIP).
- E. *Public Transportation Modernization, Improvement, and Service Enhancement Account (PTMISEA)*: \$4 billion available for transit capital projects including rehabilitation, safety or modernization improvements, capital service enhancements or expansions, new capital projects, bus rapid transit improvements, or for rolling stock procurement.
- F. *Transit System Safety, Security & Disaster Response Account (TSSSDRA)*: \$1 billion for transit capital projects that provide increased protection against a security and safety threat.

State Bicycle Transportation Account (BTA)

State BTA funds provide for the establishment of a bicycle transportation system. It is the intent of the State Legislature to fund projects that are designed and developed to meet commuter needs of employees, students, and shoppers. Projects also should have the physical safety of the bicyclist and bicyclist’s property as a major planning component, and have the capacity to accommodate bicyclists of all ages and skills. Funding is distributed annually on a competitive basis Statewide.

California Aid to Airports Program (CAAP)

CAAP funds assist in establishing and improving a Statewide system of safe and environmentally-compatible, publicly-owned airports open to public use. The CAAP consists of three sub-programs--- (1) Annual Grants for public-use, publicly-owned general aviation airports for capital improvements, maintenance, and operation; (2) Acquisition and Development funds allocated by the CTC on a discretionary basis for capital projects; and (3) Airport Improvement Program (AIP) Matching Grants allocated by the CTC to assist the sponsor in meeting the local match for FAA AIP grants.

Local Airport Loan Program

This program provides financial assistance in the form of loans, payable over a period not to exceed 25 years. Three types of loans are available, including---(1) matching funds loan for the local match required for AIP grants; (2) revenue generating loan for an agency that demonstrates a need for the project, project engineering, financial feasibility, and economic justification with typical projects being hangars and fueling facilities; (3) airport development loan for other types of development at airports, such as terminals.

Environmental Enhancement and Mitigation (EEM) Program

EEM funds are available for projects that demonstrate a direct or indirect relationship with the environmental impact of modifying an existing transportation facility or construction of a new facility. Projects must provide mitigation or enhancement in addition to the mitigation required as part of the transportation projects to which they are related. Examples include highway landscape and urban forestry, resource lands, and roadside recreational projects.

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 sale tax increases for transportation purposes, including Fresno, Tulare, Alameda, Contra Costa, Imperial, Los Angeles, Orange, Riverside, Sacramento, San Joaquin, San Bernardino, San Diego, San Francisco, San Mateo, Santa Barbara, and Santa Clara.

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 includes San Joaquin, Stanislaus, Merced, Madera, Kings, Kern, Fresno, and Tulare Counties. SJVAPCD makes funds available for projects that reduce vehicle trips and improve air quality. Three key funding programs are available through a competitive application process, as described below.

- A. Reduce Motor Vehicle Emissions (REMOVE) Program: Funds for the REMOVE Program are generated from a motor vehicle registration surcharge established with AB 2766. The motor vehicle registration surcharge generates revenues to be used to reduce air pollution from vehicles and for the related planning, monitoring, enforcement, and technical studies necessary for implementation of the California Clean Air Act.
- B. Heavy-Duty Motor Vehicle Emission Reduction Incentive Program: This program funds projects that reduce emissions from on-road heavy-duty motor vehicles to assist the District in attaining federal and state air quality standards. Eligible vehicles are those with a gross vehicle weight rating over 14,000 pounds.
- C. Light- and Medium-Duty Vehicle Incentive Program: Eligible funding categories for this program include certain new on-road original equipment manufacturer (OEM) alternative-fuel vehicles with a gross vehicle weight rating up to 14,000 pounds, including passenger cars, pick-up trucks, small buses, vans and small delivery trucks. Eligible vehicles include dedicated compressed natural gas, propane, electric and hybrid vehicles.

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.

Community Service/Special Assessment Districts for Roads

Assessment districts have been used to fund a variety of public works improvements in California since 1911. Assessment districts are used when a well-defined and limited area benefits from the improvement. An assessment may be paid in cash by the landholder, or through installments (usually on the landowner's property tax bill). Assessments do not require a vote of the owners or voters in the assessed area, but rather are created through administrative procedures. Typically, assessed landowners must be given appropriate notice and a hearing must be held. There is a mechanism for majority protest of the assessment.

Bonds issued to pay for improvements are exempt from State and federal taxes, and carry a lower interest rate than privately raised capital. Assessments can be levied by a county, city, or special district, and can overlap jurisdictional boundaries with the consent of local governments involved. Special district assessments must have specified enabling authority to levy assessments from the State Legislature. The distribution of assessments (or "spread") is done on a formula basis, and must be reasonably related to benefits received. The assessment can be a flat fee (e.g., \$400 per acre), or it can be related to the benefit conferred on a parcel (e.g., a graduated fee based on distance, where land further from the improvement pays less). Operating costs may also be paid through assessment districts.

Local (Countywide) Gasoline Tax

A local option gas tax for streets and roads projects was enacted by the State in 1981. A tax may be imposed by voters after being placed on the ballot by the Board of Supervisors and approved of a majority of the municipalities weighed by population. The County and its cities must agree through a tax agreement on how the funds are to be allocated. To date, no counties in California have adopted such a tax.

Public/Private Joint Venture Revenue

When a local jurisdiction owns excess land adjacent to its transportation facilities, the full value of such property may be captured by leasing the air, surface or subsurface rights. These leases can provide a steady stream of income, usually over long lease terms (typically 40 to 99 years).

Redevelopment Areas

Transportation improvement projects within unincorporated jurisdictions could be funded through the use of tax increment funds provided from new or improved development located within redevelopment areas. Redevelopment plans would contain planned circulation improvements required as a condition for redevelopment. Tax increments received by the jurisdiction could be applied to street and highway projects within areas covered by redevelopment plans to defray the costs of such improvements.