Proposal Prepared for

Shasta Regional Transportation Agency

Triennial Performance Audit Services

SEPTEMBER 1, 2021

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September 1, 2021

Ms. Jessica Carlson
Chief Fiscal Officer
Shasta Regional Transportation Agency
1255 East Street, Suite 202
Redding, CA 96001

Subject: Request for Proposal for TDA Triennial Performance Audits

Dear Ms. Carlson:

Moore & Associates is committed to improving public transit in each and every community in which we are fortunate to work. We once again bring this same commitment to Shasta County as we present our proposal to conduct Triennial Performance Audits of the Shasta Regional Transportation Agency (SRTA) and the single transit operator to which it allocates TDA funding for the period FY 2018/19 through FY 2020/21. This proposal also includes an option to extend the contract to cover the triennial performance audit for the period FY 2021/22 through FY 2023/24.

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

Moore & Associates is a public transit-focused consulting firm based in California. Established in 1991, we enjoy a track record of successfully assisting public entities with Triennial Performance Audits that are not only fully compliant with TDA guidelines, but also present practical recommendations tailored to the needs and realities of each organization, RTPA and transit operator alike. Performance and management audits, service evaluations and design, and marketing are the professional and technical foundations of our firm. Our unique advantage is the ability to look at the bigger picture, given we have participated in more than simply the audit process. By specializing in strategic planning, transit management, and other integral elements of public transportation, we have a depth of insight that cannot be obtained from merely reviewing documents or looking at performance indicators.

We believe the Moore & Associates team is competitively positioned for this project for the following reasons:

- Our extensive experience includes successful completion of more than 250 TDA performance audits across the last 15 years, ranging from large, multi-modal urban transit operators and RTPAs to modest rural transit programs.
- We bring up-to-date knowledge regarding the evolving TDA-related legislation and guidance, including recent waivers with respect to TDA compliance in response to the COVID-19 pandemic. As a **value-added bonus**, we will provide SRTA with a "white paper" analysis of the recent TDA legislative changes and their impact on both the RTPA and transit operator across the next several years.
- We are frequently called upon to assist clients with addressing TDA compliance recommendations, either through additional consulting work or by simply providing counsel. As such, we ae seen as "subject matter experts."

Our recent audit work includes successful assignments with the Alpine Local Transportation Commission, Butte County Association of Governments, El Dorado County Transportation Commission, Fresno Council of Governments, Imperial County Transportation Commission, Kern Council of Governments, Kings County of Government, Lake County/City Area Planning Council, Madera County Transportation Commission, Modoc County Transportation Commission, Nevada County Transportation Commission, Sacramento Area Council of Governments, San Joaquin Council of Governments, Shasta Regional Transportation Agency, Stanislaus Council of Governments, Tulare County Association of Governments, and Ventura County Transportation Commission. This extensive experience will ensure the SRTA that its audit reports would be in full accordance with all TDA requirements.

Our audit team has a first-hand understanding of transit operations working both from an operator and consultant perspective. Our methodology allows us to take a comprehensive look at the operational mechanism, needs, and concerns of the transit operators. As such, we propose Kathy Chambers as project manager. Kathy brings a keen understanding of both the TDA and transit operations and management. Her considerable experience ensures the proposed audits will be completed on-time and in full compliance with TDA guidelines. Kathy will be supported by Associate Auditor Stephanie Roberts, who brings more than nine years of TDA audit experience in California.

Required firm information:

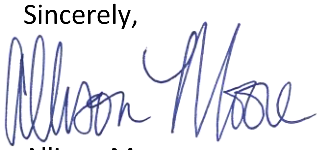
DBE status:	Not currently certified as a DBE
Annual gross receipts:	Less than $2 million
NAICS codes:	541430 - Graphic Design Services
	541613 - Marketing Consulting Services
	541690 - Other Scientific and Technical Consulting Services
	541910 - Marketing Research and Public Opinion Polling
	541990 - All Other Professional, Scientific, and Technical Services
Method of notification:	Via automated email from SRTA's procurement system

Enclosed are one bound copy (submitted via courier) and one electronic copy (submitted via email) of our proposal. This submission represents a firm offer which remains through November 15, 2021. As our firm's Corporate Secretary, I am authorized to negotiate and sign any legally binding contract on behalf of our firm. All activities performed within the proposed scope of work will be performed at the not-to-exceed price included within our proposal. Should you have any questions regarding our proposal, please contact me by phone at (661) 253.1277 or email at allison@moore-associates.net.

Moore & Associates is committed and confident in our promise to complete this project in a quality manner within the stipulated timeframe. We look forward to discussing our proposed project approach, credentials, and experience with your selection committee.

Thank you for your consideration of Moore & Associates, Inc.

Sincerely,



Allison Moore
Corporate Secretary

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Section 1 | Introduction

The Shasta Regional Transportation Agency is seeking a qualified consultant to conduct Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency (RTPA), and of the single transit operator to which it allocates Transportation Development Act (TDA) funding (Redding Area Bus Authority). The proposed audits will cover three fiscal years, from July 1, 2018 through June 30, 2021 (FY 2018/19, FY 2019/20, and FY 2020/21). This proposal also includes an option to extend the contract to cover the triennial performance audit for the period FY 2021/22 through FY 2023/24.

A Triennial Performance Audit is designed to provide an independent, objective evaluation of those activities funded via the State of California's Transportation Development Act. The complex nature of this engagement necessitates a seasoned project team possessing an understanding of the transit industry from a holistic point of view. Tasks cannot be compartmentalized and addressed independently of one another. Rather, the project team must possess a clear understanding of how operator performance is related to TDA compliance; how accurate reporting plays a crucial role in enhancing community mobility; and how the effective provision and oversight of transit service is vital to the community's mobility, quality of life, and economy.

Moore & Associates has successfully conducted more than 250 Triennial Performance Audits throughout California across the past 15 years. We have streamlined the TPA process so as to realize an optimal outcome with minimal administrative burden on our clients. Our proposed project approach collects all the data needed to assess compliance, reviews performance, provides customized recommendations, and recognizes client successes. Rather than being painful necessities, performance audits have the potential to be valuable tools for improving regional planning efforts as well as individual operator performance while increasing public support for public transit services.

Section 2 | Technical Approach

Established in 1991 and incorporated in California, Moore & Associates provides professional consulting services in the areas of performance and management audits, transit service evaluation and design, and marketing exclusively to public transportation organizations throughout the United States. The firm has a long-standing track record of successfully conducting Triennial Performance Audits that are not only fully compliant with TDA guidelines but also present practical and realistic recommendations tailored specifically to the needs and realities of each organization, RTPA and transit operator alike.

Moore & Associates has worked successfully with more than 200 public transportation clients, including our performance audit work within the past five years for the Alpine County Local Transportation Commission, Butte County Association of Governments, El Dorado County Transportation Commission, Fresno Council of Governments, Imperial County Transportation Commission, Kern Council of Governments, Kings County Association of Governments, Lake County/City Area Planning Council, Madera County Transportation Commission, Modoc County Transportation Commission, Nevada County Transportation Commission, San Joaquin Council of Governments, Shasta Regional Transportation Agency, Stanislaus Council of Governments, Tulare County Association of Governments, and Ventura County Transportation Commission, to name a few. These audits were completed in full compliance with the California TDA, and the vast majority included both RTPA and transit operator components.

Project Understanding

A Triennial Performance Audit is designed to provide an independent, objective evaluation of those activities funded using State of California Transportation Development Act (TDA) funds. The scope of the proposed project includes audits of the Shasta Regional Transportation Agency as the Regional Transportation Planning Agency (RTPA) as well as the single transit operator to which it allocates TDA funding: Redding Area Bus Authority.

A Triennial Performance Audit serves as a systematic process for objectively evaluating the effectiveness, efficiency, and economy of an organization. The audit will serve to inform recommendations so as to optimize the value of state, federal, and other revenues for cost-effective transportation investment strategies which connect communities, people, and goods in the region. The proposed audit will cover three fiscal years, from July 1, 2018 through June 30, 2021 (FY 2018/19, FY 2019/20, and FY 2020/21), with an option to extend the contract to cover the triennial performance audit for the period FY 2021/22 through FY 2023/24.

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

Role of the Auditor

As an objective qualified auditor, Moore & Associates is dedicated to discovering and investigating areas of concern that may require corrective action as well as identifying systems and processes that are functioning as intended. The Shasta Regional Transportation Agency, as the RTPA, will be responsible for providing data to the audit team, coordinating introduction with the Redding Area Bus Authority (RABA), and participating in a virtual project initiation meeting and audit site visit. The RABA will also be responsible for providing data to the audit team and participating in an audit site visit.

One of the challenges often faced by performance auditors is obtaining all of the data requested from the parties being audited. Delays in obtaining data from an RTPA or operator can result in delays in project progress. To eliminate this problem, our project manager submits a data needs request to each entity immediately following the project initiation meeting. We request audit participants submit key reports and documents prior to the site visit, thereby ensuring the site visits and interviews are focused and time-efficient for all parties involved.

To streamline the submittal of what can be a significant amount of data, Moore & Associates utilizes the cloud-based Basecamp platform, which also serves as our project management tool. This allows audit participants to upload sometimes large documents without worrying about email attachment sizes, and also provides a clearinghouse for all messages and data associated with a project. We create a separate Basecamp "account" for each entity being audited so that data and communications do not get comingled.

Developments Occurring During the Audit Period

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

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

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

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

Our work scope ensures the resulting audits will be reflective of all legislative changes, and recommendations will be shaped by them as well. As a **value-added bonus**, we are offering development of a TDA legislative analysis "white paper" discussing the impact of these changes on SRTA and RABA across the next several years. Doing so will assist each organization in understanding the provisions of AB 149 and effectively preparing for future years when several of those provisions expire.

Work Plan

We will conduct a virtual project initiation meeting shortly following receipt of a Notice to Proceed. We will submit our data needs requests to each entity following this meeting to allow sufficient time to gather the data. We will work with SRTA and RABA staff to schedule site visits during early January 2022 to discuss program performance, review functions and compliance, and assess progress made in implementing recommendations presented within the prior audit. Given the volatility of the COVID-19 pandemic, the option of virtual site visits will also be provided.

Task 1: Performance Audit of the Shasta Regional Transportation Agency

The purpose of this performance audit is to objectively evaluate the efficiency, economy, and effectiveness of the RTPA's performance as it relates to TDA compliance and overall function. The audit objectives include:

1. Assess compliance with TDA regulations;
2. Review actions taken to implement prior recommendations;
3. Evaluate the efficiency and effectiveness of the RTPA through a review of its functions;
4. Assess the manner and extent to which financial records are managed; and
5. Provide sound, constructive recommendations for improving the efficiency and functionality of the RTPA.

Task 1A: Determine Compliance with Legal and Regulatory Requirements

Moore & Associates will review SRTA's compliance with applicable sections of the Transportation Development Act California Code of Regulations (July 2018 update). Chapter IV of the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* lists specific RTPA compliance requirements that should be investigated through the use of existing documents and interviews with SRTA staff. Throughout the assessment, our audit team will objectively evaluate each of the requirements and discuss compliance with SRTA management. Our goal is to complete our compliance review in advance of the site visit so that any findings regarding non-compliance can be discussed at the site visit. If an indication of non-compliance is found, a compliance finding will be made in the audit report along with recommendations for its resolution.

Task 1B: Follow-Up on Prior Performance Audit Recommendations

To ensure the Triennial Performance Audit process remains constructive, Moore & Associates will obtain and review key documents to determine the status of the recommendations included within the prior performance audit of the SRTA. Our discussion will include a summary of those recommendations and review progress which the organization has made toward implementation. If implementation of a recommendation is ongoing, we will note this and document the progress to-date. If a prior audit recommendation has not been implemented, we will determine the reasons why and assess if it remains relevant or feasible to implement. If an unimplemented prior recommendation is still relevant and feasible, we will include it in the current audit report. Notable accomplishments in implementing prior recommendations will also be included in the audit report.

Task 1C: Review SRTA Functions

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

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

- Interviews with SRTA staff and management, select Board members, and technical and/or citizen's advisory committees as warranted;
- Interviews with the single transit operator within the RTPA's jurisdiction;
- Supplemental interviews with other regional agencies and/or Caltrans;
- Internal and external agency documents (including Board reports, planning studies, etc.); and
- Organizational policies and processes (including TDA claims).

During the site visit, Moore & Associates will conduct interviews with key SRTA staff. Our functional review is guided by key questions set forth in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*. We will also objectively assess the status of prior recommendations as well as discuss potential issues identified through our discussions with the transit operator.

A functional review of an RTPA determines the effectiveness and efficiency of key functional areas. Our audit team will review the various related functions of the RTPA for consistency with those included in the

Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities, the elements of which are shown below.

RTPA Functions

Administration & Management	Transportation Planning & Regional Coordination	Claimant Relationships & Oversight	Marketing & Transportation Alternatives	Grant Applications & Management
•General Administration •Internal Planning & Achievements •Governing Board Activities •Personnel	•Regional Transportation Plan •RTP Topics •RTP Implementation •Information Generation & Distribution •Information Collection	•Technical & Managerial Assistance to Operators •Communication of TDA Reporting •Information & TDA Claim Processing	•Marketing & Public Relations •Public Information & Transportation Alternatives	•Grant Applications & Coordination •Grant Application Assistance •Grant Management & Compliance

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

Task 2: Performance Audit of the Redding Area Bus Authority

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

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

Our audit team will verify methodologies for calculating performance indicators, compare data reported to multiple agencies (such as National Transit Database and State Controller), examine operations functions (such as service planning, maintenance, financial planning, etc.), and provide sound, constructive recommendations for improving efficiency and functionality.

Task 2A: Determine Compliance with Statutory and Regulatory Requirements

Moore & Associates will review the RABA's compliance with applicable sections of the Transportation Development Act California Code of Regulations (July 2018 update). Chapter III of the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* lists specific operator compliance requirements (such as timely filing of State Controller Reports and compliance with established farebox recovery ratio thresholds) that should be investigated through examination of relevant documents as well as interviews with operator staff. Our project manager will work with RABA to acquire all necessary documents, and will be available to answer questions should RABA staff be unclear about what exactly is needed. Our goal is to complete our compliance review in advance of the site visit so that any findings regarding potential areas of non-compliance can be discussed at that time. If an indication of non-compliance is found, a compliance finding will be made in the audit report along with recommendations for resolution.

Task 2B: Follow-Up on Prior Performance Audit Recommendations

To ensure the Triennial Performance Audit process remains constructive for all parties involved, our audit team will obtain and review key documents to determine the status of recommendations included within the prior audit of the RABA. The review process plays a vital role in ensuring each operator complies with applicable regulations, fulfills its assigned responsibilities, and offers the most cost-effective service(s) possible. This objective assessment will provide assurance that the operator has made quantifiable progress toward improving both the efficiency and effectiveness of its performance. If a prior audit recommendation has not been implemented, we will determine the reasons why, and assess if it remains relevant or feasible to implement. Findings and recommendations from prior audits will be included in the audit report. Moore & Associates believes it is important to also document notable accomplishments, especially with respect to prior audit recommendations, as these demonstrate an operator's commitment to full TDA compliance as well as making improvements to its operations and/or administration.

Task 2C: Verify Performance Indicators

Through a review of performance indicators, our auditors will develop a thorough understanding of the recent performance of the Redding Area Bus Authority. Such indicators can provide insight into current operations as well as the operator's performance across a period of time. Also, information gathered in this task may be used to identify potential issues or concerns that may lead to further examination during the functional review. We propose to review at least the following TDA-mandated performance indicators:

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

In addition, Moore & Associates will review supplemental (non-TDA) data and performance indicators we believe to be valuable in evaluating program performance. These are:

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

To ensure the information is both valid and reliable, we will assess the internal controls regarding the collection of performance-related data. In addition, we will compare performance indicators to those calculated as per the prior TDA audit for further trend analysis.

The following data collection methods will be used in validating performance measures:

- Operating Cost: Operating cost will be validated by verifying that the operator keeps records of transit costs according to the Uniform System of Accounts and Records developed by the State Controller and the California Department of Transportation.
- Ridership: Verify the passenger data collection process by obtaining copies of reports that provide a listing of passenger counts for the reporting period being audited.
- Vehicle Service Hours and Miles: Following a review of data relating to Vehicle Service Miles and Hours for the audit period, the definition and methodology for calculating Vehicle Service Hours and Vehicle Service Miles will be discussed and reviewed to ensure compliance.
- Employee Hours: This metric is one of the most frequently misunderstood and miscalculated elements of the audit. Our audit team will verify all transportation system-related hours worked by persons employed in connection with the system are captured. This includes employees not directly employed by the operator (such as operations contractors) as well as hours worked by staff not normally assigned to transit, but who support the transit program (such as financial analysts). In addition, we will ensure the TDA definition of full-time equivalent is used in calculating this metric for the State Controller Reports.
- Fare Revenue: Utilize total audited fiscal year fare revenues to calculate the farebox recovery ratio. Our auditor will also review any fare revenue supplement associated with local program funds. The integrity of the revenue data collection process should be tested by (a) dividing total fare revenue by passenger count to obtain an average fare per passenger, (b) sampling fare collection data at its source, and (c) comparing the two figures.

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

Task 2D: Review Operator Functions

During the site visit, Moore & Associates will conduct interviews with key RABA staff. Our audit team will objectively evaluate each operator function for consistency with those presented in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*. The functional review will address seven key functional areas. The following chart provides further details on the elements to be explored for each functional area.

Operator Functions

General Management & Organization	Service Planning	Scheduling, Dispatch, & Operations	Personnel Management & Training	Administration	Marketing & Public Information	Maintenance
•Administrative Oversight •Organizational Structure & Reporting •Recent Program Changes & Innovations •Areas of Interest to Management & Board	•Strategic Planning •Short-Range Planning •Evaluation of Routes •Planning for Special Needs Transportation •Public Participation •Survey of Riders/Non-Riders	•Assignment of Drivers •Vacation, Absences, & Sick Leave •Assignment of Passengers to Demand-Response Routes •Part-Time and Cover Drivers •Assignment of Vehicles to Routes	•Recruitment •Motivation •Training & Safety •Discipline •Benefits	•Budgeting & MIS •Financial & Grants Management •Risk Management •Contract Management •Facility Management •Accounts Payable •Procurement •Revenue Collection & Cash Management •Payroll	•Marketing & Public Information •Communications with Other Government Agencies	•Preventive Maintenance •Sufficiency of Facility •Vehicle Condition •Repair Scheduling •Parts Management •Communications with Dispatch •Contracting Out •Providing Maintenance to Other Organizations

Our functional review of the Redding Area Bus Authority will include:

- Interviews with management, staff, advisory committees, and select contractor staff;
- Review of documents (i.e., committee reports, surveys, or transit planning studies);
- Calculation of additional metrics to provide additional insight into respective performance; and
- Review of each operator's response to the COVID-19 pandemic.

Task 3: Deliverables

The schedule of deliverables outlined below represents those identified in the RFP for the base contract period. Should the contract be extended to include the next audit cycle, Moore & Associates will work with SRTA to develop dates for the submittal of deliverables in 2025.

Task 3A: Draft Reports

Draft triennial performance audit reports will be provided for the Shasta Regional Transportation Agency by February 14, 2022, and for the Redding Area Bus Authority no later than March 15, 2022. Should either the RTPA or the transit operator wish to provide additional information or documentation to warrant removal of a finding, this would take place at this time.

Task 3B: Final Reports

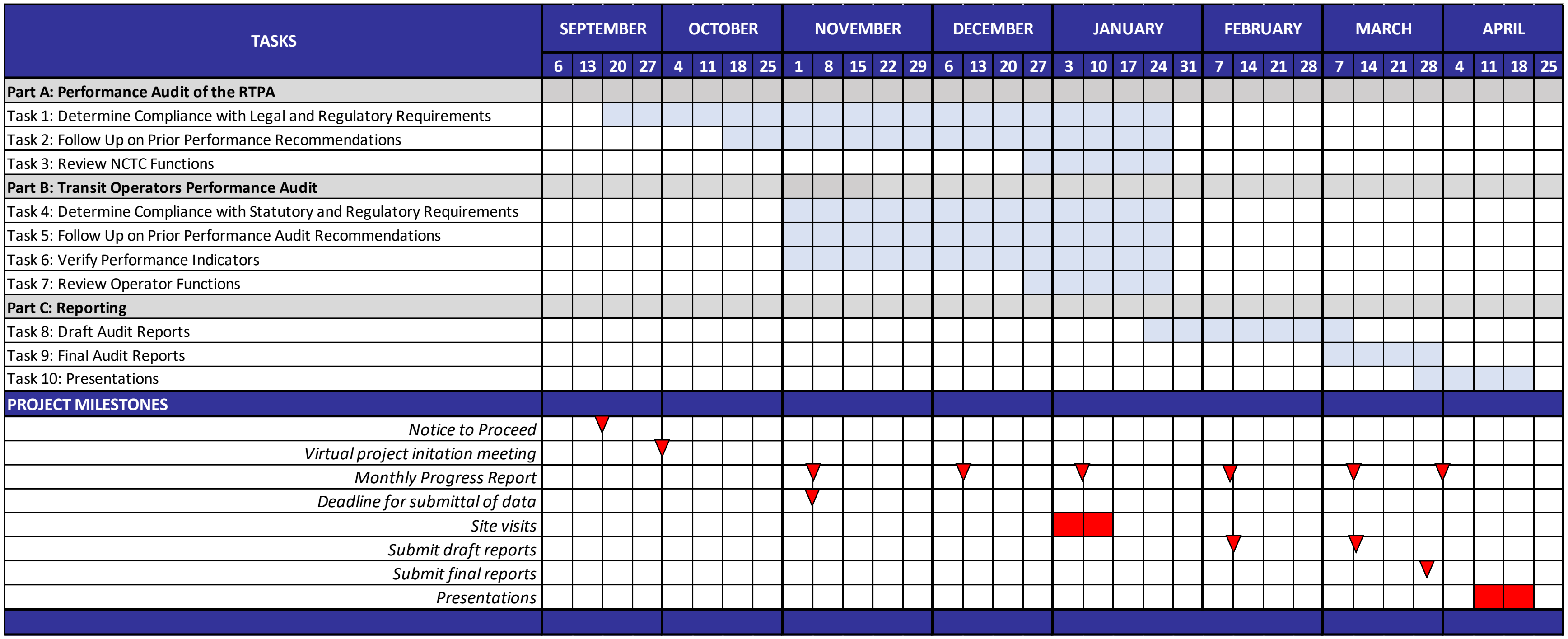
Following the review by staff, we will incorporate any edits, comments, or management responses into the final reports. Final reports for both entities will be completed by March 31, 2022.

Task 3C Presentations

Both audits will be presented to the SRTA Fiscal Committee and the RABA audit will be presented to the RABA Board in April 2022. We anticipate the presentations will include a review of the audit process, an overview of performance, notable findings and recommendations, and a look ahead to the next three-year period. This will help inform representatives of each entity regarding changes to the TDA, as well as anticipate when various compliance waivers or other temporary measures will likely end.

Task 3 deliverables: Draft reports (three bound hard copies and one electronic/.pdf copy of each report), final reports (three bound hard copies and one electronic/.pdf copy of each report), presentations to the SRTA Fiscal Committee and RABA Board of Directors.

Proposed Project Schedule



Section 3 | Project Management

Moore & Associates proposes Kathy Chambers as its audit project manager. Kathy brings more than 15 years of experience in public transit audit projects including more than 120 successful Triennial Performance Audits within the past five years. She will be directly involved in each aspect of any assigned work, ensuring that all team members meet the established schedule and that all work products are completed and accurate.

Project Management Plan

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

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

Basecamp™
Project Collaboration

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

In addition to the real-time status updates available through the Basecamp platform, Moore & Associates will provide regular status teleconferences with the Commission's project manager to provide project status updates, recent tasks completed, as well as upcoming project tasks inclusive of anticipated staff assistance.

Quality Assurance

As a consulting firm, our reputation depends upon the quality of our work. Consequently, quality control is extremely important to us. Project deliverables are reviewed by qualified staff not directly assigned to the project. This allows for evaluation by a "fresh set of eyes" so that the product received by the client has been effectively vetted. Other quality control measures include using proven processes for data collection, documentation, and invoicing.

Quality assurance is an ongoing process, comprised of two primary principles: "Fit for purpose" and "right the first time." For each project, we ensure the deliverables are appropriate for the scope of work (in other words, they address the issues at hand). Effective communication at every step reduces the likelihood of a misstep, as we frequently compare what the client's expectation and/or desire is with our project development process. Constant attention to this process across all clients allows us to apply lessons learned in one project to our practice as a whole.

Guarantees

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

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

Failure to maintain any of these guarantees will result in payment of a **financial penalty** to the SRTA. During the project initiation meeting, Moore & Associates will present a check equivalent to eight percent of the total project budget (an amount reflective of the firm's anticipated project profit).

In its more than 30 years of consulting history, Moore & Associates has never failed to have each of its "project guarantee" checks returned uncashed at the successful end of each client project.

Section 4 | Consultant Staff

The Moore & Associates' personnel selected for this project were chosen not only for their experience conducting numerous successful TDA performance audits, but also for their specialized insight into public transportation. They are seasoned professionals, well-versed in industry terminology, best practices, and operational standards.

We propose Kathy Chambers as our audit project manager. Kathy brings more than 15 years of experience in public transportation compliance auditing, including more than 120 successful Triennial Performance Audits throughout California within the past five years. She will be directly involved in each aspect of any assigned work, ensuring the audit team meets the established schedule and that all work products are completed and accurate.

Kathy recently served as project manager for audits of the Alpine Local Transportation Commission, Butte County Association of Governments. El Dorado County Transportation Commission, Fresno Council of Governments, Lake County/City Area Planning Council, Imperial County Transportation Commission, Kern Council of Governments, Kings County Association of Governments, Madera County Transportation Commission, Modoc County Transportation Commission, Nevada County Transportation Commission, San Joaquin Council of Governments, Shasta Regional Transportation Agency, Stanislaus Council of Governments, Tulare County Association of Governments, and Ventura County Transportation Commission.

Kathy is intimately familiar with TDA compliance requirements, and strives to guide clients through a successful audit by remaining available to answer questions and address concerns via telephone, email, and our firm's Basecamp project management software. Kathy brings a sharp eye for detail as well as a keen understanding of both the TDA performance audit process and recent legislation. In addition, her experience in transit planning, grants, and program administration provides a unique understanding of the realities of transit program operation. This combination of experience, knowledge, and insight has positioned Moore & Associates as one of the leading TDA Triennial Performance Audit consulting firms in California.

Kathy will be responsible for coordinating work assignments within our project team and for ensuring all project deliverables are of the highest quality. A hands-on project manager, she will not only oversee but participate in all audit activities. Kathy will provide frequent updates via email, telephone, and written monthly progress memos.

Joining Kathy on the project team will be Project Associate Stephanie Roberts. Stephanie brings more than nine years of public transportation consulting experience, including participation in many of Moore & Associates' recent audit engagements. Most recently, Stephanie has provided support for Triennial Performance Audits of the Butte County Association of Governments, Fresno Council of Governments, Madera County Transportation Commission, Modoc County Transportation Commission, Nevada County Transportation Commission, San Joaquin Council of Governments, Stanislaus Council of Governments, and Ventura County Transportation Commission. She will be responsible for coordinating receipt of key audit documents, reviewing documents to ensure accuracy and appropriateness, coordinating audit site visits, verifying performance indicators, and assisting with audit report preparation.

Resumes for each project team member are provided in the Appendix.

Section 5 | Consultant Qualifications and References

Moore & Associates has successfully completed more than 250 Triennial Performance Audits throughout California across the past 15 years. We have streamlined the TPA process so as to realize an optimal outcome with minimal impact on our clients. Our proposed project approach is designed to minimize the impact on the parties involved while collecting all the data needed to assess compliance, review performance, make customized recommendations, and recognize successes. Rather than being painful necessities, performance audits have the potential to be valuable tools for improving regional planning efforts as well as individual operator performance while increasing public support for public transportation services. All of the projects referenced below were completed on time and within budget.

References

Stanislaus Council of Governments
Triennial Performance Audits
Karen (Kincy) Dunger, Manager of Financial Services
1111 I Street, Modesto, CA 95354
209.525.4640

In 2019, Moore & Associates was selected by the Stanislaus Council of Governments to conduct the FY 2015/16 – FY 2017/18 Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and of the county's transit operators: the cities of Ceres, Modesto, and Turlock and the County of Stanislaus. Moore & Associates developed recommendations to assist StanCOG and the transit operators by improving progress toward their respective transportation goals. The audits fulfilled the requirements of the TDA with respect to StanCOG as the RTPA while also recommending productivity improvements for the operators. County-wide, two compliance findings pertained to the late submittal of TDA fiscal audits, and two pertained to compliance with StanCOG's Transit Cost-Sharing Procedures. Functional findings focused on accurate data reporting and the need to include a farebox compliance element in TDA fiscal audits. Audits were completed on schedule and within the stipulated budget. Based on the success of its prior audit efforts, Moore & Associates was again selected to conduct StanCOG's audits in 2021.
KEY STAFF: Kathy Chambers, Stephanie Roberts.

San Joaquin Council of Governments
Triennial Performance Audits
Gracie Orosco, Chief Accountant
555 E. Weber Ave., Stockton, CA 95202
209.235.0454

In 2018, Moore & Associates was selected by the San Joaquin Council of Governments to conduct the FY16-FY18 Triennial Performance Audits of itself, as the designated Regional Transportation Planning

Agency, and of the county's transit operators: City of Escalon, City of Lodi, City of Manteca, City of Ripon, City of Tracy, San Joaquin Regional Rail Commission, and San Joaquin Regional Transit District. Tasks of the audit included determining compliance with statutory and regulatory requirements, status of prior performance audit recommendations, verification of performance indicators, and a review of operator functions. The audits not only fulfilled the requirements of the TDA with respect to SJCOG as the RTPA, but also provided a continuing assessment of productivity and TDA compliance for the operators. Bease on the success of its prior TDA audit efforts, Moore & Associates was again selected to conduct SJCOG's audits in 2021.
KEY STAFF: Kathy Chambers, Stephanie Roberts.

Modoc County Transportation Commission
Triennial Performance Audits
Niki Lemke, Chief Fiscal Officer
108 S. Main St., Alturas, CA 96101
530.233.6410

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

Kern Council of Governments
Triennial Performance Audits
Bob Snoddy, Regional Planner III
1401 19th Street, Suite 300, Bakersfield, CA 93301
661.861.2191

Moore & Associates conducted Triennial Performance Audits of the Kern Council of Governments, Kern Transit, Golden Empire Transit, and ten community-based public transit programs for five audit cycles (most recently in 2019). Moore & Associates developed recommendations to assist Kern COG and the transit operators by improving progress toward their respective transportation goals. Matters of funding compliance, farebox recovery, and segregation of transit-related funds were also addressed. Audits were completed on schedule and within the stipulated budget. Following completion of the audits, the COG selected Moore & Associates to assist several transit operators in Kern County with implementation of the audit recommendations.
KEY STAFF: Kathy Chambers, Stephanie Roberts.

Fresno Council of Governments
Triennial Performance Audits
Jennifer Soliz, Associate Regional Planner
2035 Tulare Street, Suite 201, Fresno, CA 93721
559.233.4148

Fresno Council of Governments

In 2019, Moore & Associates was selected by the Fresno Council of Governments to conduct the FY 2015/16 – FY 2017/18 Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and of the county's transit operators: the cities of Clovis and Fresno; Fresno County Rural Transit Agency, and Fresno Economic Opportunities Commission. The audits fulfilled the requirements of the TDA with respect to Fresno COG as the RTPA while also providing for future productivity improvements and TDA compliance improvements for the operators. Based on the success of its prior audit efforts, Moore & Associates was recently selected to prepare Fresno COG's 2021 Triennial Performance Audits.
KEY STAFF: Kathy Chambers, Stephanie Roberts

Madera County Transportation Commission
Triennial Performance Audits
Troy McNeil, Fiscal Supervisor
2001 Howard Road, Suite 201, Madera, CA 93637
559.675.0721 ext. 12

MADERA CTC
Madera County Transportation Commission

In 2017 and again in 2020, Moore & Associates was selected by the Madera County Transportation Commission to conduct Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and of the county's transit operators: Chowchilla Area Transit Express, Madera Area Express, Madera County Connection, City of Madera Dial-A-Ride, and Eastern Madera County Escort/Senior Bus. While MCTC undergoes regular Triennial Performance Audits at the RTPA, 2017 represented the first audit for Madera County transit operators, who receive Article 8 funding and are not statutorily required to undergo an audit. Conducting triennial performance audits of the operators was included as a recommendation in MCTC's prior audit. The audits fulfilled the requirements of the TDA with respect to MCTC as the RTPA while also providing a baseline for future productivity improvements and TDA compliance for the operators.
KEY STAFF: Kathy Chambers, Stephanie Roberts.

Imperial County Transportation Commission
Triennial Performance Audits
David Aguirre, Transit Programs Manager
1503 N. Imperial Avenue, Suite 104, El Centro, CA 92243
760.592.4494

In late 2019, Moore & Associates was selected by the Imperial County Transportation Commission to conduct the FY 2016/17 – FY2018/19 Triennial Performance Audits of itself, as the designated Regional Transportation Planning Agency, and of the county's transit operators: Imperial Valley Transit, Imperial Valley Transit Blue and Green Lines, Imperial Valley Transit Gold Line, IVT Access, IVT MedTrans, West Shores Dial-A-Ride, City of Brawley, City of El Centro, and Imperial Dial-A-Ride. Tasks of the audit include determining compliance with statutory and regulatory requirements, status of prior performance audit recommendations, verification of performance indicators, and a review of operator functions. Upon completion, the audits will not only fulfill the requirements of the TDA with respect to ICTC as the RTPA, but will also provide a continuing assessment of productivity and TDA compliance for the operators.
KEY STAFF: Kathy Chambers, Stephanie Roberts.

Ventura County Transportation Commission
Triennial Performance Audits
Martin Erickson, Public Transit Director
751 E. Daily Dr., Ste 420, Camarillo, CA 93010
805.642.1591 ext. 110

In 2016 and 2019, Moore & Associates was selected to conduct Triennial Performance Audits of the Ventura County Transportation Commission as well as the nine transit operators to which it provides oversight. Several of the operators were undergoing a Triennial Performance Audit for the first time. In addition, VCTC elected to conduct performance audits of all operators in the county, not just TDA Article 4 recipients. Data collection and site visits/interviews were combined to minimize the administrative impact of the audit on each transit operator. The audit served as an opportunity to create a baseline of transit program performance throughout the county. Recommendations were crafted to improve the accuracy of reporting, address farebox recovery concerns, and ensure the timely submission of fiscal audits.
KEY STAFF: Kathy Chambers, Stephanie Roberts.

Lake County/City Area Planning Council
Triennial Performance Audits
Lisa Davey-Bates, Executive Director
367 N. State Street, Ste. 204, Ukiah, CA 95482
707.234.3314

In 2013, 2016, and 2019, Moore & Associates conducted Triennial Performance Audits of both the Lake County/City Area Planning Council (APC) and Lake Transit Authority (LTA). Each cycle, the audits were completed on a very short timeframe. Tasks of the audit included determining compliance with statutory and regulatory requirements, status of prior performance audit recommendations, verification of performance indicators, and a review of operator functions. All audits were completed on schedule and within the stipulated budget.
KEY STAFF: Kathy Chambers.

Nevada County Transportation Commission
Triennial Performance Audits
Dan Landon, Executive Director
101 Providence Mine Road, Suite 102, Nevada City, CA 95959
530.265.3202

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

Section 6 | Cost Proposal

Cost Proposal – Base Term (FY 2019, 2020, 2021)

Labor Expenses			Task 1: RTPA Audit						Task 2: Operator Audit								Task 3: Reporting						Grand Total	
			Task 1A		Task 1B		Task 1C		Task 2A		Task 2B		Task 2C		Task 2D		Task 3A		Task 3B		Task 3C			
Title	Name	Rate	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
PROJECT MANAGER	Kathy Chambers	$72.00	8	$576.00	4	$288.00	12	$864.00	8	$576.00	4	$288.00	8	$576.00	12	$864.00	16	$1,152.00	4	$288.00	20	$1,440.00	96	$6,912.00
ASSOCIATE AUDITOR	Stephanie Roberts	$56.00	4	$224.00	4	$224.00	12	$672.00	4	$224.00	4	$224.00	8	$448.00	12	$672.00	16	$896.00	4	$224.00	12	$672.00	80	$4,480.00
ADMINSTRATIVE STAFF		$14.00	2	$28.00	0	$0.00	0	$0.00	2	$28.00	0	$0.00	0	$0.00	0	$0.00	2	$28.00	4	$56.00	2	$28.00	12	$168.00
Subtotal, Direct Labor			**14**	**$828.00**	**8**	**$512.00**	**24**	**$1,536.00**	**14**	**$828.00**	**8**	**$512.00**	**16**	**$1,024.00**	**24**	**$1,536.00**	**34**	**$2,076.00**	**12**	**$568.00**	**34**	**$2,140.00**	**188**	$11,560.00
Burden and Overhead		**88%**		**$728.64**		**$450.56**		**$1,351.68**		**$728.64**		**$450.56**		**$901.12**		**$1,351.68**		**$1,826.88**		**$499.84**		**$1,883.20**		**$10,172.80**
Total Labor				**$1,556.64**		**$962.56**		**$2,887.68**		**$1,556.64**		**$962.56**		**$1,925.12**		**$2,887.68**		**$3,902.88**		**$1,067.84**		**$4,023.20**		**$21,732.80**
Direct Costs																								
TRAVEL				$0.00		$0.00		$500.00		$0.00		$0.00		$0.00		$500.00		$0.00		$0.00		$750.00		$1,750.00
PRINTING/PRODUCTION				$0.00		$0.00		$0.00		$0.00		$0.00		$0.00		$0.00		$0.00		$300.00		$0.00		$300.00
Total Direct Costs				**$0.00**		**$0.00**		**$500.00**		**$0.00**		**$0.00**		**$0.00**		**$500.00**		**$0.00**		**$300.00**		**$750.00**		**$2,050.00**
TOTAL COST				**$1,556.64**		**$962.56**		**$3,387.68**		**$1,556.64**		**$962.56**		**$1,925.12**		**$3,387.68**		**$3,902.88**		**$1,367.84**		**$4,773.20**		**$23,782.80**

Cost Proposal – Option Term (FY 2022, 2023, 2024)*

Labor Expenses			Task 1: RTPA Audit						Task 2: Operator Audit								Task 3: Reporting						Grand Total	
			Task 1A		Task 1B		Task 1C		Task 2A		Task 2B		Task 2C		Task 2D		Task 3A		Task 3B		Task 3C			
Title	Name	Rate	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost	Hours	Cost
PROJECT MANAGER	Kathy Chambers	$74.16	8	$593.28	4	$296.64	12	$889.92	8	$593.28	4	$296.64	8	$593.28	12	$889.92	16	$1,186.56	4	$296.64	20	$1,483.20	96	$7,119.36
ASSOCIATE AUDITOR	Stephanie Roberts	$57.68	4	$230.72	4	$230.72	12	$692.16	4	$230.72	4	$230.72	8	$461.44	12	$692.16	16	$922.88	4	$230.72	12	$692.16	80	$4,614.40
ADMINSTRATIVE STAFF		$14.42	2	$28.84	0	$0.00	0	$0.00	2	$28.84	0	$0.00	0	$0.00	0	$0.00	2	$28.84	4	$57.68	2	$28.84	12	$173.04
Subtotal, Direct Labor			**14**	**$852.84**	**8**	**$527.36**	**24**	**$1,582.08**	**14**	**$852.84**	**8**	**$527.36**	**16**	**$1,054.72**	**24**	**$1,582.08**	**34**	**$2,138.28**	**12**	**$585.04**	**34**	**$2,204.20**	**188**	$11,906.80
Burden and Overhead		**88%**		**$750.50**		**$464.08**		**$1,392.23**		**$750.50**		**$464.08**		**$928.15**		**$1,392.23**		**$1,881.69**		**$514.84**		**$1,939.70**		**$10,477.98**
Total Labor				**$1,603.34**		**$991.44**		**$2,974.31**		**$1,603.34**		**$991.44**		**$1,982.87**		**$2,974.31**		**$4,019.97**		**$1,099.88**		**$4,143.90**		**$22,384.78**
Direct Costs																								
TRAVEL				$0.00		$0.00		$515.00		$0.00		$0.00		$0.00		$515.00		$0.00		$0.00		$775.00		$1,805.00
PRINTING/PRODUCTION				$0.00		$0.00		$0.00		$0.00		$0.00		$0.00		$0.00		$0.00		$315.00		$0.00		$315.00
Total Direct Costs				**$0.00**		**$0.00**		**$515.00**		**$0.00**		**$0.00**		**$0.00**		**$515.00**		**$0.00**		**$315.00**		**$775.00**		**$2,120.00**
TOTAL COST				**$1,603.34**		**$991.44**		**$3,489.31**		**$1,603.34**		**$991.44**		**$1,982.87**		**$3,489.31**		**$4,019.97**		**$1,414.88**		**$4,918.90**		**$24,504.78**

**Note: Option term reflects a three percent increase on labor rates and direct expenses.*

Total cost (base term + option term) = $48,287.58

Section 7 | Appendix

moore & associates

Kathy Chambers

Project Role

- Project Manager
- Lead Auditor

Education

- Master of Music in Musicology, Texas Christian University, Fort Worth, TX
- Bachelor of Music Education, Baylor University, Waco, TX

Performance Audits

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

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Stephanie Roberts

Project Role

- Project Associate
- Associate Auditor

Education

- Bachelors of Arts in Sociology, San Francisco State University

Performance Audits

- Alpine County Local Transportation Commission (RTPA, Alpine County).
- Butte County Association of Governments (RTPA, City of Gridley, Butte Regional Transit).
- Fresno Council of Governments (RTPA, City of Clovis, City of Fresno, Fresno County Rural Transit Agency, Fresno County Economic Opportunities Commission).
- Kern Council of Governments (cities of Arvin, California City, Delano, McFarland, Ridgecrest, Shafter, Taft, Tehachapi, and Wasco; North of the River CTSA; Kern Transit; Golden Empire Transit; and RTPA).
- Los Angeles County Metropolitan Transportation Authority (LACMTA as RTPA and operator as well as 21 additional operators).
- Modoc County Transportation Commission (Modoc Transportation Authority, RTPA).
- Nevada County Transportation Commission (RTPA, County of Nevada, and Town of Truckee).
- Orange County Transportation Authority (OCTA as RTPA; Orange County Transit District and Laguna Beach as operators).
- Placer County Transportation Planning Agency (cities of Auburn, Lincoln, and Roseville; Placer County Transit; CTSA; and RTPA).
- Sacramento Area Council of Governments (Sacramento Regional Transit and Paratransit, Inc.).
- San Joaquin Council of Governments (cities of Lodi, Ripon, and Tracy; San Joaquin RTD; Regional Rail Commission; and RTPA).
- Tulare County Association of Governments (cities of Dinuba, Exeter, Porterville, Tulare, Visalia, and Woodlake; County of Tulare; and TCAG).
- Ventura County Transportation Commission (cities of Camarillo, Moorpark, Ojai, Simi Valley, and Thousand Oaks; County of Ventura; Gold Coast Transit District; Valley Express; and RTPA).

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