



ESTA BOARD AGENDA

Regular Meeting

Friday, October 16, 2020 at 11:00am

In accordance with Executive Order N-29-20 the June 12, 2020 meeting will be held virtually.

The Agenda is available at www.estransit.com

Chairperson: Bob Gardner

Vice-Chairperson: Jim Ellis

Board Members:

Cleland Hoff (Mammoth Lakes)
Karen Schwartz (Bishop)
Jim Ellis (Bishop)
Dan Totheroh (Inyo County)

Jeff Griffiths (Inyo County)
Jennifer Kreitz (Mono County)
Bill Sauser (Mammoth Lakes)
Bob Gardner (Mono County)

Note: In compliance with the Americans with Disabilities Act, if an individual requires special assistance to participate in this meeting, please contact Eastern Sierra Transit at (760) 872-1901 ext. 15 or 800-922-1930. Notification 48 hours prior to the meeting will enable the Authority to make reasonable arrangements to ensure accessibility to this meeting. (28 CFR 13.102-35.104 ADA Title II)

Voice recorded public comment: To submit public comment via recorded message, please call 760-872-1901 ext. 12 by 4pm Thursday, October 15th. State your name and the item number(s) on which you wish to speak. The recordings will be limited to two minutes. These comments may be played at the appropriate time during the board meeting.

Email public comment: To submit an emailed public comment to the Board please email pmoores@estransit.com by 4pm Thursday, October 15th and provide your name, the number(s) on which you wish to speak, and your comment. These comments will be emailed to all Board members and can be provided anytime leading up to and throughout the meeting.

HOW TO ATTEND THE ESTA BOARD MEETING:

Listen to the meeting via phone by calling 669-900-9128 enter meeting code: 760-871-1901#, if prompted, use password 753752. Join the ZOOM meeting on your computer or mobile device by using this link:

<https://us02web.zoom.us/j/7608711901?pwd=VS9TeE4rU0NleWFCY0JTOVhzajEyQT09>

Remember, to eliminate feedback, use only one source of audio for the meeting, not both the phone and the computer.

Call to Order

Roll Call

Public Comment: The Board reserves this portion of the agenda for members of the public to address the Eastern Sierra Transit Authority Board on any items not on the agenda and within the jurisdiction of the Board. The Board will listen to all communication, but in compliance with the Brown Act, will not take any action on items that are not on the agenda.

A. Information Agenda

- A-1 Executive Director Report
 - Reporting on ESTA activities and performance
- A-2 Financial Report FY 19/20
- A-3 Financial Report FY 20/21
- A-4 Ridership Report
- A-5 Triennial Audit

B. Action Agenda

- B-1 LaFever Marketing Contract
- B-2 MMSA Contract
- B-3 MMSA Mammoth Express Fare-free agreement
- B-4 Update to ESTA's Bylaws (All board members need to be present)
- B-5 Six-Month Review – Winter
- B-6 Bishop Facility Architectural and Engineering Contract

C. Consent Agenda

The following items are considered routine and non-controversial by staff and will be approved by one motion if no member of the ESTA or public wishes an item removed. If discussion is desired by anyone, the item will be removed from the consent agenda and will be considered separately. Questions of clarification may be made by ESTA Board members, without the removal of the item from the Consent Agenda.

- C-1 Approval of Regular Meeting Minutes of August 14, 2020
- C-2 Medical Leave Extension

D. Board Member Comments

E. Adjournment

The next regularly scheduled meeting is November 13, 2020. Check ESTA website for details on attending the meeting.

STAFF REPORT

Subject: Executive Director's Report
Presented by: Phil Moores, Executive Director

Safety:

ESTA staff remains Covid free at this time, and cleaning regimens continue. A driver barrier for testing aboard cutaways arrived, and we will install and test it soon. We received two electrostatic backpack sprayers and put them into operation. In response to the heavy wildfire smoke, and as a poor air quality mitigation, we purchased air purifiers for the offices and N-95 respirators for all staff. The purifiers capture particles down to .1 microns which really helps the staff to breath easier.

Administration:

Employee of the Quarter

The ESTA Employee of the Quarter is Bishop Disptacher/Driver/IT Expert/Anything we need, David Leonian. David has proven to be an indispensable resource. He designed and created ESTA's database providing valuable information that this Board and staff use regularly to make important decisions. He filled the weekend Dispatcher position approved in last years budget. He drives as needed and helps new drivers readily. All this he does happily and with a terrific attitude. Please join me in thanking David and congratulating him on the award.

ESTA Community Involvement

ESTA is participating in a Stuff-the-Bus event on November 14th, 10am-12pm, at the Grocery Outlet in Bishop. The Salvation Army reached out to us for support as their supplies are running low. We hope to collect much needed food and clothing for our community. Please stop by and support the Salvation Army's efforts.

Recruitment

Driver recruiting resulted in about eight new drivers lined up for training. In a typical year, which this is not, we would be expect to be near fully staffed with this number of drivers. However, operating at less than half loads this winter may pose a challenge. Overtime may be high if we put out more buses than usual to control crowds and wait times for passengers.

Networking

I have been attending most of the weekly Town-Mountain meetings and coordinating with the Town in preparation for the challenges of this winter's service.

Contracts

The MMSA contract has been signed with a 2% increase and Covid-19 clause for the Board's consideration today. The Town is still working on the ESTA contract,

splitting out the building lease agreement and service agreement into two separate documents.

Grants and Planning

The Short Range Transit Plan and the Coordinated Human Services Plan will begin after FTA 5304 grant requirements are met in a couple weeks. The Bishop Facility A&E firm was selected by committee and upon Board approval today will begin planning our new facility. The planning is expected to finish in March, depending on funding and contractor availability, the construction phase should begin in the summer.

We were not successful with the recent FTA 5339 grant which was to provide the remaining funds for the Bishop facility. A cash flow analysis will be scheduled for early next calendar year to estimate available reserves for capital purchases. A loan is also a possibility.

The new Walker to Mammoth Route will begin before June Mountain operations get under way in December. This route will operate on reservation only, and if there are no reservations, the Walker DAR will operate instead.

Fleet

The new trolley arrived! The arrival of the trolley will bring new life to the fleet. We expect to purchase three more new trolleys and seven cutaways in the coming year or two. Our recent successful grant application for new vehicles will greatly reduce the average useful life of the fleet in the near-term, but within three to four years the aging out of the Mammoth fleet will continue to cost the agency financially. A third Mammoth bus engine is showing signs of a needed rebuild.

ESTA must use LCTOP funds on hand and I expect to purchase our first zero emissions vehicle sometime next calendar year. I am attempting to arrange both electric and hydrogen vehicle demonstrations this winter in Mammoth and Bishop.

STAFF REPORT

Subject: Financial Report – FY 2019/20

Initiated by: Karie Bentley, Administration Manager

The year-to-date roll-up, fund balance reports and a year-end forecast for the 2019/20 fiscal year are included on the following pages. Reports are as of October 8, 2020.

A handful of questions are pending input from Inyo County's Auditor's Office so a few other adjustments may be made in this fiscal year. ESTA's FY 2019-20 books will be open, possibly as late as October 28, 2020. Our outside financial auditor, CliftonLarsonAllen LLP, will perform our FY 19/20 audit beginning November 9, 2020.

Operating Revenue is forecasted to be \$5.3 million. Local Transportation Fund (LTF) revenue is over budget while State Transportation Assistance (STA), Other Agencies Contributions, and Fare Revenue are less than budgeted resulting in \$142K less revenue than ESTA originally expected.

Operating Expenses are forecasted to be \$4.6 million. Employee wages are \$209K less than budget due to Mammoth Mountain Ski Area's early closure, the cancelation of the 2020 Reds Meadow Shuttle and the late start to Lakes Basin.

Health insurance rates went down overall and will come in around \$83K under budget. Unemployment Insurance is projected to be \$13K over budget due to an early shoulder season and the cancelation of the Reds Meadow Shuttle.

Maintenance costs came in \$49K over budget due to two engine rebuilds, which we were able to capitalize. Fuel prices were 29% under budget amounting to \$223K.

ESTA's forecasted revenue, less Operating Expenses and Capital Replacement Contributions is around \$590,642. This was due primarily due to unexpected Mono LTC funding (\$177K), Health Insurance premiums costs decreased (\$83K), availability of toll credits on the Reno Route (\$44K), unused contingency (\$75K) and low fuel prices (\$223K). Please note this analysis only takes into account budget verses actual and other liability such as depreciation, valuations changes to retirement and other post-employment benefits (OBEB) are not reflected in this report.

Capital revenue and expenses were far less than budgeted due to replacement vehicle purchases falling in other fiscal years and the fact that the Bishop Administration Building Project has not yet incurred any costs.

ESTA's money is accounted for in several different "funds" as detailed on the 8001 Undesignated Fun Balances Report each month. As part of year end clean up, several of these funds that were no longer being used, were closed out with their balances being transferred to ESTA's new Bishop-Admin Building Fund. A summary of these transfers is show below:

Fund Name	Amount Moved
JARC LONE PINE/BISHOP	\$ 18,339
JARC MAMMOTH EXPRESS	\$ 44,960
GOOGLE TRANSIT PHASE 2	\$ 55
CAAP-CLEAN AIR PROJECT	\$ 2,923
MOBILITY MANAGEMENT 14	\$ 2,227
Total moved to BISHOP-ADMIN BUILDING:	\$ 68,505

OPERATING Revenue		FY19/20 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
4061	LOCAL TRANSPORTATION TAX	1,272,738	1,450,367	(177,629)	114%	1,450,367	177,629	Received \$177K unexpected Revenue from Mono LTC
4065	STATE TRANSIT ASST	503,314	404,113	99,201	80%	441,437	(61,877)	STA fund came in 12.2% below initial estimates. Inyo STA Q4 payment is pending.
4301	INTEREST FROM TREASURY	24,000	88,931	(64,931)	371%	88,931	64,931	Higher Interest than expected
4498	STATE GRANTS	35,355	35,355	-	100%	35,355	-	
4499	STATE OTHER	70,940	72,680	(1,740)	102%	72,680	1,740	SGR, came in 2.4% over initial estimates
4555	FEDERAL GRANTS	515,601	419,298	96,303	81%	517,195	1,594	Toll Credits were available and increased our Federal Grant funding. CARES funds will be claimed in FY to aid serious budgetary shortfalls.
4599	OTHER AGENCIES	965,703	875,693	90,010	91%	875,693	(90,010)	Ran less hours COVID, LB, Trolley Match (\$43K) was not collected as trolley has not arrived.
4747	INSURANCE PAYMENTS	-	2,510	(2,510)		2,510	2,510	
4819	SERVICES & FEES	2,052,468	1,807,416	245,052	88%	1,808,606	(243,862)	Fare Revenue is down due to COVID
4959	MISCELLANEOUS REVENUE	12,000	17,350	(5,350)	145%	17,350	5,350	
	Revenue Total:	5,452,119	5,173,713	278,406	95%	5,310,124	(141,995)	

Operating Expenditure		FY19/20 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
5001	SALARIED EMPLOYEES	1,510,603	1,362,086	148,517	90%			
5003	OVERTIME	83,106	55,020	28,086	66%			
5005	HOLIDAY OVERTIME	137,696	100,133	37,563	73%			
5012	PART TIME EMPLOYEES	416,289	421,288	(4,999)	101%			
	Wages subtotal	2,147,694	1,938,527	209,167	90%	1,938,527	209,167	MMSA closed early, no REDS, last start to Lakes Basin
5021	RETIREMENT & SOCIAL SECURITY	51,858	40,628	11,230	78%	40,628	11,230	
5022	PERS RETIREMENT	221,020	199,392	21,628	90%	199,392	21,628	Less Classic PERS employees
5031	MEDICAL INSURANCE	306,000	222,619	83,381	73%	222,619	83,381	Rates were lower than expected
5043	OTHER BENEFITS	39,398	34,375	5,023	87%	34,375	5,023	
5045	COMPENSATED ABSENCE EXPENSE	146,000	135,595	10,405	93%	135,595	10,405	
5047	EMPLOYEE INCENTIVES	5,753	3,486	2,267	61%	3,486	2,267	
5111	CLOTHING	10,600	20,911	(10,311)	197%	20,911	(10,311)	New Uniforms
5152	WORKERS COMPENSATION	102,180	101,122	1,058	99%	101,122	1,058	
5154	UNEMPLOYMENT INSURANCE	43,000	55,960	(12,960)	130%	55,960	(12,960)	Layoffs due to COVID a partial refund may be coming.
5158	INSURANCE PREMIUM	178,580	178,541	39	100%	178,541	39	
5171	MAINTENANCE OF EQUIPMENT	613,789	603,534	10,255	98%	662,534	(48,745)	Included \$59k of maintenance shown below in "Vehicles" which will be capitalized.

Operating Expenditure continued		FY19/20 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
5173	MAINTENANCE OF EQUIPMENT-MATER	19,500	5,926	13,574	30%	13,574	5,926	
5191	MAINTENANCE OF STRUCTURES	11,500	-	11,500	0%	-	11,500	
5211	MEMBERSHIPS	2,300	1,239	1,061	54%	1,239	1,061	
5232	OFFICE & OTHER EQUIP < \$5,000	15,500	8,696	6,804	56%	8,696	6,804	
5238	OFFICE SUPPLIES	8,000	7,196	804	90%	7,196	804	
5253	ACCOUNTING & AUDITING SERVICE	49,750	43,790	5,960	88%	43,790	5,960	
5260	HEALTH - EMPLOYEE PHYSICALS	5,890	5,999	(109)	102%	5,999	(109)	
5263	ADVERTISING	53,700	31,193	22,507	58%	31,193	22,507	
5265	PROFESSIONAL & SPECIAL SERVICE	104,534	76,138	28,396	73%	76,138	28,396	
5291	OFFICE, SPACE & SITE RENTAL	194,648	184,846	9,802	95%	184,846	9,802	
5311	GENERAL OPERATING EXPENSE	60,440	56,524	3,916	94%	56,524	3,916	
5326	LATE FEES & FINANCE CHARGES	-	(27)	27		(27)	27	
5331	TRAVEL EXPENSE	14,600	6,523	8,077	45%	6,523	8,077	Training cancelled do to COVID
5332	MILEAGE REIMBURSEMENT	32,468	13,590	18,878	42%	13,590	18,878	Fewer NEMT Reimbursement Requests
5351	UTILITIES	62,626	55,748	6,878	89%	55,748	6,878	

Operating Expenditure continued		FY19/20 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
5352	FUEL & OIL	632,751	409,337	223,414	65%	409,337	223,414	Low gas prices, sort MMSA season and COVID reductions to 395 routes.
5539	OTHER AGENCY CONTRIBUTIONS	60,000	-	60,000	0%	52,437	7,563	This amount was transferred to the Reds Meadow Road Maintenance Fund. It will not show up on the attached reports as an expense but it is funded with operating revenue. (Surcharge on Reds Fares)
5901	CONTINGENCIES	74,850	-	74,850	0%	-	74,850	Unspent contingency
	Expenditure Total:	5,268,929	4,441,408	827,521	84%	4,560,493		

TRANSFERS		FY19/20 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
5798	CAPITAL REPLACEMENT	158,990	158,990	-	100	158,990	-	Moved into ESTA's Capital Replacement Account
4998	OPERATING TRANSFERS IN	0	68,506	(68,506.29)	0	(68,506)		Transferred from old "funds" into new "building fund", see report.
Total:		158,990	227,496	-	0	(227,496)	-	

Projected Revenue less Projected Expenses & Capital Replacement Transfers:

590,642

This is just a budget to actuals calculation and doesn't take other liability into account such as depreciation, retirement and OPEB valuation changes, etc. Includes engine rebuild cost shown on the Equipment Line item below. Excludes 4998 Operating Transfers in which moved money between funds.

CAPITAL ACCOUNT Revenue		FY19/20 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
4066	PTMISEA	278,742	-	278,742	0%	-	(278,742)	Didn't start building project or make improvement to the yard
4067	STATE TRANSIT ASST-CAPITAL	160,952	14,977	145,975	9%	20,000	(140,952)	Didn't start building project, projection is for server upgrade.
4495	STATE GRANTS - CAPITAL	61,568	61,568	-	100%	61,568	-	
4557	FEDERAL GRANTS - CAPITAL	705,957	-	705,957	0%	-	(705,957)	Didn't start building project/ trolley hasn't arrived
Revenue Total:		1,207,219	76,545	1,130,674	6%	81,568	(1,125,651)	

Capital Expenditure		FY19/20 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
5640	STRUCTURES & IMPROVEMENTS	707,071	-	707,071	0%	-	707,071	Didn't start building project
5650	EQUIPMENT	101,568	17,068	84,500	17%	20,000	81,568	Servers upgrade is complete, LCTOP Electric Vehicles not started
5655	VEHICLES	432,672	58,929	373,743	14%	58,929	373,743	\$59K expense shown was for engine rebuilds funds will come out of operating revenue. Budget amount was for a Trolley didn't arrive in FY 19-20 and a bus that arrived in FY 18/19
Expenditure Total:		1,241,311	75,996	1,165,315	6%	78,929	1,162,382	

Projected Capital Revenue Less, Projected Expenses:

61,568

\$59K Maintenance cost will come out of operating funds. This balance is in ESTA's LCTOP fund for the electric vehicle purchase

COUNTY OF INYO
Budget to Actuals with Encumbrances by Key/Obj

October 16, 2020
 Agenda Item #A-2

Ledger: GL

As of 6/30/2020

Object	Description	Budget	Actual	Encumbrance	Balance	%
Key: 153298 - ESTA - BUDGET						
OPERATING						
Revenue						
Expenditure						
NET OPERATING		0.00	0.00	0.00	0.00	
CAPITAL ACCOUNT						
Revenue						
Expenditure						
NET CAPITAL ACCOUNT		0.00	0.00	0.00	0.00	
Key: 153299 - EASTERN SIERRA TRANSIT						
OPERATING						
Revenue						
4061	LOCAL TRANSPORTATION TAX	1,272,738.00	1,450,367.07	0.00	(177,629.07)	113.95
4065	STATE TRANSIT ASST	503,314.00	404,113.06	0.00	99,200.94	80.29
4301	INTEREST FROM TREASURY	24,000.00	88,930.64	0.00	(64,930.64)	370.54
4498	STATE GRANTS	35,355.00	35,355.00	0.00	0.00	100.00
4499	STATE OTHER	70,940.00	72,679.58	0.00	(1,739.58)	102.45
4555	FEDERAL GRANTS	515,601.00	419,298.16	0.00	96,302.84	81.32
4599	OTHER AGENCIES	965,703.00	875,693.42	0.00	90,009.58	90.67
4747	INSURANCE PAYMENTS	0.00	2,510.07	0.00	(2,510.07)	0.00
4819	SERVICES & FEES	2,052,468.00	1,807,416.47	0.00	245,051.53	88.06
4959	MISCELLANEOUS REVENUE	12,000.00	17,349.82	0.00	(5,349.82)	144.58
Revenue Total:		5,452,119.00	5,173,713.29	0.00	278,405.71	94.89
Expenditure						
5001	SALARIED EMPLOYEES	1,510,603.00	1,362,085.82	0.00	148,517.18	90.16
5003	OVERTIME	83,106.00	55,020.03	0.00	28,085.97	66.20
5005	HOLIDAY OVERTIME	137,696.00	100,132.57	0.00	37,563.43	72.72
5012	PART TIME EMPLOYEES	416,289.00	421,288.21	0.00	(4,999.21)	101.20
5021	RETIREMENT & SOCIAL SECURITY	51,858.00	40,628.43	0.00	11,229.57	78.34
5022	PERS RETIREMENT	221,020.00	199,392.10	0.00	21,627.90	90.21
5031	MEDICAL INSURANCE	306,000.00	222,618.63	0.00	83,381.37	72.75
5043	OTHER BENEFITS	39,398.00	34,374.84	0.00	5,023.16	87.25
5045	COMPENSATED ABSENCE EXPENSE	146,000.00	135,595.27	0.00	10,404.73	92.87
5047	EMPLOYEE INCENTIVES	5,753.00	3,485.51	0.00	2,267.49	60.58
5111	CLOTHING	10,600.00	20,911.34	0.00	(10,311.34)	197.27
5152	WORKERS COMPENSATION	102,180.00	101,122.00	0.00	1,058.00	98.96
5154	UNEMPLOYMENT INSURANCE	43,000.00	55,959.96	0.00	(12,959.96)	130.13
5158	INSURANCE PREMIUM	178,580.00	178,541.00	0.00	39.00	99.97
5171	MAINTENANCE OF EQUIPMENT	613,789.00	603,534.00	0.00	10,255.00	98.32
5173	MAINTENANCE OF EQUIPMENT-	19,500.00	5,926.29	0.00	13,573.71	30.39
5191	MAINTENANCE OF STRUCTURES	11,500.00	0.00	0.00	11,500.00	0.00
5211	MEMBERSHIPS	2,300.00	1,239.00	0.00	1,061.00	53.86
5232	OFFICE & OTHER EQUIP < \$5,000	15,500.00	8,696.42	0.00	6,803.58	56.10
5238	OFFICE SUPPLIES	8,000.00	7,196.25	0.00	803.75	89.95
5253	ACCOUNTING & AUDITING SERVICE	49,750.00	43,790.00	0.00	5,960.00	88.02
5260	HEALTH - EMPLOYEE PHYSICALS	5,890.00	5,998.50	0.00	(108.50)	101.84
5263	ADVERTISING	53,700.00	31,192.65	0.00	22,507.35	58.08
5265	PROFESSIONAL & SPECIAL SERVICE	104,534.00	76,137.89	0.02	28,396.09	72.83
5291	OFFICE, SPACE & SITE RENTAL	194,648.00	184,846.34	0.00	9,801.66	94.96

COUNTY OF INYO
Budget to Actuals with Encumbrances by Key/Obj

October 16, 2020
 Agenda Item #A-2

Ledger: GL

As of 6/30/2020

Object	Description	Budget	Actual	Encumbrance	Balance	%
5311	GENERAL OPERATING EXPENSE	60,440.00	56,524.29	0.00	3,915.71	93.52
5326	LATE FEES & FINANCE CHARGES	0.00	(27.06)	0.00	27.06	0.00
5331	TRAVEL EXPENSE	14,600.00	6,523.07	0.00	8,076.93	44.67
5332	MILEAGE REIMBURSEMENT	32,468.00	13,589.53	0.00	18,878.47	41.85
5351	UTILITIES	62,626.00	55,748.15	0.00	6,877.85	89.01
5352	FUEL & OIL	632,751.00	409,337.13	0.00	223,413.87	64.69
5539	OTHER AGENCY CONTRIBUTIONS	60,000.00	0.00	0.00	60,000.00	0.00
5901	CONTINGENCIES	74,850.00	0.00	0.00	74,850.00	0.00
Expenditure Total:		<u>5,268,929.00</u>	<u>4,441,408.16</u>	<u>0.02</u>	<u>827,520.82</u>	<u>84.29</u>
NET OPERATING		<u>183,190.00</u>	<u>732,305.13</u>	<u>(0.02)</u>	<u>(549,115.11)</u>	
NON-OPERATING						
Revenue						
NET NON-OPERATING		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
CAPITAL ACCOUNT						
Revenue						
4066	PTMISEA	278,742.00	0.00	0.00	278,742.00	0.00
4067	STATE TRANSIT ASST-CAPITAL	160,952.00	14,976.57	0.00	145,975.43	9.30
4495	STATE GRANTS - CAPITAL	61,568.00	61,568.00	0.00	0.00	100.00
4557	FEDERAL GRANTS - CAPITAL	705,957.00	0.00	0.00	705,957.00	0.00
Revenue Total:		<u>1,207,219.00</u>	<u>76,544.57</u>	<u>0.00</u>	<u>1,130,674.43</u>	<u>6.34</u>
Expenditure						
5640	STRUCTURES & IMPROVEMENTS	707,071.00	0.00	0.00	707,071.00	0.00
5650	EQUIPMENT	101,568.00	17,067.57	0.00	84,500.43	16.80
5655	VEHICLES	432,672.00	58,928.70	0.00	373,743.30	13.61
Expenditure Total:		<u>1,241,311.00</u>	<u>75,996.27</u>	<u>0.00</u>	<u>1,165,314.73</u>	<u>6.12</u>
NET CAPITAL ACCOUNT		<u>(34,092.00)</u>	<u>548.30</u>	<u>0.00</u>	<u>(34,640.30)</u>	
TRANSFERS						
Revenue						
4798	CAPITAL REPLACEMENT	0.00	158,990.00	0.00	(158,990.00)	0.00
4998	OPERATING TRANSFERS IN	0.00	68,506.29	0.00	(68,506.29)	0.00
Revenue Total:		<u>0.00</u>	<u>227,496.29</u>	<u>0.00</u>	<u>(227,496.29)</u>	<u>0.00</u>
Expenditure						
5798	CAPITAL REPLACEMENT	158,990.00	158,990.00	0.00	0.00	100.00
5801	OPERATING TRANSFERS OUT	0.00	68,506.29	0.00	(68,506.29)	0.00
Expenditure Total:		<u>158,990.00</u>	<u>227,496.29</u>	<u>0.00</u>	<u>(68,506.29)</u>	<u>143.08</u>
NET TRANSFERS		<u>0.00</u>	<u>227,496.29</u>	<u>0.00</u>	<u>(227,496.29)</u>	
153299 Total:		<u>(9,892.00)</u>	<u>732,853.43</u>	<u>(0.02)</u>	<u>(742,745.41)</u>	

**COUNTY OF INYO
UNDESIGNATED FUND BALANCES**

October 16, 2020
Agenda Item #A-2

AS OF 06/30/2020

	Claim on Cash 1000	Accounts Receivable 1100,1105,1160	Loans Receivable 1140	Prepaid Expenses 1200	Accounts Payable 2000	Loans Payable 2140	Deferred Revenue 2200	Computed Fund Balance	Encumbrances	Fund Balance Undesignated
ESTA - EASTERN SIERRA TRANSIT AUTHORI										
1532 EASTERN SIERRA TRANSIT	2,565,420	772,951		294,671	262,245			3,370,797		3,370,797
1533 ESTA ACCUMULATED	1,385,368	5,590						1,390,958		1,390,958
1534 ESTA GENERAL RESERVE	528,609	2,320						530,929		530,929
1535 ESTA BUDGET STAB	211,442	928						212,370		212,370
1536 REDS MEADOW ROAD	111,481	489						111,970		111,970
6814 JARC-MAMMOTH EXPRESS				1,986				1,986		1,986
6820 NON-EMERGENCY TRAN REIM	(3,439)	4,066			987			(360)		(360)
6821 BISHOP YARD-ESTA	(4,877)	(21)						(4,898)		(4,898)
6822 LCTOP-ELECTRIC VEHICLE	89,506	393						89,899		89,899
6824 ESTA-LCTOP	2,711	240		200	1,434			1,717		1,717
6825 BISHOP ADMIN BUILDING	68,505							68,505		68,505
ESTA Totals	4,954,726	786,956		296,857	264,666			5,773,873		5,773,873
Grand Totals	4,954,726	786,956		296,857	264,666			5,773,873		5,773,873

STAFF REPORT

Subject: Financial Report – FY 2020/21
Initiated by: Karie Bentley, Administration Manager

The year-to-date roll-up, fund balance reports and year-end forecast for the 2020/21 fiscal year are included on the following pages. Reports are as of October 8, 2020.

The reports reflect typical revenues and expenses early in the fiscal year where limited revenues have been received.

However, based on current estimates, State Transit Assistance (STA) is forecasted to be over \$131K less than budgeted. At the time of budget creation, only the pre-COVID January STA estimate was available. ESTA budgeted at 70% of the January estimate to account for COVID-19 related revenue loss. New STA estimates were released in August at 58.3% of the January numbers. State of Good Repair estimates went up \$2.6K. Due to these changes, our projected deficit for the year increased from \$269K to \$398K.

Fuel cost per gallon has been running at about 31% below budget, however, the low actual expense on the financial reports for fuel and maintenance is primarily a result of not yet being in receipt of billings from the Town of Mammoth Lakes for the months of August and September.

The majority of the insurance expense for the year is paid in a lump sum at the beginning of the year and is reflected in the high year-to-date percentage for that line item.

The PERS Retirement line item includes payment in full for this year's unfunded liability invoice (\$11.4K).

The table below details the year-to-date revenue and expenses by budget line item and includes a year-end forecast.

Financial information as of: 10/8/2020

% of Fiscal Year: 27%

153299 - EASTERN SIERRA TRANSIT - ROLL UP

OPERATING Revenue		FY20/21 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
4061	LOCAL TRANSPORTATION TAX	985,757	116,221	869,536	12%	985,757		
4065	STATE TRANSIT ASST	321,219	-	321,219	0%	189,699	(131,520)	Budgeted at 70% of January Estimate. August Estimate came in at 58.3%, \$131,520 less than budgeted.
4301	INTEREST FROM TREASURY	12,000	-	12,000	0%	12,000	-	
4498	STATE GRANTS	44,520	44,520	-	100%	44,520	-	Paid in advance.
4499	STATE OTHER	73,910	-	73,910	0%	76,569	2,659	August estimate came in a bit higher than the January estimate.
4555	FEDERAL GRANTS	1,269,256	-	1,269,256	0%	1,269,256	-	
4599	OTHER AGENCIES	1,044,268	126,632	917,636	12%	1,044,268	-	\$83,210 of this is Capital Trolley Match.
4747	INSURANCE PAYMENTS	-	-	-		-	-	
4819	SERVICES & FEES	1,385,410	81,143	1,304,267	6%	1,385,410	-	
4959	MISCELLANEOUS REVENUE	12,000	-	12,000	0%	12,000	-	
	Revenue Total:	5,148,340	368,515	4,779,825	7%	5,019,479	(128,861)	

Operating Expenditure:		FY20/21 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
5001	SALARIED EMPLOYEES	1,467,779	305,659	1,162,120	21%			
5003	OVERTIME	65,684	4,580	61,104	7%			
5005	HOLIDAY OVERTIME	124,696	17,171	107,525	14%			
5012	PART TIME EMPLOYEES	455,497	85,478	370,019	19%			
	Wages subtotal	2,113,656	412,888	1,700,768	20%	2,113,656	-	
5021	RETIREMENT & SOCIAL SECURITY	54,088	8,284	45,804	15%	54,088	-	
5022	PERS RETIREMENT	260,870	70,994	189,876	27%	260,870	-	Includes unfunded liability payments for the year.
5031	MEDICAL INSURANCE	249,640	51,130	198,510	20%	249,640	-	
5043	OTHER BENEFITS	33,351	8,626	24,725	26%	33,351	-	
5045	COMPENSATED ABSENCE EXPENSE	189,999	33,330	156,669	18%	189,999	-	
5047	EMPLOYEE INCENTIVES	2,250	290	1,960	13%	2,250	-	
5111	CLOTHING	1,000	89	911	9%	1,000	-	
5152	WORKERS COMPENSATION	120,220	120,000	220	100%	120,220	-	Insurance is prepaid for the year.

Operating Expenditure:		FY20/21 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
5154	UNEMPLOYMENT INSURANCE	75,000	-	75,000	0%	75,000	-	
5158	INSURANCE PREMIUM	219,580	206,124	13,456	94%	219,580	-	Insurance is prepaid for the year.
5171	MAINTENANCE OF EQUIPMENT	611,000	62,022	548,978	10%	611,000	-	
5173	MAINTENANCE OF EQUIPMENT-MATER	18,400	502	17,898	3%	18,400	-	
5191	MAINTENANCE OF STRUCTURES	5,000	-	5,000	0%	5,000	-	
5211	MEMBERSHIPS	1,300	-	1,300	0%	1,300	-	
5232	OFFICE & OTHER EQUIP < \$5,000	12,050	4,733	7,317	39%	12,050	-	
5238	OFFICE SUPPLIES	7,000	994	6,006	14%	7,000	-	
5253	ACCOUNTING & AUDITING SERVICE	49,400	2,363	47,038	5%	49,400	-	
5260	HEALTH - EMPLOYEE PHYSICALS	5,890	552	5,338	9%	5,890	-	
5263	ADVERTISING	34,000	4,417	29,583	13%	34,000	-	
5265	PROFESSIONAL & SPECIAL SERVICE	219,694	21,675	198,019	10%	219,694	-	
5291	OFFICE, SPACE & SITE RENTAL	174,844	5,497	169,347	3%	174,844	-	
5311	GENERAL OPERATING EXPENSE	82,680	15,137	67,543	18%	82,680	-	
5326	LATE FEES & FINANCE CHARGES	-	39	(39)	-	(39)	-	
5331	TRAVEL EXPENSE	3,225	225	3,000	7%	3,225	-	
5332	MILEAGE REIMBURSEMENT	29,355	2,737	26,618	9%	29,355	-	
5351	UTILITIES	60,000	3,808	56,192	6%	60,000	-	
5352	FUEL & OIL	474,307	45,060	429,247	10%	474,307	-	
5539	OTHER AGENCY CONTRIBUTIONS	52,332	-	52,332	0%	52,332	-	
5901	CONTINGENCIES	50,700	-	50,700	0%	50,700	-	
	Expenditure Total:	5,210,831	1,081,516	4,129,354	21%	5,210,792		

TRANSFERS Expenditure		FY20/21 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
5798	CAPITAL REPLACEMENT	123,490	-	123,490	-	123,490	-	
	Expenditure Total:	123,490	-	123,490	-	123,490	-	
NET	TRANSFERS		-					

Projected Revenue less Projected Expenses & Capital Replacement Transfers:

(398,052) Budget was approved with a **\$269,191 deficit.**
(128,861) Unbudgeted Deficit

CAPITAL ACCOUNT Revenue		FY20/21 Budget	YTD Actual	Balance	% of Budget	Year End Forecast	YE Forecast Variance	Comments
4066	PTMISEA	90,319	-	90,319	0%	90,319	-	Needs to be reprogramed for the building.
4067	STATE TRANSIT ASST-CAPITAL	355,378	-	355,378	0%	355,378	-	Vehicle matching funds
4495	STATE GRANTS - CAPITAL	52,959	52,959	-	100%	52,959	-	LCTOP Electric Vehicle
4557	FEDERAL GRANTS - CAPITAL	2,084,555	-	2,084,555	0%	2,084,555	-	Building (5339b) and vehicles(5310, 5339a)
Revenue Total:		2,583,211	52,959	2,530,252	2%	2,583,211	-	

Capital Expenditures

5640	STRUCTURES & IMPROVEMENTS	704,593	-	704,593	0%	704,593	-	Bishop Admin Building
5650	EQUIPMENT	-	-	-	0%	-	-	
5655	VEHICLES	1,961,828	277,366	1,684,462	0%	1,961,828	-	New Vehicles (5310, 5339(a))
Expenditure Total:		2,666,421	277,366	2,389,055	10%	2,666,421	-	

Projected Capital Revenue Less Projected Expenses :

-

COUNTY OF INYO
Budget to Actuals with Encumbrances by Key/Obj

October 16, 2020
 Agenda Item #A-3

Ledger: GL

As of 10/8/2020

Object	Description	Budget	Actual	Encumbrance	Balance	%
Key: 153298 - ESTA - BUDGET						
OPERATING						
Revenue						
Expenditure						
NET OPERATING		0.00	0.00	0.00	0.00	
CAPITAL ACCOUNT						
Revenue						
NET CAPITAL ACCOUNT		0.00	0.00	0.00	0.00	
Key: 153299 - EASTERN SIERRA TRANSIT						
OPERATING						
Revenue						
4061	LOCAL TRANSPORTATION TAX	985,757.00	116,220.83	0.00	869,536.17	11.79
4065	STATE TRANSIT ASST	321,219.00	0.00	0.00	321,219.00	0.00
4301	INTEREST FROM TREASURY	12,000.00	0.00	0.00	12,000.00	0.00
4498	STATE GRANTS	44,520.00	44,520.00	0.00	0.00	100.00
4499	STATE OTHER	73,910.00	0.00	0.00	73,910.00	0.00
4555	FEDERAL GRANTS	1,269,256.00	0.00	0.00	1,269,256.00	0.00
4599	OTHER AGENCIES	1,044,268.00	126,631.56	0.00	917,636.44	12.12
4819	SERVICES & FEES	1,385,410.00	81,142.86	0.00	1,304,267.14	5.85
4959	MISCELLANEOUS REVENUE	12,000.00	0.00	0.00	12,000.00	0.00
Revenue Total:		5,148,340.00	368,515.25	0.00	4,779,824.75	7.15
Expenditure						
5001	SALARIED EMPLOYEES	1,467,779.00	305,659.13	0.00	1,162,119.87	20.82
5003	OVERTIME	65,684.00	4,580.20	0.00	61,103.80	6.97
5005	HOLIDAY OVERTIME	124,696.00	17,171.06	0.00	107,524.94	13.77
5012	PART TIME EMPLOYEES	455,497.00	85,477.90	0.00	370,019.10	18.76
5021	RETIREMENT & SOCIAL SECURITY	54,088.00	8,284.48	0.00	45,803.52	15.31
5022	PERS RETIREMENT	260,870.00	70,993.99	0.00	189,876.01	27.21
5031	MEDICAL INSURANCE	249,640.00	51,130.21	0.00	198,509.79	20.48
5043	OTHER BENEFITS	33,351.00	8,625.87	0.00	24,725.13	25.86
5045	COMPENSATED ABSENCE EXPENSE	189,999.00	33,330.10	0.00	156,668.90	17.54
5047	EMPLOYEE INCENTIVES	2,250.00	290.18	0.00	1,959.82	12.89
5111	CLOTHING	1,000.00	88.75	0.00	911.25	8.87
5152	WORKERS COMPENSATION	120,220.00	120,000.00	0.00	220.00	99.81
5154	UNEMPLOYMENT INSURANCE	75,000.00	0.00	0.00	75,000.00	0.00
5158	INSURANCE PREMIUM	219,580.00	206,124.00	0.00	13,456.00	93.87
5171	MAINTENANCE OF EQUIPMENT	611,000.00	62,021.69	0.00	548,978.31	10.15
5173	MAINTENANCE OF EQUIPMENT-	18,400.00	501.81	0.00	17,898.19	2.72
5191	MAINTENANCE OF STRUCTURES	5,000.00	0.00	0.00	5,000.00	0.00
5211	MEMBERSHIPS	1,300.00	0.00	0.00	1,300.00	0.00
5232	OFFICE & OTHER EQUIP < \$5,000	12,050.00	4,732.59	0.00	7,317.41	39.27
5238	OFFICE SUPPLIES	7,000.00	994.00	0.00	6,006.00	14.20
5253	ACCOUNTING & AUDITING SERVICE	49,400.00	2,362.50	0.00	47,037.50	4.78
5260	HEALTH - EMPLOYEE PHYSICALS	5,890.00	552.00	0.00	5,338.00	9.37
5263	ADVERTISING	34,000.00	4,417.41	0.00	29,582.59	12.99
5265	PROFESSIONAL & SPECIAL SERVICE	219,694.00	21,675.00	0.02	198,018.98	9.86
5291	OFFICE, SPACE & SITE RENTAL	174,844.00	5,497.20	0.00	169,346.80	3.14
5311	GENERAL OPERATING EXPENSE	82,680.00	15,136.55	0.00	67,543.45	18.30
5326	LATE FEES & FINANCE CHARGES	0.00	39.00	0.00	(39.00)	0.00

COUNTY OF INYO
Budget to Actuals with Encumbrances by Key/Obj

October 16, 2020
 Agenda Item #A-3

Ledger: GL

As of 10/8/2020

Object	Description	Budget	Actual	Encumbrance	Balance	%
5331	TRAVEL EXPENSE	3,225.00	225.00	0.00	3,000.00	6.97
5332	MILEAGE REIMBURSEMENT	29,355.00	2,737.39	0.00	26,617.61	9.32
5351	UTILITIES	60,000.00	3,807.93	0.00	56,192.07	6.34
5352	FUEL & OIL	474,307.00	45,059.71	0.00	429,247.29	9.50
5539	OTHER AGENCY CONTRIBUTIONS	52,332.00	0.00	0.00	52,332.00	0.00
5901	CONTINGENCIES	50,700.00	0.00	0.00	50,700.00	0.00
Expenditure Total:		<u>5,210,831.00</u>	<u>1,081,515.65</u>	<u>0.02</u>	<u>4,129,315.33</u>	<u>20.75</u>
NET OPERATING		<u>(62,491.00)</u>	<u>(713,000.40)</u>	<u>(0.02)</u>	<u>650,509.42</u>	
NON-OPERATING						
Revenue						
NET NON-OPERATING		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
CAPITAL ACCOUNT						
Revenue						
4066	PTMISEA	90,319.00	0.00	0.00	90,319.00	0.00
4067	STATE TRANSIT ASST-CAPITAL	355,378.00	0.00	0.00	355,378.00	0.00
4495	STATE GRANTS - CAPITAL	52,959.00	52,959.00	0.00	0.00	100.00
4557	FEDERAL GRANTS - CAPITAL	2,084,555.00	0.00	0.00	2,084,555.00	0.00
Revenue Total:		<u>2,583,211.00</u>	<u>52,959.00</u>	<u>0.00</u>	<u>2,530,252.00</u>	<u>2.05</u>
Expenditure						
5640	STRUCTURES & IMPROVEMENTS	704,593.00	0.00	0.00	704,593.00	0.00
5655	VEHICLES	1,961,828.00	277,366.33	0.00	1,684,461.67	14.13
Expenditure Total:		<u>2,666,421.00</u>	<u>277,366.33</u>	<u>0.00</u>	<u>2,389,054.67</u>	<u>10.40</u>
NET CAPITAL ACCOUNT		<u>(83,210.00)</u>	<u>(224,407.33)</u>	<u>0.00</u>	<u>141,197.33</u>	
TRANSFERS						
Revenue						
Expenditure						
5798	CAPITAL REPLACEMENT	123,490.00	0.00	0.00	123,490.00	0.00
Expenditure Total:		<u>123,490.00</u>	<u>0.00</u>	<u>0.00</u>	<u>123,490.00</u>	<u>0.00</u>
NET TRANSFERS		<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	<u>0.00</u>	
153299 Total:		<u>(269,191.00)</u>	<u>(937,407.73)</u>	<u>(0.02)</u>	<u>668,216.75</u>	

**COUNTY OF INYO
UNDESIGNATED FUND BALANCES**

October 16, 2020
Agenda Item #A-3

AS OF 06/30/2021

	Claim on Cash 1000	Accounts Receivable 1100,1105,1160	Loans Receivable 1140	Prepaid Expenses 1200	Accounts Payable 2000	Loans Payable 2140	Deferred Revenue 2200	Computed Fund Balance	Encumbrances	Fund Balance Undesignated
ESTA - EASTERN SIERRA TRANSIT AUTHORI										
1532 EASTERN SIERRA TRANSIT	2,276,187	(156)	13,400		24,513			2,264,918		2,264,918
1533 ESTA ACCUMULATED	1,390,958							1,390,958		1,390,958
1534 ESTA GENERAL RESERVE	530,929							530,929		530,929
1535 ESTA BUDGET STAB	212,370							212,370		212,370
1536 REDS MEADOW ROAD	111,970							111,970		111,970
6820 NON-EMERGENCY TRAN REIM	4,151	(4,066)				8,000		(7,915)		(7,915)
6821 BISHOP YARD-ESTA	2					4,900		(4,898)		(4,898)
6822 LCTOP-ELECTRIC VEHICLE	142,858							142,858		142,858
6824 ESTA-LCTOP	40,641					500		40,141		40,141
6825 BISHOP ADMIN BUILDING	68,505							68,505		68,505
ESTA Totals	4,778,571	(4,222)	13,400		24,513	13,400		4,749,836		4,749,836
Grand Totals	4,778,571	(4,222)	13,400		24,513	13,400		4,749,836		4,749,836

STAFF REPORT

Subject: Ridership Report August-September 2020
Presented by: Phil Moores, Executive Director

Executive Summary

Overall ridership decreased by 80% in August and 69% September compared to last year. Lack of Reds Meadow service and the normally strong Mammoth Fixed Routes are the cause for the bulk of the reduced ridership.

August 2020

	Aug-20	Jul-20	Percent Change	Aug-19	Percent Change
PASSENGERS					
Adult	22,214	21,548	3.1%	108,217	-79.5%
Senior	1,361	1,372	-0.8%	2,370	-42.6%
Disabled	251	321	-21.8%	959	-73.8%
Wheelchair	108	133	-18.8%	251	-57.0%
Child	3,394	3,357	1.1%	20,864	-83.7%
Child under 5	80	108	-25.9%	1,110	-92.8%
Total Passengers	27,408	26,839	2.1%	133,771	-79.5%
FARES	\$29,470.75	\$26,360.50	11.8%	\$268,888.25	-89.0%
SERVICE MILES	74,178	72,146	2.8%	97,583	-24.0%
SERVICE HOURS	4,469	4,427	0.9%	6,323	-29.3%
Passengers per Hour	6.13	6.06	1.2%	21.16	-71.0%

September 2020

	Sep-20	Aug-20	Percent Change	Sep-19	Percent Change
PASSENGERS					
Adult	11,091	21,962	-49.5%	36,877	-69.9%
Senior	1,323	1,332	-0.7%	2,047	-35.4%
Disabled	309	251	23.1%	841	-63.3%
Wheelchair	166	108	53.7%	257	-35.4%
Child	968	3,390	-71.4%	4,808	-79.9%
Child under 5	98	80	22.5%	456	-78.5%
Total Passengers	13,955	27,123	-48.5%	45,286	-69.2%
FARES	\$23,406.90	\$28,123.25	-16.8%	\$91,656.50	-74.5%
SERVICE MILES	62,179	70,727	-12.1%	67,716	-8.2%
SERVICE HOURS	3,477	4,345	-20.0%	4,046	-14.1%
Passengers per Hour	4.01	6.24	-35.7%	11.19	-64.1%

RIDERSHIP COMPARISON				
REPORT MONTH - THIS YEAR/LAST YEAR				
Route	Aug-20	Aug-19	Variance	% Change
Mammoth Express	274	514	-240	-46.7%
Lone Pine Express	165	390	-225	-57.7%
Lone Pine DAR	312	360	-48	-13.3%
Tecopa	4	8	-4	-50.0%
Walker DAR	20	132	-112	-84.8%
Bridgeport to G'Ville	12	6	6	100.0%
Benton to Bishop	7	37	-30	-81.1%
Bishop DAR	2,158	3,910	-1,752	-44.8%
Nite Rider	78	387	-309	-79.8%
Mammoth FR	23,164	62,215	-39,051	-62.8%
Mammoth DAR	79	352	-273	-77.6%
Reno	560	1,246	-686	-55.1%
Lancaster	290	754	-464	-61.5%
Reds Meadow	0	63,221	-63,221	-100.0%
Bishop Creek	285	305	-20	-6.6%
TOTALS	27,408	133,771	-106,363	-79.5%
PASSENGERS PER SERVICE HOUR				
REPORT MONTH - THIS YEAR/LAST YEAR				PAX MILES/ SVC HOUR
Route	Aug-20	Aug-19	% Change	
Mammoth Express	3.39	6.14	-44.8%	
Lone Pine Express	1.64	3.71	-55.8%	
Lone Pine DAR	2.14	2.29	-6.3%	
Tecopa	0.33	0.66	-49.7%	
Walker DAR	0.20	0.76	-73.3%	
Bridgeport to G'Ville	0.55	0.55	0.2%	
Benton to Bishop	0.81	2.19	-63.0%	
Bishop DAR	2.65	4.24	-37.5%	
Nite Rider	2.48	6.11	-59.5%	
Mammoth FR	9.74	26.55	-63.3%	
Mammoth DAR	0.48	1.85	-74.4%	
Reno	2.09	4.22	-50.4%	254.62
Lancaster	1.32	3.18	-58.4%	122.96
Reds Meadow	#DIV/0!	37.77	#DIV/0!	
Bishop Creek	2.31	2.77	-16.6%	
Total	6.13	21.16	-71.0%	

RIDERSHIP COMPARISON				
REPORT MONTH - THIS YEAR/LAST YEAR				
Route	Sep-20	Sep-19	Variance	% Change
Mammoth Express	161	397	-236	-59.4%
Lone Pine Express	212	366	-154	-42.1%
Lone Pine DAR	347	417	-70	-16.8%
Tecopa	6	15	-9	-60.0%
Walker DAR	21	118	-97	-82.2%
Bridgeport to G'Ville	18	12	6	50.0%
Benton to Bishop	7	39	-32	-82.1%
Bishop DAR	2,197	3,522	-1,325	-37.6%
Nite Rider	101	313	-212	-67.7%
Mammoth FR	10,052	24,783	-14,731	-59.4%
Mammoth DAR	103	249	-146	-58.6%
Reno	414	990	-576	-58.2%
Lancaster	274	608	-334	-54.9%
Reds Meadow	0	13,366	-13,366	-100.0%
Bishop Creek	42	20	22	110.0%
TOTALS	13,955	45,286	-31,331	-69.2%
PASSENGERS PER SERVICE HOUR				
REPORT MONTH - THIS YEAR/LAST YEAR				PAX MILES/ SVC HOUR
Route	Sep-20	Sep-19	% Change	
Mammoth Express	2.06	5.13	-59.8%	
Lone Pine Express	2.12	3.71	-42.8%	
Lone Pine DAR	2.36	2.98	-20.7%	
Tecopa	0.50	1.01	-50.6%	
Walker DAR	0.31	0.83	-63.0%	
Bridgeport to G'Ville	0.94	0.64	47.3%	
Benton to Bishop	0.62	2.72	-77.3%	
Bishop DAR	2.95	3.97	-25.6%	
Nite Rider	2.86	5.13	-44.3%	
Mammoth FR	6.39	16.17	-60.5%	
Mammoth DAR	0.58	1.46	-60.2%	
Reno	1.57	3.66	-57.1%	258.12
Lancaster	1.23	2.81	-56.3%	120.65
Reds Meadow	#DIV/0!	34.18	#DIV/0!	
Bishop Creek	1.69	3.05	-44.8%	
Total	4.01	11.19	-64.1%	

STAFF REPORT

Subject: FY 2016-19 Triennial Performance Audit of
Eastern Sierra Transit Authority

Initiated by: Karie Bentley, Administration Manager

BACKGROUND

From the "Introduction" of the Triennial Audit:

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

Inyo County engaged Michael Baker International (Michael Baker) on behalf of the Inyo County Local Transportation Commission (ICLTC) to conduct a performance audit of the Eastern Sierra Transit Authority (ESTA or Authority) covering the most recent triennial period, fiscal years 2016–2017 through 2018–2019.

The purpose of the performance audit is to evaluate ESTA's effectiveness and efficiency in its use of TDA funds to provide public transportation in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates ESTA's compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether ESTA is meeting the PUC's reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made which is intended to improve the performance of transit operations.

ANALYSIS/DISCUSSION

Michael Baker International has recently completed the triennial performance audit of ESTA for the three-year period ending June 30, 2019. The performance audit report will be presented to the Inyo County and the Mono County Local Transportation Commissions for approval later this year. Following approval of the performance audit, certification from each of the LTCs that the audit was prepared in accordance with the Transportation Development Act (TDA), will be submitted to Caltrans.

Findings and Recommendations

The following material summarizes the major findings obtained from this triennial audit covering FYs 2016 through 2019. A set of recommendations is then provided.

Triennial Audit Findings (bold emphasis added):

1. Of the compliance requirements pertaining to ESTA, **the Authority fully complied with the nine applicable requirements**. Two additional compliance requirements did not apply to ESTA (e.g., urban and blended farebox recovery ratios).
2. Based on the annual fiscal audits, **ESTA complied with the TDA farebox recovery ratio. The farebox ratio was relatively strong compared to the TDA threshold, averaging over 44 percent during the audit period compared to the minimum statutory requirement of 10 percent**. Fare revenues, as reported in the annual fiscal audit, include passenger fares paid on routes as well as payments provided by entities for fare-free transit service including MMSA and June Lake Mountain. Contract revenue from the Town of Mammoth Lakes is not accounted for as fare revenue, instead ESTA considers it as an "other agency contribution." Based on unaudited data, passenger fare revenues alone resulted in farebox ratios of about 22 percent, still well above the minimum standard.
3. ESTA participates in the annual **CHP inspections for its four vehicle storage locations, and received satisfactory ratings at each of its locations**. Minor violations were found for some of the inspections including that vehicles were behind on their maintenance program checks referenced by either time or miles. Subsequent inspections during this audit period did not report as severe maintenance schedule issues, indicating that ESTA has improved its maintenance scheduling practice. Since ESTA does not have its own vehicle maintenance facility, the Authority relies on outside vendors for the service and has to coordinate the servicing of the vehicles.
4. The **operating budget exhibited modest fluctuations during the period**. After a decrease of 2.3 percent in FY 2017, the operating budget increased 5.3 percent during the subsequent fiscal years of the audit period. The increases are attributed to benefited employees working more hours, overtime, training costs, rent increases at the Mammoth facility and fuel costs.
5. Of the four prior performance audit recommendations, **ESTA has fully implemented two while one prior recommendation was not implemented, and one recommendation is in the process of implementation**. The prior recommendations implemented were ensuring that vehicle maintenance is conducted within maintenance parameters and including a comparison of performance against new standards in the monthly operations report. The feasibility of bringing 45-day vehicle inspections in-house was studied and not found to be currently feasible. The procurement of additional on-board

video cameras for the bus fleet Triennial Performance Audit of Eastern Sierra is in the process of implementation and being forwarded in this audit for full implementation.

6. **Performance indicator trends reflect higher operating costs offset by high farebox recovery ratios.** Operating cost per hour increased systemwide by 13.3 percent attributed to the increase of 14.7 percent in operating costs while vehicle service hours increased 1.3 percent. Cost per passenger increased by a higher rate as passenger ridership decreased 6.7 percent. The subsidy per passenger, which measures the level of non-fare revenue to support each rider, increased 31.3 percent, which indicates reduced payments by local entities for ESTA contract services in the audited fare revenues.
7. Driver recruitment and retention are recognized as on-going issues for the service. **ESTA enhanced the ability to train new drivers through more trainer certifications and testing protocol. ESTA also implemented an Employee Incentive and Training Program to improve employee retention and recognition.**
8. **ESTA plans to construct its own operating and administration facility at the Bishop airport on property adjacent to the bus parking area pending the securement of funding.** ESTA has been actively pursuing grant funding for the project, most recently a grant application under the FTA Section 5339 program that was submitted in the summer of 2017.
9. **In 2018, ESTA developed its first Transit Asset Management (TAM) Plan.** ESTA's primary assets are its revenue and non-revenue vehicle fleets, plus its facilities. After listing its shelters and the Bishop Bus Parking Facility, a few items of equipment that ESTA owns, the 2018 ESTA TAM Plan focuses on revenue vehicles.
10. In October 2017, **ESTA retained consultant services to review and assess ESTA's current organizational structure, operational functions and levels of staffing. The organizational assessment was completed in May 2018 and provided 12 recommendations that were ranked in priority.** The report recommended that ESTA adopt a new organizational structure for administrative functions that would be led by an administrative manager.
11. **There was turnover in the executive director position in 2018.** ESTA's long time executive retired earlier in the year. The Authority conducted three assisted recruitment efforts to find a replacement. The top candidate selected for the position has 30 years of public transit industry experience. **The Board approved the contract for the new executive director in October 2018.** The current executive is preparing a strategic business plan containing key performance indicators or KPIs for measurement of progress towards attainment of planned goals.

12. **ESTA staff have been active and successful in pursuing funding opportunities, including competitive grants.** Grant administration and pursuits are overseen by the administration manager. ESTA maintains a spreadsheet that tracks active federal grants as well as a running spreadsheet to track funding and expenditures by each LTC. Contractor invoices are tracked in the spreadsheet for status of payment schedules.

Triennial Audit Recommendations

1. **Continue procurement of on-board security cameras.**
ESTA has installed cameras on multiple buses in the fleet since the close of the prior audit period. ESTA staff have been successful and have continued working towards procuring additional onboard video cameras giving priority to vehicles used on 395 or Express Routes and Mammoth Lakes fixed routes due to their longer trip time and/or passenger count. Additional cameras were installed in 2019 and all new bus procurements include cameras. Cameras on buses have become standard in the industry and serve many positive purposes which provide a degree of comfort and incentive to the customers. Staff concurs that cameras are useful and intend to look for funding to complete the fleet installment.

Response:

ESTA has installed cameras on at least eighteen buses during the audit period and will continue working to find funds for on-board cameras focusing first vehicles used on 395 Routes and Mammoth fixed routes as they have the most ridership. Around 15% of these vehicles need on board cameras. Once this objective is met, we will work on funding on-board cameras in dial-a-ride and express route vehicles. All replacement vehicles, regardless of route type, will be ordered with on-board cameras moving forward.

2. **Update the capital vehicle replacement plan.**
ESTA has had success in procuring funding for replacement of its fleet vehicles. Most of the fleet is currently within the useful life standard for transit vehicles. The fleet inventory shows the estimated timing of when older and higher mileage vehicles will need to be sold and replaced. However, several industry factors are weighing on a need for ESTA to further update the vehicle replacement plan and extend the replacement schedule longer into the future. One significant factor is the California Air Resources Board Innovative Clean Transit requirements for conversion of transit fleets to zero-emission vehicles. Transit agencies are required to submit a complete Zero-Emission Bus Rollout Plan, showing how it plans to achieve a full transition to zero-emission buses (ZEBs). Although the due date for the rollout plan for small operators like ESTA are not for a few more years, capital vehicle replacement and procurement takes considerable advance planning, with near term purchases of buses impacting what the fleet composition will be when ZEBs will need to be procured. The TAM could serve as a basis for an update to ESTA's capital replacement strategy for the fleet. ESTA should start to plan, schedule, and budget for this rollout conversion of the fleet

and infrastructure, accounting for the replacement schedule of each vehicle in the near and long term. The design and engineering of the new operations facility might consider integrating zero emission infrastructure and vehicle operations and storage to match future investments and compatibility.

Response:

The ZEB rollout plan for small operators is due in 2023. Some transit professionals in California believe the deadlines of the Innovative Clean Transit Act will be extended. This ambitious legislation will prove impractical for many transit agencies. Still, ESTA will strive to purchase ZEB's at the rate grant awards will allow. Currently, ESTA's first ZEB is planned for purchase next calendar year. To the extent possible, minor aspects of ZEB implementation may be addressed in the upcoming Bishop Facility Architectural and Engineering contract, but the ZEB plan is too extensive to be fully addressed in that process. Planning for the implementation of ZEB's at all four ESTA yard locations is a significant undertaking and consultant assistance will be needed. The Vehicle Replacement Plan will be revised before the next budget season, and the TAM Plan may be a template for that plan.

3. Re-evaluate in-house 45-day vehicle inspections as part of the Bishop operations facility project and Short Range Transit Plan Update. This prior recommendation is being carried forward for further consideration in context of the design of the new facility and transit plan update. ESTA studied the option of having the 45-day (3,000 mile) vehicle inspection conducted in-house, rather than currently contracting out the service. In spite of identified challenges with economical and logistical feasibility, the new operations facility might enable such efforts in terms of configuration and equipment to allow some level of light duty vehicle inspections to be conducted in-house. It was suggested in the past that the cost and operational feasibility to bring this service in-house be further evaluated given issues with timely recording of maintenance inspections. The Short Range Transit Plan (SRTP) analyzed the cost of in-house maintenance and found that minor maintenance tasks could be considered for an expanded ESTA staff once the Bishop operations facility improvements are completed. An update of the SRTP should re-evaluate the feasibility of in-house maintenance. More recently, the Organizational Assessment Report made a recommendation for ESTA fleet operations with regard to in-house maintenance. With the eventual transition to zero-emission vehicles and a more diversified alternative fueled fleet, consideration should be given to planning and investing in staff development for light duty maintenance versus full reliance on contracted services.

Response:

ESTA staff will continue to study the feasibility of bringing 45-day vehicle inspections-in house. Economical and logistical feasibility will be considered along with necessary training and procedures to ensure the quality of the inspections.

FINANCIAL CONSIDERATIONS

The triennial performance audit provides direction for the Authority to ensure the economy, effectiveness and efficiency of its operations. The audit is funded with Local Transportation Fund Administrative revenues, which come through the Local Transportation Commissions.

RECOMMENDATION

This item is presented for the Board's review. The Board is requested to accept the triennial performance audit for the period ending June 30, 2019 and to receive and file the audit report.

Attachment: FY-2017-19_TDA-Performance-Audit_ESTA_Final.pdf

FY 2017–19 Triennial Performance Audit of Eastern Sierra Transit Authority



SUBMITTED TO:

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

SUBMITTED BY:

Michael Baker
INTERNATIONAL

September 2020

TABLE OF CONTENTS

Section I	1
Introduction	1
Overview of the Transit System	1
Section II	12
Operator Compliance Requirements	12
Section III	19
Prior Triennial Performance Recommendations	19
Section IV	23
TDA Performance Indicators	23
Data Consistency	43
Section V	44
Review of JPA Formation Documents	44
Section VI	52
Review of Operator Functions	52
Operations	52
Maintenance	60
Planning	62
Marketing	64
General Administration and Management	66
Section VII	72
Findings and Recommendations	72

Section I

Introduction

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

Inyo County engaged Michael Baker International (Michael Baker) on behalf of the Inyo County Local Transportation Commission (ICLTC) to conduct a performance audit of the Eastern Sierra Transit Authority (ESTA or Authority) covering the most recent triennial period, fiscal years 2016–17 through 2018–19.

The purpose of the performance audit is to evaluate ESTA's effectiveness and efficiency in its use of TDA funds to provide public transportation in its service area. This evaluation is required as a condition for continued receipt of these funds for public transportation purposes. In addition, the audit evaluates ESTA's compliance with the conditions specified in the California Public Utilities Code (PUC). This task involves ascertaining whether ESTA is meeting the PUC's reporting requirements. Moreover, the audit includes calculations of transit service performance indicators and a detailed review of the transit administrative functions. From the analysis that has been undertaken, a set of recommendations has been made which is intended to improve the performance of transit operations.

In summary, this TDA audit affords the opportunity for an independent, constructive, and objective evaluation of the organization and its operations that otherwise might not be available. The methodology for the audit included conducting interviews with ESTA executive management and staff via videoconference platform, document collection from ESTA and Inyo County and Mono County LTCs, data analysis, and review of Board agendas during the audit period¹. The *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities* published by the California Department of Transportation (Caltrans) was used to guide in the development and conduct of the audit.

Overview of the Transit System

Background

The Eastern Sierra Transit Authority was formed through adoption of a Joint Powers Agreement on October 10, 2006 by the County of Inyo, County of Mono, City of Bishop, and Town of Mammoth Lakes. ESTA was created to meet the growing need for public transportation for the four member jurisdictions and throughout the entire Eastern Sierra region. The ESTA Board of Directors is made

¹ Due to the 2020 COVID-19 Pandemic, videoconferencing and the review of Board agendas were employed in lieu of on-site observations as part of this audit's methodology.

up of eight members, two from each of the member jurisdictions and appointed from their respective governing bodies. ESTA began operating transit services on July 1, 2007, assuming control of all the services, staff, and capital from the system formerly known as Inyo Mono Transit.

ESTA is guided by its Mission Statement:

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

Service Area Characteristics

Inyo County

Inyo County is geographically located in east central California, stretching from San Bernardino County to the south, Kern County to the southwest, Mono County to the north, Fresno and Tulare Counties to the west, and the State of Nevada to the east. The topography is composed of the highest and lowest points in the contiguous United States: Badwater Basin in Death Valley National Park at 279 feet below sea level and Mount Whitney adjacent to Sequoia National Park at 14,505 feet above sea level. The county’s geographical land area encompasses 10,181 square miles. Major highways include U.S. Routes (US) 6 and 395 and State Routes (SR) 127, 136, 168, 178, and 190. A demographic snapshot of the county is presented below in Table I-1:

**Table I-1
Inyo County Demographics**

City/Jurisdiction	2010 US Census Population	Change from 2000 US Census %	Population 65 years & older %	2020 Department of Finance Estimates	Land area (in square miles)
Bishop	3,879	+8.5%	15.75%	3,821	1.86
Unincorporated Area	14,667	+2.1%	19.94%	14,763	10,179
Total Inyo County	18,546	+3.4%	19.06%	18,584	10,181

Source: 2010 U.S. Census, California Department of Finance, 2020 Population Estimates

The city of Bishop, along with the suburbs immediately surrounding it, contains over 50 percent of all County residents and approximately 67 percent of the County’s residents live within a 15-mile radius of Bishop. Bishop is the only incorporated city in the County. Independence is the county seat. Other communities include Big Pine, Independence, Lone Pine, Olancho, Shoshone, and Tecopa. The county and the city of Bishop saw modest growth between the 2000 and 2010 U.S. Census. The senior citizen population, comprised of residents aged 65 and over is 19 percent countywide. The 2020 population for Inyo County is estimated to be 18,584 as reported by the State Department of Finance. The five federally-recognized Indian reservations in Inyo County are located in the communities of Bishop (Bishop Paiute Tribe), Big Pine (Big Pine Paiute Tribe of the Owens

Valley), Fort Independence (Fort Independence Community of Paiutes), Lone Pine (Lone Pine Paiute Shoshone Tribe), and Furnace Creek (Timbisha Shoshone Tribe).

Mono County

Mono County is geographically located in east central California, stretching from Inyo County to the south, Fresno and Madera Counties to the southwest, Tuolumne County to the west, Alpine County to the northwest and the State of Nevada to the north and east. The county’s geographical land area encompasses 3,049 square miles with the highest elevation of 14,252 feet above sea level. Major highways include US 6 and 395 and SR 108, 120, 167, 182, and 270. A demographic snapshot of the county is presented below in Table I-2:

**Table I-2
Mono County Demographics**

City/Jurisdiction	2010 US Census Population	Change from 2000 US Census %	Population 65 years & older %	2020 Department of Finance Estimates	Land area (in square miles)
Town of Mammoth Lakes	8,234	+16.1%	6.46%	7,859	24.87
Unincorporated Area	5,968	+3.6%	14.16%	5,605	3,024.13
Total Mono County	14,202	+10.5%	9.70%	13,464	3,049

Source: 2010 U.S. Census, California Department of Finance, 2020 Population Estimates

The town of Mammoth Lakes is the largest and the only incorporated municipality in the county. The community of Bridgeport is the county seat. Other important communities and census-designated places in the county include Benton, Coleville, Crowley Lake, June Lake, Lee Vining, and Walker. The county and the town of Mammoth Lakes saw modest growth between the 2000 and 2010 U.S. Census. However, based on recent data, the population has since decreased. The senior citizen population, comprised of residents aged 65 and over is just under 10 percent countywide. The 2020 population for Mono County is estimated to be 13,464 as reported by the State Department of Finance. The two federally-recognized Indian reservations located in Mono County are the Benton (Utu Utu Gwaitu Paiute) and Bridgeport (Paiute).

System Characteristics

ESTA is the primary provider of public bus services throughout Inyo and Mono counties and is the sole provider of interregional public transportation for the entire Eastern Sierra region. ESTA offers a variety of bus services including local fixed routes, Dial-A-Ride, town-to-town services, and interregional service. Although not funded by TDA, ESTA also administers a vanpool program of employees who share the cost of commuting to work from the Bishop area to Mammoth Lakes using vehicles provided by ESTA and paid for with state funds.² In addition, ESTA operates the Non-Emergency Medical Transportation (NEMT) Program that offers non-emergency medical

² The previous vanpool commuted between Mammoth and Bishop but is not in current operation due to lack of participation. At least eight participants are needed to maintain a vanpool.

transportation mileage reimbursement services to the transportation-disadvantaged community.³ Each trip must begin or end in Inyo or Mono County. The NEMT program offers reimbursement for trips up to 300 total miles and fuel is reimbursed at the current IRS medical mileage rate.

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

Local Mammoth Lakes Transit Service

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

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

In addition, Measure U, or the Mammoth Lakes Mobility, Recreation and Arts & Culture Utility Users Tax Ordinance, was adopted by the Mammoth Lakes Town Council on March 17, 2010, and approved by the voters of the Town of Mammoth Lakes on June 8, 2010. The intent of Measure U includes expenditures to enhance mobility, recreation, and arts and culture such as providing transit service for special events that occur throughout the year.

Year-Round Routes

Purple Line: The Purple Line runs along SR 203, Sierra Park Road, Manzanita Road, Lupin Street, Minaret, Forest Trail, Hillside Drive, and Canyon Boulevard from Vons Supermarket to The Village and to Meridian/Manzanita with stops by Mammoth Hospital, Mammoth Lakes Library, Mammoth Mountain RV Park, and the Mammoth Lakes California Welcome Center. This line operates daily from 7:00 a.m. to 6:00 p.m. with stops every 30 minutes.

Gray Line: The Gray Line ceased operation in late December 2016 due to declining ridership. When the Gray Line was in operation, it ran along Meridian Boulevard and Old Mammoth Road, originating at Vons and served the Mammoth Lakes Campus of Cerro Coso Community College, Mammoth Hospital, and Mammoth Lakes Library. It terminated at Juniper Springs Resort. This line operated year-round seven days a week from 7:00 a.m. to 6:00 p.m. with stops every 30 minutes. Funding from the Gray Line has been used to fund year-round expansion of the Town Trolley route in order

³ Approximately 75 participants are enrolled in the NEMT program.

to provide service to the Meridian Boulevard area between Old Mammoth Road and Juniper Springs Resort.

Town Trolley: The Town Trolley operates year-round on seasonally-adjusted schedules. The summer service schedule makes stops at Snowcreek Athletic Club, Sierra Center Mall, Minaret Village Shopping Center, The Village, and Canyon Lodge every 20 minutes from 7:00 a.m. to 2:00 a.m. During the shoulder seasons, service is provided from 7:00 a.m. to 10:00 p.m. from June through November. The winter Night Trolley operates daily during the winter schedule between Canyon Lodge, The Village, and Snowcreek Athletic Club. The trolley operates from 5:45 p.m. to 2:00 a.m. with stops every 20 minutes. Year-round service was expanded to the Meridian Boulevard area between Old Mammoth Road and Juniper Springs Resort to fill a service gap identified in the most recent Short Range Transit Plan.

Seasonal Routes

Lake Basin Trolley: During the summer months, from mid-June through early September, the Lakes Basin Trolley operates from The Village to Mammoth Lakes Basin from 8:00 a.m. to 6:00 p.m. daily. The trolley departs The Village every 30 minutes with stops at Twin Lakes (Tamarack Lodge), Lake Mary, Lake Mamie, and Horseshoe Lake. After Labor Day until October, the trolley operates from 8:00 a.m. to 6:00 p.m. every 60 minutes. This trolley also tows a 12-bike trailer for access to scenic cycling.

Reds Meadow Shuttle: From late June to early September, or as weather permits, the US Forest Service administers a vendor contract with ESTA for daily shuttle service from the Mammoth Mountain Main Lodge Adventure Center to Reds Meadow/Devils Postpile. In June 2012, ESTA transitioned from the original Challenge Cost Share Agreement with the US Forest Service to a Special Use Permit which provides fewer stipulations to the revenue generated from the service. From the Mammoth Mountain Adventure Center, the Reds Meadow/Devils Postpile Shuttle runs once an hour from 7:15 a.m. to 9:00 a.m., every 20 minutes from 9:00 a.m. to 5:00 p.m., and every 45 minutes from 5:00 p.m. to 7:00 p.m. The Reds Meadow Shuttle will also transport visitors from The Village in coordination with running times of the Mammoth Area Shuttle (MAS) Bike Shuttle.

June Mountain Shuttle: In FY 2013-14, ESTA and the June Mountain Ski Area executed an agreement for ESTA to provide general public service during the ski season between Mammoth Lakes and June Mountain. Two round trips are provided daily, one each in the morning and afternoon. This service coincided with the re-opening of the June Mountain Ski Area after closure the previous year, and also replaces the ESTA June Mountain Express which primarily served as an employee shuttle for the June Mountain Ski Area in which employees use vouchers that covered the ride. June Mountain Ski Area employees rode free on the new service, as do guests of Mammoth Mountain lodging properties with a voucher. Remaining bus riders paid a fare.

The June Mountain Shuttle was discontinued in 2019. In addition, a June Lake summer shuttle was also attempted during the audit period. Initially, it provided fixed route and subsequently a fixed

route/demand response hybrid service within the town of June Lake. It had poor ridership despite being fare free for a least part of the trial period and was eventually discontinued.

Mammoth Mountain Ski Area (MMSA) Winter Routes: In addition to the above services, in July 2012, the Mammoth Mountain Ski Area (MMSA) and ESTA agreed for ESTA to provide contract transit service for access from the town to Mammoth Mountain. MMSA had operated private bus service for decades between the town and the mountain. These additional routes during the winter include the Red Line, Blue Line, Yellow Line, Green Line, and Blue-Yellow Combination.

Furthermore, during the summer, MMSA privately funds and operates the Mammoth Area Shuttle (MAS) Bike Shuttle that provides daily access to the Mammoth Bike Park from The Village every 30 minutes from 9:00 a.m. to 5:30 p.m. The route extends from The Village to the Mammoth Mountain Adventure Center from June through September. ESTA does not provide this service.

Mammoth Dial-A-Ride

Door-to-door general public Dial-A-Ride is provided year-round with priority given to special needs riders. The service operates from 8:00 a.m. to 5:00 p.m. Monday through Friday. Limited service is available after 5:00 p.m. only for eligible riders who qualify under the Americans with Disabilities Act (ADA) and with 24 hours advance notice. The evening service provides complementary paratransit service to the fixed route under ADA regulations. The Dial-A-Ride service area consists of two zones—Zone 1 is the greater Mammoth area including North Village, the Industrial Park, and Old Mammoth, and Zone 2 is the outlying area of Lakes Basin and the Mammoth Mountain Ski Area Main Lodge. Mammoth Dial-A-Ride is also available on the weekends for eligible riders who qualify under the ADA and within 24 hours advance notice.

The Limited: In December 2017, ESTA implemented this service in conjunction with the winter season start of the Green, Blue, and Yellow Lines in response to public input regarding transit service to the Old Mammoth Road area west of Snowcreek Athletic Club. This route has been operated with the Mammoth Dial-A-Ride vehicle on school days only. The Limited was reduced to a two daily trips per school day for the remainder of the 2018-19 academic year per recent Board action. The Limited route (service to upper Old Mammoth Road area) operated through the end of the school year in June 2019. The service was eventually discontinued.

Local Bishop Area Service

Local transit service in Bishop and the surrounding area is provided by general public Dial-A-Ride with priority given to seniors and disabled. Service is available Monday through Thursday from 7:00 a.m. to 6:00 p.m., Friday from 7:00 a.m. to 2:00 a.m.; Saturday from 8:30 a.m. to 2:00 a.m., and Sunday from 8:00 a.m. to 1:00 p.m. The extended Friday and Saturday night service is referred to as the “Nite Rider.” Bishop Area Dial-A-Ride service consists of two zones - Zone 1 includes the greater Bishop area and Zone 2 covers the outlying areas. A check-point Dial-A-Ride system was instituted where the vehicle picks up passengers from marked designated locations at certain times and then transports them to their destination in the service area. Check-point pickups are located at

Vons/Kmart, Paiute Palace Casino, and Joseph's Market. Check-point Dial-A-Ride offers a \$1.00 discount off regular Dial-A-Ride fares.

Bishop Creek Shuttle: ESTA began the Bishop Creek Shuttle in summer 2017 serving South Lake and Lake Sabrina. Service is provided seven days per week from mid-June through Labor Day. Two roundtrips per day depart Bishop at 8:00 a.m. and 3:15 p.m.

Rural Transit Services

ESTA rural transit service is spread among different communities in Mono and Inyo counties. Both dial-a-ride and town-to-town services are provided that link these small rural locations. Lone Pine dial-a-ride offers door-to-door bus service in and around the community of Lone Pine for the general public and special needs riders. The Lone Pine dial-a-ride service consists of two zones and is provided Monday through Friday from 7:30 a.m. to 3:30 p.m. Walker dial-a-ride offers door-to-door bus service for the communities within the Antelope Valley including Walker and Coleville for the general public and special needs riders. Service is provided Monday through Thursday from 8:00 a.m. to 4:00 p.m. The Walker dial-a-ride service was expanded to Monday through Friday in 2017. The additional day is funded by Mono LTC. For both dial-a-rides, reservations are encouraged but same-day service is available.

Benton-Bishop service is provided on Tuesday and Friday from 8:30 a.m. to 2:30 p.m., with interim stops in Hammil Valley and Chalfant. One round trip per day is provided in which passengers are able to stay in Bishop for 5 hours before the return trip.

Service from Tecopa Heights in southeastern Inyo County to Pahrump, Nevada, is provided two Thursdays per month with an interim stop in Shoshone. Service is provided in a very isolated area and serves important lifeline transit needs. This service has been contracted to a local senior center to provide trips. One round trip is provided and begins in Tecopa on Thursday at 7:00 a.m., returning from Pahrump the same day at 1:00 p.m. Prior-day reservations are necessary. While the vehicle is in Pahrump between 8:50 a.m. and 11:00 a.m., door-to-door service within Pahrump is available.

Highway 395 Corridor Services

Corridor services include both town-to-town service and long-haul interregional service. Bishop-Mammoth Commuter Express includes four trips a day in each direction Monday through Friday from 6:50 a.m. to 7:50 p.m. Interim stops are made at Crowley Lake, Tom's Place, Pine Creek Road & Highway 395, and Round Valley (Tuesday and Thursday only). Stop requests at Round Valley/Pine Creek Road must be called in the prior day, while same day stop requests at Tom's Place can be accommodated.

The Lone Pine-Bishop Express service provides three trips a day in each direction Monday through Friday from 6:15 a.m. to 7:40 p.m. A mid-day trip is available three days a week from Lone Pine to Bishop. Interim stops are provided in Wilkerson, Big Pine, Aberdeen, and Independence. Stop requests at Wilkerson and Aberdeen Store must be called in the prior day. Also, in conjunction with the Lancaster route, there are 4 roundtrip options per day between Bishop and Lone Pine.

Intercity service is provided between Bridgeport and Gardnerville on Wednesdays with one trip in each direction. Stops are provided in Bridgeport, Walker, Coleville, and Gardnerville. While in Gardnerville, the vehicle provides door-to-door service for the passengers who rode in from Bridgeport/Walker/Coleville for about 3.5 hours that the vehicle is in town before the return trip at 7:00 pm.

The withdrawal of Greyhound intercity bus service from the Highway 395 corridor in 2001 resulted in Inyo and Mono counties instituting the former Carson Ridgecrest Eastern Sierra Transit interregional bus service between the end-points of Carson City in the north and Ridgecrest in the south. Over the years the route was expanded to Reno (both airport and Greyhound station) and the Lancaster Metrolink train station in Los Angeles County. Today, collectively referred to as 395 Routes, the intercity service connects communities along the corridor and links to other intercity transportation services. Days of service were expanded on these routes during the audit period. The Reno Route travels between Lone Pine and Reno Monday through Friday. The service starts in Lone Pine at 6:15 a.m. and serves cities and towns along Highway 395 such as Independence, Big Pine, Bishop, Mammoth Lakes, June Lake, Lee Vining, Bridgeport, and Walker, before entering Nevada near Topaz Lake and continuing to the larger cities of Gardnerville, Carson City, and Reno. The northern terminals in Reno are the Reno-Tahoe International Airport and the Greyhound station. The full trip one way takes about 6 hours. The bus then has a relatively short layover of over an hour before making the return trip to Lone Pine by 7:40 p.m.

The Lancaster Route runs Monday through Friday from Mammoth Lakes to Lancaster. The service starts in Mammoth Lakes at 7:50 a.m. and serves cities and towns along Highway 395 such as Crowley, Tom's Place, Bishop, Big Pine, Independence, Lone Pine, Inyokern, Mojave, and Lancaster. The expanded service to Lancaster replaced one run of the Kern Regional Transit line and allows direct connections to the Metrolink regional train service serving the greater Los Angeles region. The full trip one way from Mammoth takes a little over 5 hours. The bus then has a relatively short layover of a little over an hour before making the return trip to Mammoth Lakes by 7:00 p.m.

For both intercity routes, stops by request only are made at Aberdeen, Coso Junction, Pearsonville, Tom's Place, June Lake Junction, Coleville, and Gardnerville. Reservations are strongly recommended because of the limited seating for the one round trip per route.

In promoting transit connections to thru-hikers, ESTA, on its website, compiled a map showing its bus stops that are most relevant to thru-hikers to connect to different sections of major hiking trails, resupply locations and other services. There are seven main transit stops along US 395 where trail users can easily use transit and access the Sierra Nevada backcountry.

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

Fares

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

Both cash and check are accepted on the buses, although checks must be from a local bank to be accepted. ESTA also processes credit card payments for advance reservations and advance purchases with a minimum charge of \$10.00. In 2014, ESTA began accepting credit cards on the Reno and Lancaster route buses. ESTA has in place a credit card policy describing the use of credit and related charge activities.

For town-to-town services and 395 Routes, one-way fares are charged according to the origin and destination of the passenger trip. Shorter trips charge a lower fare than a longer trip. Passengers who travel round trip on the Reno or Lancaster routes the same day are charged for only one way for certain origin-destination combinations. These passengers depart the bus at an interim stop (e.g., Carson City or Gardnerville) in the morning for services such as at a V.A. hospital, and reboard for the return trip in the afternoon.

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

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

Fleet

ESTA's vehicle fleet by the end of the audit period comprised 65 vehicles. Among the fleet are eight support vehicles utilized for staff transportation and three 14-passenger Ford vans that are used for the vanpool service. The remaining 54 vehicles are used for public transit revenue service and range in age from their acquisitions between 2006 and 2020. The majority of revenue service vehicles are Ford E-450 cutaway buses that can accommodate 15 to 16 ambulatory riders, or 11 to 12 riders plus 2 wheelchair passengers. The larger newer fixed-route buses can accommodate 37 passengers plus two wheelchairs. Among the revenue vehicles are eight contingency vehicles. Revenue service

vehicles in the fleet are wheelchair accessible while the staff transportation vehicles and the vans used for vanpools are not. ESTA's revenue fleet is summarized in Table I-3.

**Table I-3
ESTA Revenue Fleet Inventory**

Year	Make & Model	Quantity	Fuel Type	Seating Capacity
2006	Supreme Classic American Trolley	4	Unleaded	26 (2 W/C)
2008	Blue Bird Xcel 102	1	Diesel	33 or 29 (2 W/C)
2012	Ford E-450	1	Unleaded	16 or 12 (2 W/C)
2012	El Dorado Axess	8	Diesel	37 (2 W/C)
2012	El Dorado E-Z Rider	3	Diesel	37 (2 W/C)
2013	Braun Entervan	1	Unleaded	5
2013	Ford E-450	6	Unleaded	16 or 12 (2 W/C)
2013	Ford E-550	2	Diesel	25 or 19 (2 W/C)
2013	Ford E-550	1	Diesel	25 or 17 (2 W/C)
2013	El Dorado Axess	1	Diesel	37 (2 W/C)
2014	Ford E-450	4	Unleaded	16 or 12 (2 W/C)
2014	Daimler Sprinter Van	4	Diesel	14 or 7 (2 W/C)
2014	Freightliner Defender	2	Diesel	25 or 19 (2 W/C)
2014	Ford E-550	1	Diesel	25 or 19 (2 W/C)
2015	Ford E-450	1	Unleaded	20 or 16 (2 W/C)
2016	Ford E-450	1	Unleaded	16 or 12 (2 W/C)
2016	Hometown Trolley Villager	1	Diesel	26 (2 W/C)
2017	Hometown Trolley Villager	1	Diesel	26 (2 W/C)
2018	Hometown Trolley Villager	1	Diesel	26 (2 W/C)
2019	Freightliner Defender	1	Diesel	25 or 19 (2 W/C)
2020	Freightliner Defender	1	Diesel	33 or 27 (2 W/C)
Total		46		

Source: ESTA
W/C=Wheelchair

During the audit period, about 43 percent of vehicles were past their useful life and an estimated 57 percent in 2020. ESTA has been successful in securing federal grant funding to replace aging vehicles. In 2018, ESTA adopted its first Transit Asset Management (TAM) plan that gauges vehicle usage and needs.

Facilities

ESTA's main administrative office is located in the terminal of the Bishop Airport (KBIH), located 2 miles east of Bishop. ESTA leases office space and ground for parking. Most of the transit vehicles are parked in a paved lot across from the terminal building. The office houses executive

management, administrative staff, operations, and dispatch for the non-Mammoth Lakes services. The Town of Mammoth Lakes expanded a Town-owned facility from which ESTA leases six bays and office space for vehicle parking, operations, and dispatching of the local Mammoth transit services. The vehicles used for the local Mammoth service, including the Town-owned vehicles and the Red Meadow buses, are also parked at this facility. Because there are not enough spaces in the bus bays for the fleet, the vehicles that are kept indoors are typically those that will be readied for the next morning's runs. This is done in part to avoid potential issues caused by harsh weather elements. ESTA rotates buses every 4-5 days into the bays for overnight storage so they are able to melt out the night prior to service.

Additional transit vehicles are stored at other locations in both counties for efficiency and practical reasons for services that are too far away and/or do not serve Bishop or Mammoth Lakes. These locations include Walker (2 buses) and Lone Pine (3 buses). The vehicles are rotated as necessary within the main fleet for inspections and maintenance. ESTA does not conduct vehicle maintenance in-house and does not have a vehicle maintenance facility. In Mammoth Lakes, ESTA contracts with the Town for maintenance at a separate facility near the vehicle storage and operations building.

Section II

Operator Compliance Requirements

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

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
The transit operator has submitted annual reports to the RTPA based upon the Uniform System of Accounts and Records established by the State Controller. Report is due within seven (7) months after the end of the fiscal year (on or before January 31). The report shall contain underlying data from audited financial statements prepared in accordance with generally accepted accounting principles, if this data is available.	Public Utilities Code, Section 99243	Completion/submittal dates based on report copies provided by ESTA: FY 2017: January 31, 2018 FY 2018: January 31, 2019 FY 2019: January 31, 2020 Conclusion: Complied.
The operator has submitted annual fiscal and compliance audits to the RTPA and to the State Controller within 180 days following the end of the fiscal year (Dec. 27), or has received the appropriate 90-day extension by the RTPA allowed by law.	Public Utilities Code, Section 99245	Completion/submittal dates based on report copies provided by ESTA: FY 2017: January 8, 2018 FY 2018: March 19, 2019 FY 2019: January 27, 2020 A 90-day extension was granted by the Inyo and Mono LTCs pursuant to the TDA statute.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		Conclusion: Complied.
The CHP has, within the 13 months prior to each TDA claim submitted by an operator, certified the operator's compliance with Vehicle Code Section 1808.1 following a CHP inspection of the operator's terminal.	Public Utilities Code, Section 99251 B	<p>ESTA participates in the CHP Transit Operator Compliance Program in which the CHP has conducted inspections within the 13 months prior to each TDA claim.</p> <p>Inspections are conducted at Bishop, Lone Pine, Mammoth Lakes and Walker. Dates applicable to the audit period were:</p> <p>Bishop facility located at 703-B Airport Road: November 14, 2017; November 6, 2018; and November 6, 2019.</p> <p>Lone Pine facilities are located at 160 North Lone Pine Avenue & 1900 South Main Street: September 14, 2017; September 10, 2018; August 5, 2019 and September 26, 2019.</p> <p>Mammoth Lakes facility located at 210 Commerce Circle: September 12, 2017; September 11, 2018; and September 24, 2019.</p> <p>Walker facility located at 399 Mule Deer Road: June 28, 2017; June 20, 2018; and June 11, 2019.</p> <p>Minor violations were cited by the CHP inspector including maintenance program, driver records, and submission of daily conditions reports; however, each facility received a satisfactory terminal rating.</p>

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		Conclusion: Complied.
The operator's claim for TDA funds is submitted in compliance with rules and regulations adopted by the RTPA for such claims.	Public Utilities Code, Section 99261	<p>ESTA receives TDA funds from both Inyo and Mono counties. Separate allocations from each LTC are made. In Inyo County, claimants such as ESTA submit a direct request for allocation of TDA funds to the Inyo LTC using a claim form. The claim form includes checks of conformance with efficiency standards and requests for supporting documentation of the claimant.</p> <p>In Mono County, the LTC passes an annual resolution allocating local transportation funds (LTF). Funds for transit system operations are apportioned to Mono County and the Town of Mammoth Lakes, which are claimed directly by ESTA on their behalf using a claims form.</p> <p>A resolution is then passed by the LTCs for direct allocation to ESTA. The claims process by the two LTCs is more consistent in how ESTA receives TDA funds for transit operations. ESTA complies with the rules and regulations adopted by each LTC.</p> <p style="text-align: center;">Conclusion: Complied</p>
If an operator serves urbanized and non-urbanized areas, it has maintained a ratio of fare revenues to operating costs at least equal to the ratio	Public Utilities Code, Section 99270.1	ESTA is not subject to this farebox recovery provision, as the Authority does not serve an urbanized area within the two counties.

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
determined by the rules and regulations adopted by the RTPA.		Conclusion: Not Applicable
The operator's operating budget has not increased by more than 15% over the preceding year, nor is there a substantial increase or decrease in the scope of operations or capital budget provisions for major new fixed facilities unless the operator has reasonably supported and substantiated the change(s).	Public Utilities Code, Section 99266	Percentage increase in ESTA's operating budget: FY 2017: -2.3% FY 2018: +5.3% FY 2019: +5.3% Source: FY 2016–2019 Annual ESTA adopted budgets Conclusion: Complied
The operator's definitions of performance measures are consistent with Public Utilities Code Section 99247, including (a) operating cost, (b) operating cost per passenger, (c) operating cost per vehicle service hour, (d) passengers per vehicle service hour, (e) passengers per vehicle service mile, (f) total passengers, (g) transit vehicle, (h) vehicle service hours, (i) vehicle service miles, and (j) vehicle service hours per employee.	Public Utilities Code, Section 99247	ESTA's performance measures are consistent with the definitions contained in the Public Utilities Code, Section 99247. Section IV of this audit describes ESTA's reporting of performance measures. Conclusion: Complied
If the operator serves an urbanized area, it has maintained a ratio of fare revenues to operating costs at least equal to one-fifth (20 percent), unless it is in a county with a population of less than 500,000, in which case it must	Public Utilities Code, Sections 99268.2, 99268.3, 99268.12, 99270.1	ESTA is not subject to this farebox recovery provision, as it does not serve an urbanized area within the two counties. Conclusion: Not Applicable

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
maintain a ratio of fare revenues to operating costs of at least equal to three-twentieths (15 percent), if so determined by the RTPA.		
If the operator serves a rural area, it has maintained a ratio of fare revenues to operating costs at least equal to one-tenth (10 percent).	Public Utilities Code, Sections 99268.2, 99268.4, 99268.5	The farebox recovery ratios per the annual audited financial statements: FY 2017: 46.98% FY 2018: 42.20% FY 2019: 43.35% Conclusion: Complied
The current cost of the operator's retirement system is fully funded with respect to the officers and employees of its public transportation system, or the operator is implementing a plan approved by the RTPA which will fully fund the retirement system within 40 years.	Public Utilities Code, Section 99271	According to the annual ESTA fiscal audit, the Authority's defined benefit pension plan is provided through CalPERS. Active plan members in the Authority's defined pension plan are required to contribute 6.25%, 7% or 8% of their annual covered salary depending upon the plan in which the employee participates. ESTA is required to contribute the actuarially determined remaining amounts necessary to fund the benefits for its members depending upon the retirement plan tier. Conclusion: Complied
If the operator receives state transit assistance funds, the operator makes full use of funds available to it under the Urban Mass Transportation Act of 1964 before TDA claims are granted.	California Code of Regulations, Section 6754(a)(3)	As a recipient of State Transit Assistance Funds, ESTA makes use of federal funds available under the Federal Transit Administration. FTA funds include 5304 Transportation Planning, 5310 competitive grant, 5311 formula apportionment, and

Table II-1 Operator Compliance Requirements Matrix		
Operator Compliance Requirements	Reference	Compliance Efforts
		5311(f) intercity bus, and 5339(a)(b) bus and bus facilities. FY 2017: \$415,002 (operations) FY 2018: \$451,287 (operations) \$167,022 (capital) FY 2019: \$376,473 (operations) Source: FTA National Transit Database for FYs 2017–2019 Conclusion: Complied

Findings and Observations from Operator Compliance Requirements Matrix

1. Of the compliance requirements pertaining to ESTA, the Authority fully complied with the nine applicable requirements. Two additional compliance requirements did not apply to ESTA (e.g., urban and blended farebox recovery ratios).
2. Based on the annual fiscal audits, ESTA complied with the TDA farebox recovery ratio. The farebox ratio was relatively strong compared to the TDA threshold, averaging over 44 percent during the audit period compared to the minimum statutory requirement of 10 percent. Fare revenues, as reported in the annual fiscal audit, include passenger fares paid on routes as well as payments provided by entities for fare-free transit service including MMSA and June Lake Mountain. Contract revenue from the Town of Mammoth Lakes is not accounted for as fare revenue, instead ESTA considers it as an “other agency contribution.” Based on unaudited data, passenger fare revenues alone resulted in farebox ratios of about 22 percent, still well above the minimum standard.
3. ESTA participates in the annual CHP inspections for its four vehicle storage locations and received satisfactory ratings at each of its locations. Minor violations were found for some of the inspections including that vehicles were behind on their maintenance program checks referenced by either time or miles. Subsequent inspections during this audit period did not report as severe maintenance schedule issues, indicating that ESTA has improved its maintenance scheduling practice. Since ESTA does not have its own vehicle maintenance facility, the Authority relies on outside vendors for the service and has to coordinate the servicing of the vehicles.

In working with the Town of Mammoth Lakes, enhanced maintenance equipment and procedures have been put in place. The Town has purchased more advanced software for the maintenance employees to help track statistics on ESTA equipment. This data will help ESTA manage the system and plan for growth.

4. The operating budget exhibited modest fluctuations during the period. After a decrease of 2.3 percent in FY 2017, the operating budget increased 5.3 percent during the subsequent fiscal years of the audit period. The increases are attributed to benefited employees working more hours, overtime, training costs, rent increases at the Mammoth facility and fuel costs.
5. ESTA continues to utilize rural and innovative federal grant funding in addition to other funding sources including TDA for transit operations. Federal formula and discretionary funding are derived from FTA Sections 5304, 5310, 5311 and 5311(f), 5339(b) grant programs.

Federal operating grants comprised about 12 percent of operating revenues at the beginning of the triennial period, according to the Federal National Transit Database. By the end of the audit period, the federal grants comprised about 8 percent of operating revenues. The reduction is attributed to the conclusion of the FTA Section 5316 – JARC grant funding supporting the Mammoth Express and Lone Pine Express routes. In addition, the lower range is the result of inclusion of contract revenue, which had the effect of increasing total revenues while reducing the percentage contributions from federal funds.

Section III

Prior Triennial Performance Recommendations

ESTA's efforts to implement the recommendations made in the prior triennial audit of the Eastern Sierra Transit Authority ending June 30, 2016, are examined in this section of the report. The Caltrans performance audit guidelines prescribe a review of the status of prior audit recommendations. The review included discussions about the prior recommendations with ESTA staff. For this purpose, each prior recommendation for the Authority is described as listed in the prior audit, followed by a discussion of efforts to implement the recommendation. Conclusions concerning the extent to which the recommendations have been implemented by ESTA are then presented.

Prior Recommendation 1

Ensure vehicle maintenance is conducted within maintenance parameters. *(Implementation Priority: High)*

Background: As a continuation of a prior recommendation, the prior audit noted that the Authority relied on outside vendors for the service and coordinated the servicing of the vehicles since ESTA did not have its own vehicle maintenance facility. ESTA indicated communication breakdowns have resulted in maintenance dates that are not recorded properly by the vendor when, in fact, maintenance inspections were performed within the timeline. Inspection dates were shown as the date of the invoice supplied by the vendor rather than the actual service inspection date. ESTA improved its maintenance scheduling practice, including having satisfactory CHP inspection ratings at each of its vehicle storage locations. An operations database developed in-house to track performance and scheduling has also helped with tracking maintenance. ESTA is working with the vendor to improve protocols for dating inspections. It was suggested that ESTA continue working with the maintenance vendors to ensure that there are no late inspections cited on the CHP reports.

Actions Taken by ESTA

In response, ESTA has implemented procedures that enhance vehicle maintenance protocols. The executive director initiated more strict preventative maintenance inspection schedules in an effort to extend the life of the agency's assets. The maintenance of trolleys and buses was increased to 60-day intervals from 120 days at the Mammoth facility. Maintenance staff has been authorized to hold buses out of compliance with standards. Parameters are met better than 90 percent of the time. Supervisors deliver monthly reports on vehicle maintenance to ESTA's executive director. Additionally, in working with the Town of Mammoth Lakes, enhanced maintenance equipment and procedures have been implemented. The Town provides most of the maintenance for the ESTA Mammoth fleet and there were challenges to meet requirements during the heavy snowfall of 2019. ESTA and the Town concur that an expanded maintenance program will be required in the future. The Town has purchased more advanced software for the maintenance employees to help track statistics on ESTA equipment. This data will help ESTA manage the system and plan for growth.

Conclusion

This recommendation has been implemented.

Prior Recommendation 2

Study feasibility of bringing 45-day vehicle inspections in-house. (*Implementation Priority: Medium*)

Background: ESTA has investigated the option of having the 45-day (3,000 mile) vehicle inspection conducted in-house, rather than currently contracting out the service. The new Bishop operations facility might enable such efforts. It was suggested that the cost and operational feasibility to bring this service in-house be further evaluated given issues with timely recording of maintenance inspections. The Short Range Transit Plan (SRTP) analyzed the cost of in-house maintenance, and despite a finding that it was not cost effective to conduct major maintenance in-house, minor maintenance tasks could be considered for an expanded ESTA staff once the Bishop operations facility improvements are completed.

Actions Taken by ESTA

In response to this recommendation, ESTA's management studied the feasibility of bringing 45-day vehicle inspections-in house. Economical and logistical feasibility was considered along with necessary training and procedures to ensure the quality of the inspections. It was assessed that ESTA has not been equipped to increase staff and procure the necessary tools to conduct inspections in-house. The hiring of qualified staff has been deemed prohibitive and the current utility position would need to be competitive with regional mechanic pay. The procurement of tools and shop equipment would also be prohibitive. There is no access to a lift. The Organizational Assessment Report made a recommendation for ESTA fleet operations with regard to in-house maintenance based on the organization findings. Staff also indicated this issue will be re-evaluated during the next update of the Short Range Transit Plan.

Conclusion

This recommendation has not been implemented but should be re-considered by ESTA as part of its proposed operations facility development and next update of the SRTP.

Prior Recommendation 3

Include comparison of performance against new standards in the monthly operations report. (*Implementation Priority: Medium*)

Background: The prior audit found that the monthly performance reports presented to the ESTA Board and to the LTCs include a number of performance standards that are compared to actual data. Standards are shown for indicators such as road calls, preventable accidents, complaints and Bishop

dial-a-ride service. The Short-Range Transit Plan update provided a set of new goals and performance standards for several routes to validate existing and potential services. The goals differ from the previous SRTP by using a different unit basis to measure performance. For example, for the 395 routes and the Town-to-Town routes, the standard of number of passengers per hour was replaced with number of passenger-miles. This resulted in a change in standard from passengers per hour (2.5 to 4.0 passengers per hour) to a minimum standard of 100 passenger-miles per vehicle-hour and a target standard of 200 passenger-miles per vehicle hour. Other standards were also changed including from a subsidy per passenger-trip to a subsidy per passenger-mile standard for the Town-to-Town and 395 Routes. The monthly performance reports to the Board and LTCs should compare the new standards approved in the SRTP to the actual data to determine a basis for showing improvements from ESTA services.

Actions Taken by ESTA

In response to this recommendation, ESTA examined and implemented a comparison of performance metrics against new SRTP standards in the monthly operations reports presented to the ESTA Board and to the LTCs. The passenger per service miles indicator was added as per this recommendation.

Conclusion

This recommendation has been fully implemented.

Prior Recommendation 4

Continue working with Mono and Inyo LTCs and Caltrans to procure additional on-board video cameras for the bus fleet. *(Implementation Priority: Medium)*

Background: Some of the larger ESTA buses have on-board cameras procured through transit security grants in partnership with Mono and Inyo LTCs. On-board cameras are common on buses and provide a multitude of benefits, including driver monitoring; identification and remediation of risky driving behaviors such as distracted driving and drowsiness; passenger monitoring especially to address vandalism, theft, passenger disturbances and general security; enhanced collision review and analysis; and providing a means of increasing security and limiting liability from false liability claims and suits. ESTA indicated that additional procurement of on-board cameras is contingent on an update to a Caltrans District 9/10 Intelligent Transportation System Architecture and Deployment Plan document. The previous ITS plan was developed many years ago, and an update has been underway by Caltrans District 9/10 to add and modify projects. This document is mandated and serves as a framework where various electronics, communications, information processing systems, and hardware devices can be deployed to improve the safety and efficiency of the county's surface transportation system.

Existing technology procured by ESTA have been in previous ITS rural/small urban statewide plans such as real-time information, automatic vehicle location system, and transit traveler information. ESTA should continue working with the LTCs and Caltrans to complete the ITS deployment plan and

procure additional on-board video cameras for its fleet. The advancement of on-board cameras in ESTA capital asset planning should be considered.

Actions Taken by ESTA

ESTA has installed cameras on at least 15 buses since the close of the prior audit period. Approximately 90 percent of the fleet used for 395 or Express Routes and 30 percent of the Mammoth fixed route fleet have on board video. ESTA staff have continued working towards procuring additional on-board video cameras giving priority to busses used on 395 or Express Routes and Mammoth Lakes fixed routes due to their longer trip time and/or passenger count. Ten additional cameras were installed in 2019 and all new bus procurements include cameras. Staff concurs that cameras are useful and intend to look for funding to complete the fleet installment.

Conclusion

This recommendation is in the process of implementation and being carried forward for full implementation.

Section IV

TDA Performance Indicators

This section reviews ESTA operational performance measuring the relative efficiency and effectiveness in providing transit service. TDA requires that at least five specific performance indicators be reported for the transit system, which are contained in the first table. Farebox is not one of the five specific indicators, but is a requirement for continued TDA funding and is also included. A breakdown of service performance by route and comparatively by year is also provided using annual route statistics provided by ESTA and shown in the following tables. Findings from the analysis are contained in the section following the tables and graphs.

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

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

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

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

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

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

FY 2016–17: 95,234.00 hours
FY 2017–18: 98,939.90 hours
FY 2018–19: 102,152.52 hours

TDA requires that employees be reported in terms of full-time equivalents (FTEs). This figure is calculated by dividing total annual employee pay hours by 2,000 hours. FTE data contained in the ESTA State Controller Reports during the audit period reflected this definition.

Annual Fare Revenue data was obtained from audited financial statements and board summary reports. Fares include cash, credit card payments for advance sales, and discount passes. The table showing annual fare revenue systemwide is audited data, while the table showing revenue by route is unaudited, partially explaining the difference between the two totals. The other explanation is that the audited fare revenue includes the contract payments made by local entities for transit services that do not charge a passenger fare. These services include the MMSA and June Mountain transit services. Contract revenue from the Town of Mammoth Lakes is not accounted for as fare revenue, instead ESTA considers it as an “other agency contribution.”

Table IV-1
ESTA Systemwide Performance Indicators

Performance Data and Indicators	Audit Period			% Change FY 2017- 2019
	FY 2017	FY 2018	FY 2019	
Operating Cost	\$4,007,477	\$4,460,758	\$4,596,353	14.7%
<i>Annual Change</i>		11%	3%	
Total Passengers	1,203,804	1,076,085	1,123,564	-6.7%
<i>Annual Change</i>		-11%	4%	
Vehicle Service Hours	56,054	58,287	56,757	1.3%
<i>Annual Change</i>		4%	-3%	
Vehicle Service Miles	893,618	961,915	944,365	5.7%
<i>Annual Change</i>		8%	-2%	
Employee FTE's ⁽¹⁾	48	49	51	7.3%
<i>Annual Change</i>		4%	3%	
Passenger Fares ⁽²⁾	\$1,882,654	\$1,882,467	\$1,992,457	5.8%
<i>Annual Change</i>		0%	6%	
Operating Cost per Passenger	\$3.33	\$4.15	\$4.09	22.9%
<i>Annual Change</i>		25%	-1%	
Operating Cost per Vehicle Service Hour	\$71.49	\$76.53	\$80.98	13.3%
<i>Annual Change</i>		7%	6%	
Operating Cost per Vehicle Service Mile	\$4.48	\$4.64	\$4.87	8.5%
<i>Annual Change</i>		3%	5%	
Passengers per Vehicle Service Hour	21.5	18.5	19.8	-7.8%
<i>Annual Change</i>		-14%	7%	
Passengers per Vehicle Service Mile	1.35	1.12	1.19	-11.7%
<i>Annual Change</i>		-17%	6%	
Vehicle Service Hours per Employee	1,177	1,178	1,111	-5.6%
<i>Annual Change</i>		0%	-6%	
Average Fare per Passenger	\$1.56	\$1.75	\$1.77	13.4%
<i>Annual Change</i>		12%	1%	
Subsidy per Passenger	\$1.77	\$2.40	\$2.32	31.3%
<i>Annual Change</i>		36%	-3%	
Fare Recovery Ratio	46.98%	42.20%	43.35%	-7.7%
<i>Annual Change</i>		-10%	3%	
Consumer Price Index (CPI)- California	2.6%	3.9%	3.1%	

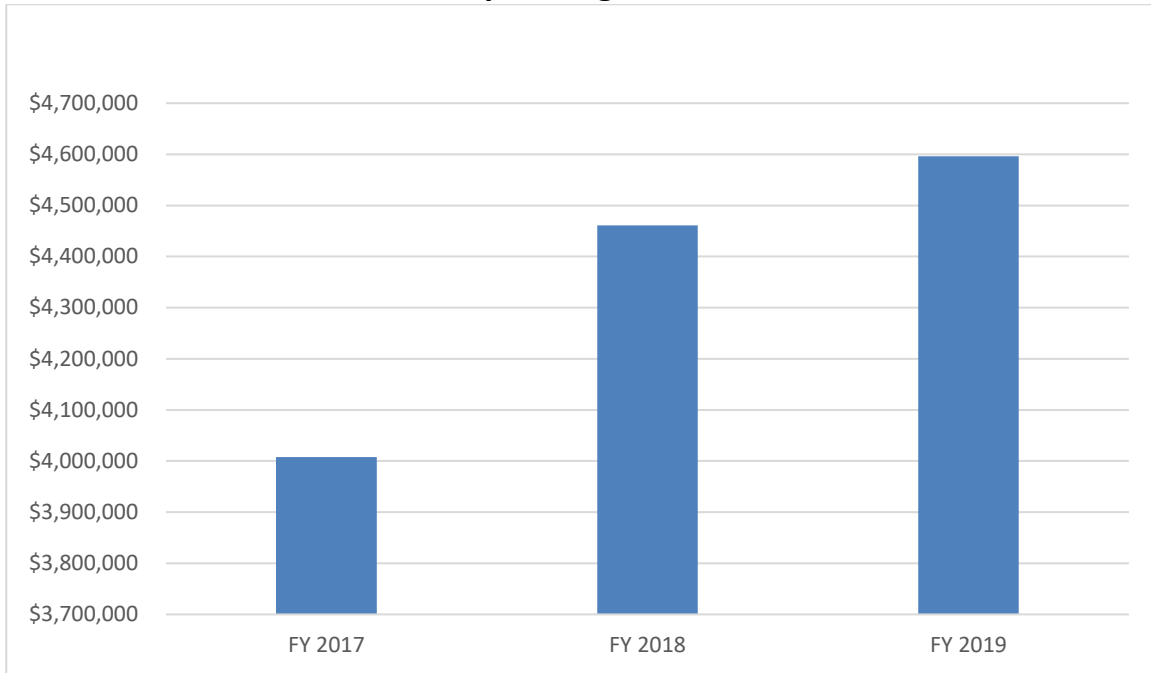
(1) Full time equivalents is annual total payroll hours divided by 2,000 hours.

(2) Passenger fares reported in the fiscal audit include fare subsidies paid by contract agencies for ESTA to provide service (e.g. June Lake Mountain, MMSA)

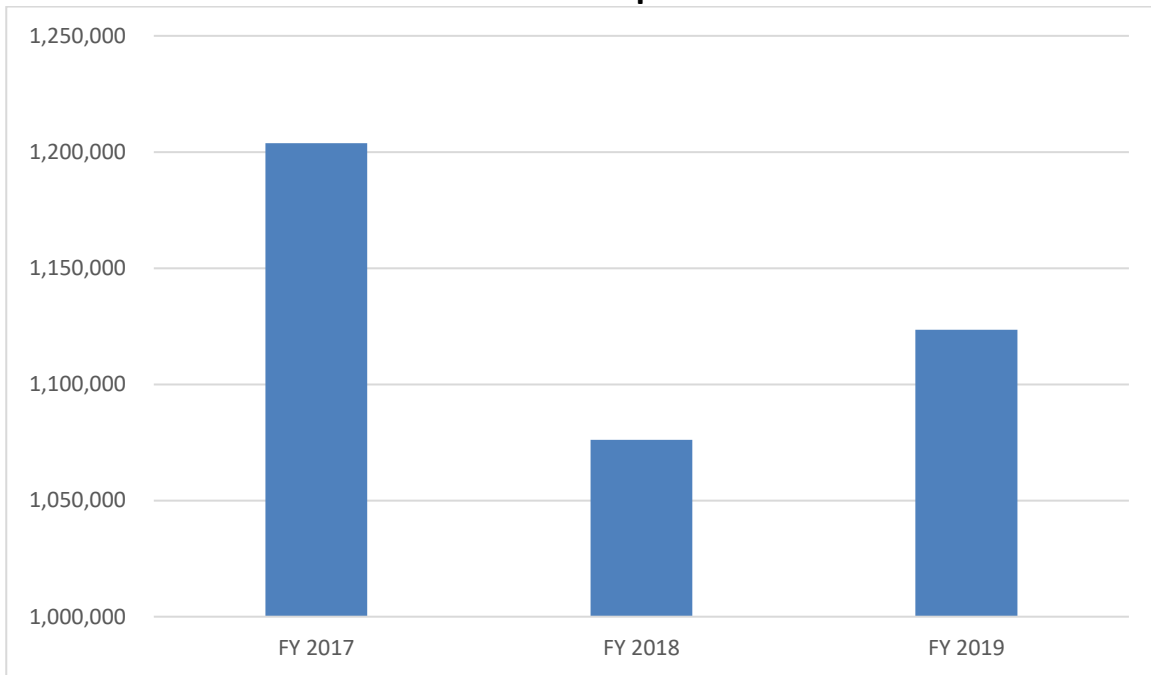
Source: Audited financial reports for cost and fares; ESTA annual performance data by route for passengers, hours and miles; ESTA payroll hours for FTEs.

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

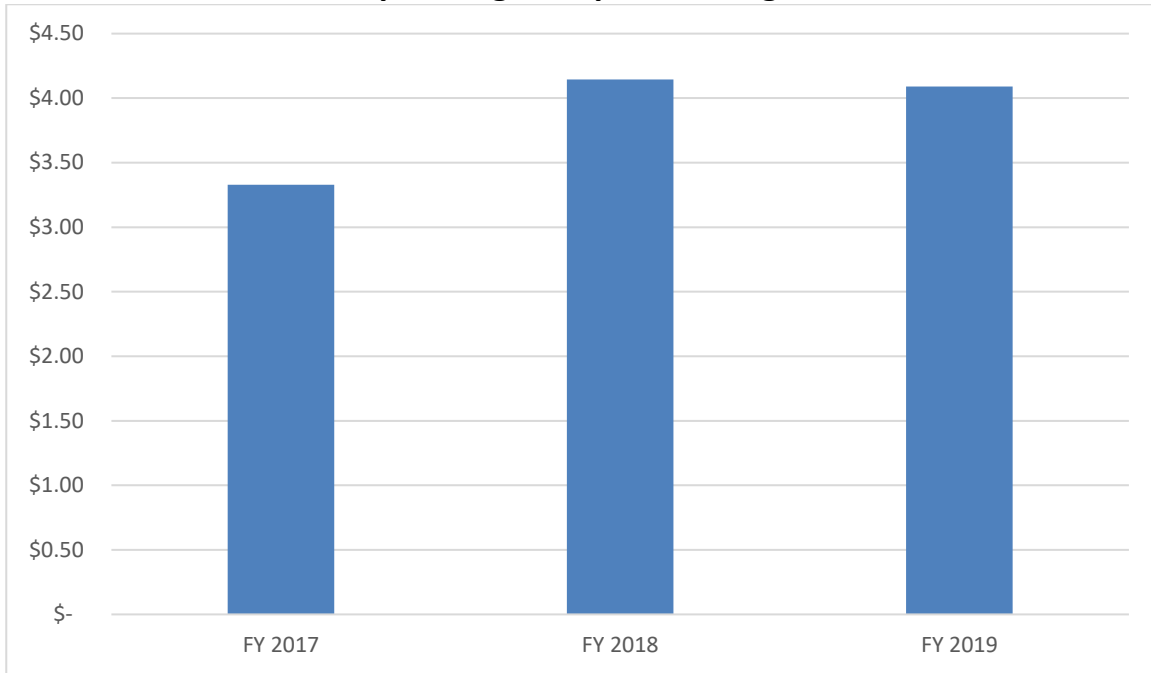
**Graph IV-1
Operating Costs**



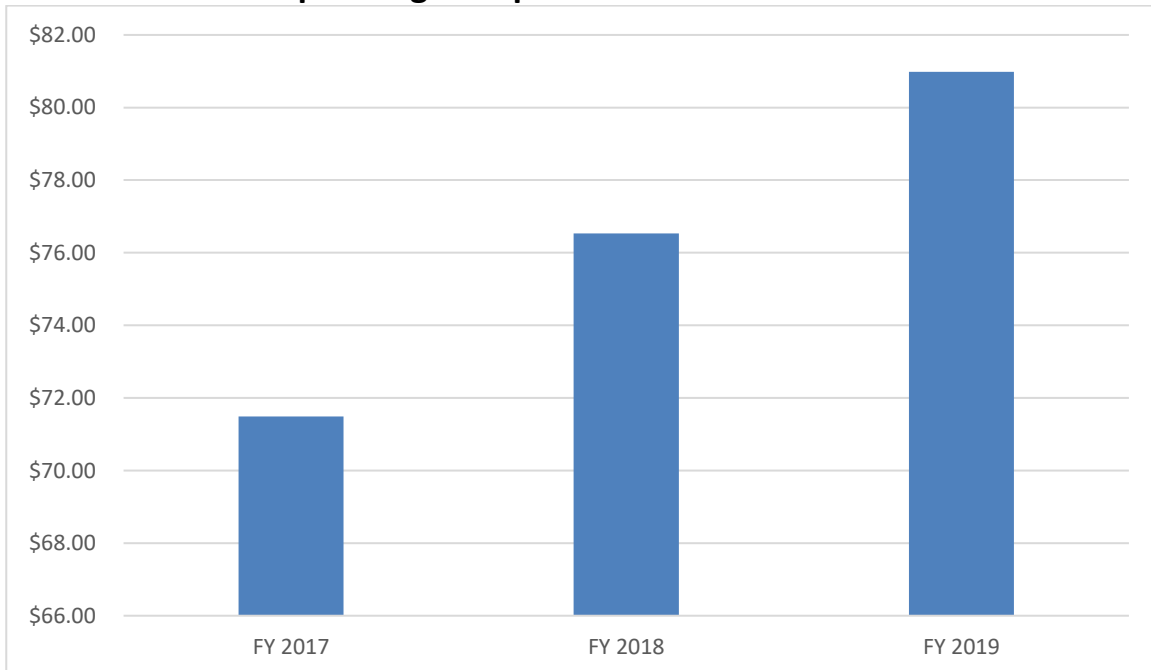
**Graph IV-2
Ridership**



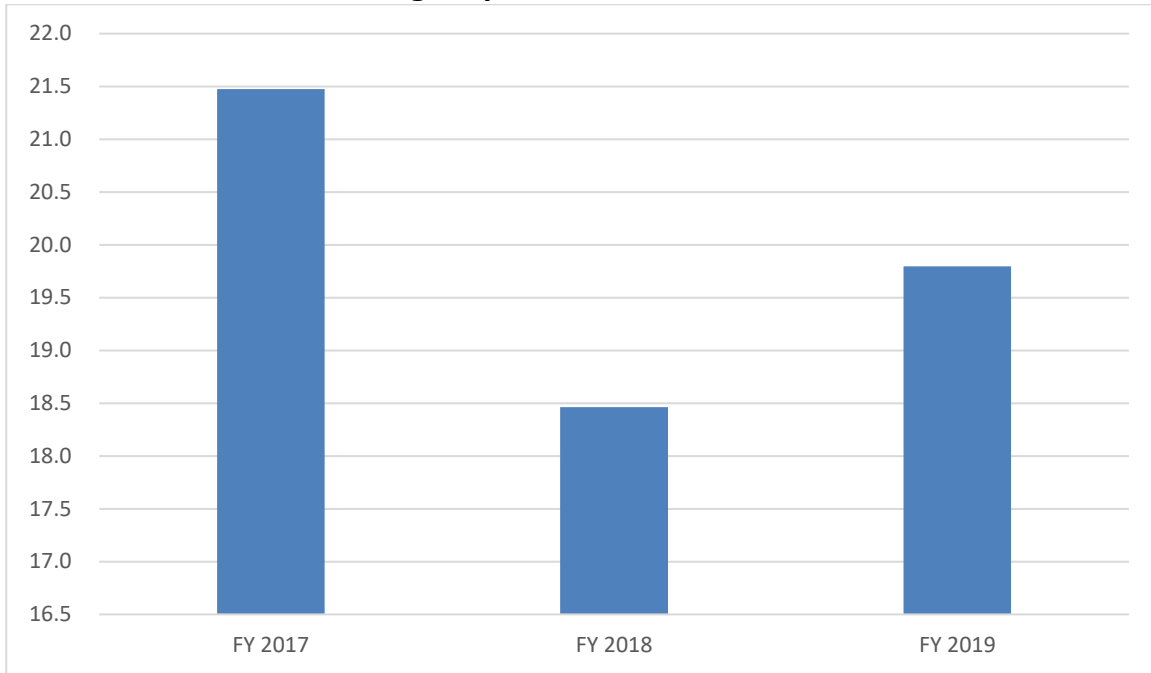
Graph IV-3
Operating Cost per Passenger



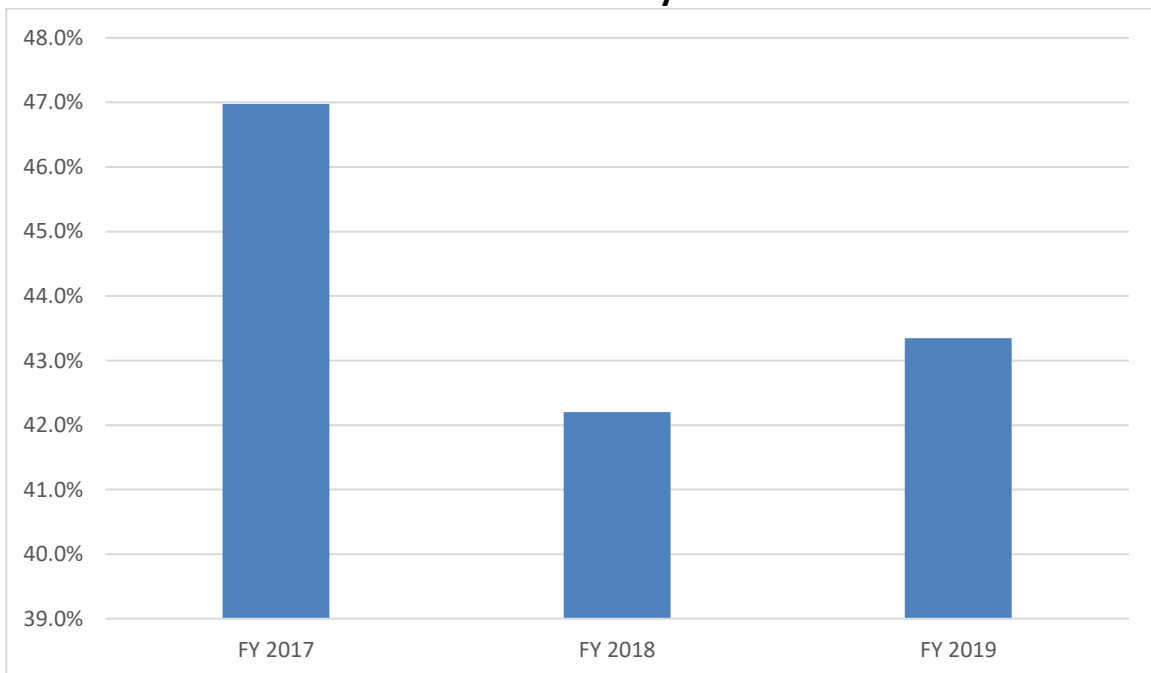
Graph IV-4
Operating Cost per Vehicle Service Hour



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



**Graph IV-6
Farebox Recovery Ratio**



**Table IV-2
FY 2016–17 Performance Data by Route (Unaudited)**

Route	Fares	Pax	Hours	Miles
Benton to Bishop	\$1,316.00	246	149	6,830
Bishop DAR	\$92,665.00	41,731	10,743	110,637
Bishop FR	\$310.00	86	56	1,529
Bridgeport to Gardnerville	\$3,445.00	454	321	6,766
June Lake Shuttle	\$27,976.00	2,931	967	21,268
Lancaster	\$80,876.00	4,872	1,657	77,526
Lone Pine to Bishop	\$20,900.00	4,058	1,485	64,460
Lone Pine DAR	\$9,423.00	3,871	1,764	17,500
Mammoth FR	\$0.00	385,635	15,337	206,102
Mammoth DAR	\$8,882.00	4,068	2,087	6,560
Mammoth Express	\$31,103.00	5,560	1,467	59,455
Mammoth Mountain Ski Area	\$0.00	564,102	10,587	124,237
Measure U	\$0.00	7,585	156	1,457
Mule Shuttle	\$557.00	565	52	422
Nite Rider	\$15,781.00	4,146	820	12,092
Other	\$0.00	1,333	38	747
Reds Meadow	\$469,876.00	163,569	4,061	51,303
Reno	\$149,699.00	6,601	2,710	111,531
Tecopa	\$355.00	69	82	1,640
Walker DAR	\$6,761.00	2,322	1,515	11,556
Total	\$919,925.00	1,203,804	56,054	893,618

Source: ESTA

**Table IV-3
FY 2017–18 Performance Data by Route (Unaudited)**

Route	Fares	Pax	Hours	Miles
Benton to Bishop	\$2,133.75	362	171	7,646
Bishop DAR	\$100,446.55	43,992	10,940	117,190
Bishop Creek	\$2,225.00	657	280	9,125
Bridgeport to Gardnerville	\$2,996.25	501	326	7,188
June Lake Shuttle	\$20,324.00	1,661	812	17,968
Lancaster	\$91,973.50	5,728	2,583	124,625
Lone Pine to Bishop	\$19,197.13	3,571	1,256	55,904
Lone Pine DAR	\$11,068.70	4,317	1,759	18,407
Mammoth FR	\$0.00	378,701	16,791	211,372
Mammoth DAR	\$7,524.80	3,745	2,201	7,258
Mammoth Express	\$23,830.45	4,500	1,005	44,292
Mammoth Mountain Ski Area	\$0.00	480,770	10,131	124,937
Measure U	\$0.00	0	0	1,033
Mule Shuttle	\$291.50	0	0	315
Nite Rider	\$16,704.00	4,415	847	12,240
Other	\$0.00	0	0	1,671
Reds Meadow	\$545,851.40	128,587	3,592	45,476
Reno	\$171,853.33	7,950	3,313	138,682
Tecopa	\$534.00	113	152	4,099
Walker DAR	\$5,903.70	2,130	1,837	12,487
Total	\$1,022,858.06	1,071,700	57,996	961,915

Source: ESTA

**Table IV-4
FY 2018–19 Performance Data by Route (Unaudited)**

Route	Fares	Pax	Hours	Miles
Benton to Bishop	\$2,246.00	410	179	7,714
Bishop DAR	\$97,230.25	43,434	9,900	113,759
Bishop Creek	\$2,562.50	603	276	8,716
Bridgeport to Carson City	\$1,348.05	198	308	7,041
June Lake Shuttle	\$17,610.00	2,123	804	15,984
Lancaster	\$97,404.80	6,289	2,674	126,525
Lone Pine to Bishop	\$18,069.50	3,318	1,226	55,360
Lone Pine DAR	\$10,540.80	4,078	1,755	17,511
Mammoth FR	\$0.00	290,171	12,058	149,438
Mammoth DAR	\$7,273.00	4,052	2,096	7,290
Mammoth Express	\$28,620.00	5,209	949	42,774
Mammoth Mountain Ski Area	\$0.00	521,606	10,872	128,898
Nite Rider	\$16,065.00	4,074	810	11,146
Purple Route	\$0.00	91,435	3,997	50,204
Reds Meadow	\$434,154.00	130,914	3,785	46,780
Reno	\$171,394.65	7,958	3,345	140,589
Specials	\$0.00	6,175	218	1,861
Tecopa	\$540.00	115	169	4,238
Walker DAR	\$3,891.10	1,402	1,335	8,537
Total	\$908,949.65	1,123,564	56,756	944,365

Source: ESTA

**Table IV-5
Fare Revenues by Route by Year (Unaudited)**

Route	Fares			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Benton to Bishop	\$1,316	\$2,134	\$2,246	71%
<i>Annual Change</i>		62%	5%	
Bishop DAR	\$92,665	\$100,447	\$97,230	5%
<i>Annual Change</i>		8%	-3%	
Bishop FR/Bishop Creek	\$310	\$2,225	\$2,563	727%
<i>Annual Change</i>		618%	15%	
Bridgeport to Gardnerville	\$3,445	\$2,996	\$1,348	-61%
<i>Annual Change</i>		-13%	0%	
June Lake Shuttle	\$27,976	\$20,324	\$17,610	-37%

Route	Fares			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
<i>Annual Change</i>		-27%	-13%	
Lancaster	\$80,876	\$91,974	\$97,405	20%
<i>Annual Change</i>		14%	6%	
Lone Pine to Bishop	\$20,900	\$19,197	\$18,070	-14%
<i>Annual Change</i>		-8%	0%	
Lone Pine DAR	\$9,423	\$11,069	\$10,541	12%
<i>Annual Change</i>		17%	-5%	
Mammoth FR ⁽¹⁾	\$0	\$0	\$0	n/a
<i>Annual Change</i>		n/a	0%	
Mammoth DAR	\$8,882	\$7,525	\$7,273	-18%
<i>Annual Change</i>		-15%	-3%	
Mammoth Express	\$31,103	\$23,830	\$28,620	-8%
<i>Annual Change</i>		-23%	20%	
Mammoth Mountain Ski Area ⁽¹⁾	\$0	\$0	\$0	n/a
<i>Annual Change</i>		n/a	n/a	
Measure U ⁽¹⁾	\$0	\$0	\$0	n/a
<i>Annual Change</i>		n/a	n/a	
Mule Shuttle	\$557	\$292	\$0	-100%
<i>Annual Change</i>		-48%	-100%	
Nite Rider	\$15,781	\$16,704	\$16,065	2%
<i>Annual Change</i>		6%	-4%	
Other	\$0	\$0	\$0	n/a
<i>Annual Change</i>		n/a	n/a	
Reds Meadow	\$469,876	\$545,851	\$434,154	-8%
<i>Annual Change</i>		16%	-20%	
Reno	\$149,699	\$171,853	\$171,395	14%
<i>Annual Change</i>		15%	0%	
Tecopa	\$355	\$534	\$540	52%
<i>Annual Change</i>		50%	1%	
Walker DAR	\$6,761	\$5,904	\$3,891	-42%
<i>Annual Change</i>		-13%	-34%	
Total	\$919,615	\$1,020,633	\$906,387	-1%

(1) Mammoth Lakes fixed route services are fare-free.

**Table IV-6
Ridership by Route by Year**

Route	Ridership			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Benton to Bishop	246	362	410	67%
<i>Annual Change</i>		47%	13%	
Bishop DAR	41,731	43,992	43,434	4%
<i>Annual Change</i>		5%	-1%	
Bishop FR/Bishop Creek	86	657	603	601%
<i>Annual Change</i>		664%	-8%	
Bridgeport to Gardnerville	454	501	198	-56%
<i>Annual Change</i>		10%	0%	
June Lake Shuttle	2,931	1,661	2,123	-28%
<i>Annual Change</i>		-43%	28%	
Lancaster	4,872	5,728	6,289	29%
<i>Annual Change</i>		18%	10%	
Lone Pine to Bishop	4,058	3,571	3,318	-18%
<i>Annual Change</i>		-12%	0%	
Lone Pine DAR	3,871	4,317	4,078	5%
<i>Annual Change</i>		12%	-6%	
Mammoth FR (1)	385,635	378,701	290,171	-25%
<i>Annual Change</i>		-2%	0%	
Mammoth DAR	4,068	3,745	4,052	0%
<i>Annual Change</i>		-8%	8%	
Mammoth Express	5,560	4,500	5,209	-6%
<i>Annual Change</i>		-19%	16%	
Mammoth Mountain Ski Area (1)	564,102	480,770	521,606	-8%
<i>Annual Change</i>		-15%	8%	
Measure U (1)	7,585	0	0	-100%
<i>Annual Change</i>		-100%	n/a	
Mule Shuttle	565	0	0	-100%
<i>Annual Change</i>		-100%	n/a	
Nite Rider	4,146	4,415	4,074	-2%
<i>Annual Change</i>		6%	-8%	
Other	1,333	0	0	-100%
<i>Annual Change</i>		-100%	n/a	
Reds Meadow	163,569	128,587	130,914	-20%
<i>Annual Change</i>		-21%	2%	
Reno	6,601	7,950	7,958	21%

Route	Ridership			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
<i>Annual Change</i>		20%	0%	
Tecopa	69	113	115	67%
<i>Annual Change</i>		64%	2%	
Walker DAR	2,322	2,130	1,402	-40%
<i>Annual Change</i>		-8%	-34%	
Total	1,203,718	1,071,043	1,025,351	-15%

(1) Mammoth Lakes fixed route services are fare-free.

Table IV-7
Revenue Service Hours by Route by Year

Route	Revenue Hours			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Benton to Bishop	149	171	179	20%
<i>Annual Change</i>		15%	5%	
Bishop DAR	10,743	10,940	9,900	-8%
<i>Annual Change</i>		2%	-10%	
Bishop FR/Bishop Creek	56	280	276	393%
<i>Annual Change</i>		400%	-1%	
Bridgeport to Gardnerville	321	326	308	-4%
<i>Annual Change</i>		2%	0%	
June Lake Shuttle	967	812	804	-17%
<i>Annual Change</i>		-16%	-1%	
Lancaster	1,657	2,583	2,674	61%
<i>Annual Change</i>		56%	4%	
Lone Pine to Bishop	1,485	1,256	1,226	-17%
<i>Annual Change</i>		-15%	0%	
Lone Pine DAR	1,764	1,759	1,755	-1%
<i>Annual Change</i>		0%	0%	
Mammoth FR (1)	15,337	16,791	12,058	-21%
<i>Annual Change</i>		9%	0%	
Mammoth DAR	2,087	2,201	2,096	0%
<i>Annual Change</i>		5%	-5%	
Mammoth Express	1,467	1,005	949	-35%
<i>Annual Change</i>		-31%	-6%	
Mammoth Mountain Ski Area (1)	10,587	10,131	10,872	3%
<i>Annual Change</i>		-4%	7%	

Route	Revenue Hours			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Measure U (1)	156	0	0	-100%
<i>Annual Change</i>		-100%	n/a	
Mule Shuttle	52	0	0	-100%
<i>Annual Change</i>		-100%	n/a	
Nite Rider	820	847	810	-1%
<i>Annual Change</i>		3%	-4%	
Other	38	-	-	-100%
<i>Annual Change</i>		-100%	n/a	
Reds Meadow	4,061	3,592	3,785	-7%
<i>Annual Change</i>		-12%	5%	
Reno	2,710	3,313	3,345	23%
<i>Annual Change</i>		22%	1%	
Tecopa	82	152	169	106%
<i>Annual Change</i>		85%	11%	
Walker DAR	1,515	1,837	1,335	-12%
<i>Annual Change</i>		21%	-27%	
Total	55,998	57,716	52,265	-7%

(1) Mammoth Lakes fixed route services are fare-free.

Table IV-8
Revenue Service Miles by Route by Year

Route	Revenue Miles			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Benton to Bishop	6,830	7,646	7,714	13%
<i>Annual Change</i>		12%	1%	
Bishop DAR	110,637	117,190	113,759	3%
<i>Annual Change</i>		6%	-3%	
Bishop FR/Bishop Creek	1,529	9,125	8,716	470%
<i>Annual Change</i>		497%	-4%	
Bridgeport to Gardnerville	6,766	7,188	7,041	4%
<i>Annual Change</i>		6%	0%	
June Lake Shuttle	21,268	17,968	15,984	-25%
<i>Annual Change</i>		-16%	-11%	
Lancaster	77,526	124,625	126,525	63%
<i>Annual Change</i>		61%	2%	
Lone Pine to Bishop	64,460	55,904	55,360	-14%
<i>Annual Change</i>		-13%	0%	

Route	Revenue Miles			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Lone Pine DAR	17,500	18,407	17,511	0%
<i>Annual Change</i>		5%	-5%	
Mammoth FR (1)	206,102	211,372	149,438	-27%
<i>Annual Change</i>		3%	0%	
Mammoth DAR	6,560	7,258	7,290	11%
<i>Annual Change</i>		11%	0%	
Mammoth Express	59,455	44,292	42,774	-28%
<i>Annual Change</i>		-26%	-3%	
Mammoth Mountain Ski Area (1)	124,237	124,937	128,898	4%
<i>Annual Change</i>		1%	3%	
Measure U (1)	1,457	1,033	0	-100%
<i>Annual Change</i>		-29%	-100%	
Mule Shuttle	422	315	0	-100%
<i>Annual Change</i>		-25%	-100%	
Nite Rider	12,092	12,240	11,146	-8%
<i>Annual Change</i>		1%	-9%	
Other	747	1,671	-	-100%
<i>Annual Change</i>		124%	-100%	
Reds Meadow	51,303	45,476	46,780	-9%
<i>Annual Change</i>		-11%	3%	
Reno	111,531	138,682	140,589	26%
<i>Annual Change</i>		24%	1%	
Tecopa	1,640	4,099	4,238	158%
<i>Annual Change</i>		150%	3%	
Walker DAR	11,556	12,487	8,537	-26%
<i>Annual Change</i>		8%	-32%	
Total	892,089	952,790	883,584	-1%

(1) Mammoth Lakes fixed route services are fare-free.

**Table IV-9
Average Fare per Passenger per Route by Year**

Route	Average Fare Per Passenger			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Benton to Bishop	\$5.35	\$5.89	\$5.48	2%
Bishop DAR	\$2.22	\$2.28	\$2.24	1%
Bishop FR	\$3.60	\$3.39	\$4.25	18%

Bridgeport to Gardnerville	\$7.59	\$5.98	\$6.81	-10%
June Lake Shuttle	\$9.54	\$12.24	\$8.29	-13%
Lancaster	\$16.60	\$16.06	\$15.49	-7%
Lone Pine to Bishop	\$5.15	\$5.38	\$5.45	6%
Lone Pine DAR	\$2.43	\$2.56	\$2.58	6%
Mammoth FR ⁽¹⁾	\$0.00	\$0.00	\$0.00	n/a
Mammoth DAR	\$2.18	\$2.01	\$1.79	-18%
Mammoth Express	\$5.59	\$5.30	\$5.49	-2%
Mammoth Mountain Ski Area ⁽¹⁾	\$0.00	\$0.00	\$0.00	n/a
Measure U ⁽¹⁾	\$0.00	\$0.00	\$0.00	n/a
Mule Shuttle	\$0.99	\$0.00	\$0.00	-100%
Nite Rider	\$3.81	\$3.78	\$3.94	4%
Other	\$0.00	\$0.00	\$0.00	n/a
Reds Meadow	\$2.87	\$4.24	\$3.32	15%
Reno	\$22.68	\$21.62	\$21.54	-5%
Tecopa	\$5.14	\$4.73	\$4.70	-9%
Walker DAR	\$2.91	\$2.77	\$2.78	-5%

(1) Mammoth Lakes fixed route services are fare-free.

**Table IV-10
Fare Revenue per Mile by Year**

Route	Fare Revenue Per Mile			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Benton to Bishop	\$0.19	\$0.28	\$0.29	51%
Bishop DAR	\$0.84	\$0.86	\$0.85	2%
Bishop FR	\$0.20	\$0.24	\$0.29	45%
Bridgeport to Gardnerville	\$0.51	\$0.42	\$0.19	-62%
June Lake Shuttle	\$1.32	\$1.13	\$1.10	-16%
Lancaster	\$1.04	\$0.74	\$0.77	-26%
Lone Pine to Bishop	\$0.32	\$0.34	\$0.33	1%
Lone Pine DAR	\$0.54	\$0.60	\$0.60	12%
Mammoth FR (1)	\$0.00	\$0.00	\$0.00	n/a
Mammoth DAR	\$1.35	\$1.04	\$1.00	-26%
Mammoth Express	\$0.52	\$0.54	\$0.67	28%
Mammoth Mountain Ski Area ⁽¹⁾	\$0.00	\$0.00	\$0.00	n/a
Measure U (1)	\$0.00	\$0.00	\$0.00	n/a
Mule Shuttle	\$1.32	\$0.93	\$0.00	-100%
Nite Rider	\$1.31	\$1.36	\$1.44	10%

Other	\$0.00	\$0.00	\$0.00	n/a
Reds Meadow	\$9.16	\$12.00	\$9.28	1%
Reno	\$1.34	\$1.24	\$1.22	-9%
Tecopa	\$0.22	\$0.13	\$0.13	-41%
Walker DAR	\$0.59	\$0.47	\$0.46	-22%

(1) Mammoth Lakes fixed route services are fare-free.

Table IV-11
Passengers per Hour per Route by Year

Route	Passengers Per Hour			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Benton to Bishop	1.7	2.1	2.3	39%
Bishop DAR	3.9	4.0	4.4	13%
Bishop FR	1.5	2.3	2.2	42%
Bridgeport to Gardnerville	1.4	1.5	0.6	-55%
June Lake Shuttle	3.0	2.0	2.6	-13%
Lancaster	2.9	2.2	2.4	-20%
Lone Pine to Bishop	2.7	2.8	2.7	-1%
Lone Pine DAR	2.2	2.5	2.3	6%
Mammoth FR (1)	25.1	22.6	24.1	-4%
Mammoth DAR	1.9	1.7	1.9	-1%
Mammoth Express	3.8	4.5	5.5	45%
Mammoth Mountain Ski Area (1)	53.3	47.5	48.0	-10%
Measure U (1)	48.6	0.0	0.0	-100%
Mule Shuttle	10.9	0.0	0.0	-100%
Nite Rider	5.1	5.2	5.0	-1%
Other	35.1	0.0	0.0	-100%
Reds Meadow	40.3	35.8	34.6	-14%
Reno	2.4	2.4	2.4	-2%
Tecopa	0.8	0.7	0.7	-19%
Walker DAR	1.5	1.2	1.1	-31%

(1) Mammoth Lakes fixed route services are fare-free.

Table IV-12
Passengers per Mile per Route by Year

Route	Passengers Per Mile			% Change FY 2017-19
	FY 2017	FY 2018	FY 2019	
Benton to Bishop	0.04	0.05	0.05	48%
Bishop DAR	0.38	0.38	0.38	1%
Bishop FR	0.06	0.07	0.07	23%
Bridgeport to Gardnerville	0.07	0.07	0.03	-58%
June Lake Shuttle	0.14	0.09	0.13	-4%
Lancaster	0.06	0.05	0.05	-21%
Lone Pine to Bishop	0.06	0.06	0.06	-5%
Lone Pine DAR	0.22	0.23	0.23	5%
Mammoth FR (1)	1.87	1.79	1.94	4%
Mammoth DAR	0.62	0.52	0.56	-10%
Mammoth Express	0.09	0.10	0.12	30%
Mammoth Mountain Ski Area (1)	4.54	3.85	4.05	-11%
Measure U (1)	5.21	0.00	0.00	-100%
Mule Shuttle	1.34	0.00	0.00	-100%
Nite Rider	0.34	0.36	0.37	7%
Other	1.78	0.00	0.00	-100%
Reds Meadow	3.19	2.83	2.80	-12%
Reno	0.06	0.06	0.06	-4%
Tecopa	0.04	0.03	0.03	-36%
Walker DAR	0.20	0.17	0.16	-18%

(1) Mammoth Lakes fixed route services are fare-free.

Findings from Verification of TDA Performance Indicators

1. **Operating cost per vehicle service hour**, an indicator of cost efficiency, increased systemwide by 13.3 percent from \$71.49 in FY 2017 to \$80.98 in FY 2019 as derived from audited financial data. Overall operating costs increased by 14.7 percent during the triennial period, with overall operating hours exhibiting an increase of 1.3 percent. The increase in operating costs is attributed to the implementation of new services, benefited employees working more hours, overtime, training costs, rent increases at the Mammoth facility and fuel costs.
2. **Operating cost per passenger**, an indicator of cost effectiveness, increased by 22.9 percent systemwide from \$3.33 in FY 2017 to \$4.09 in FY 2019. Despite increases in operating costs from increased service, ridership decreased by a modest 6.7 percent, which forms a positive trend for this performance indicator. Most of the ridership growth in the past year occurred on the Benton to Bishop, June Lake Shuttle and Mammoth Express as part of ESTA's ridership performance. Ridership increases from these routes offset the losses on the other ESTA services.
3. **Passengers per vehicle service hour**, which measures the effectiveness of the service delivered, decreased 7.8 percent systemwide during the triennial period, from 21.5 passengers per hour in FY 2017 to 19.8 passengers per hour in FY 2019. The June Lake Shuttle and The Limited were eliminated during the audit period. The driver shortage resulted in limited service to Reds Meadow and other seasonal routes. The increase on newer routes, such as Bishop Creek, helped to offset ridership and service hour declines with other ESTA transit routes.
4. **Passengers per vehicle service mile**, another indicator of service effectiveness, decreased 11.7 percent systemwide from 1.35 in FY 2017 to 1.19 in FY 2019. This correlates with the passenger per hour indicator showing the effects from ridership decreases relative to the levels of service. As vehicle service miles grew in FY 2019 due to the snow tripper service and implementation of five days a week service on the Lancaster and Reno routes, systemwide ridership decreased on certain routes.
5. **Vehicle service hours per employee**, which provides a general measure of labor productivity, decreased 5.6 percent during the audit period, from 1,177 hours in FY 2017 to 1,111 hours in FY 2019. The 7.3 percent growth in full-time equivalent employees, during the last year, exceeds the rate of change in service hours during the same time period. The MMSA contract service contributed significantly to the increased FTE count, along with fluctuations of seasonal part-time workers hired during peak periods based on the level of services provided for that period. Administrative and management staff operate under lean staffing levels for a service the size of ESTA although several new administrative and management staff were added to address the significant service growth in Mammoth Lakes over the past years.

- 6. Farebox recovery** has remained well above the TDA requirement of 10 percent, averaging 44 percent for the triennial period. Fare revenues, as reported in the annual fiscal audit, include passenger fares paid on routes as well as payment provided by entities for fare-free transit service including MMSA and the Town of Mammoth Lakes. When considering only passenger fares paid on routes, the revenues showed growth over the three-year period. With the MMSA winter transit service as well as stable fare revenues collected from the Reds Meadow Shuttle, the farebox recovery ratio increased. Because no fare is charged for Mammoth Lakes fixed-route service, the payments made to provide service are counted toward the farebox in lieu of direct fare payment by passengers. This was the case for the MMSA funded service that boosted the farebox recovery ratio in addition to overall increases in fare revenue from other routes in the system. Contract revenue from the Town of Mammoth Lakes is not accounted for as fare revenue, instead ESTA considers it as an “other agency contribution.”

Data Consistency

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

Among the data sources reviewed for consistency, despite some differences that were found, each can be explained. State Controller Reports of ESTA operations are generally prepared and submitted using unaudited data compared to the audited financial statements prepared for the fiscal audit. This often explains the difference in financial data between the two reports. As described in the prior section of this audit, ESTA has improved upon the reporting of supplemental operations data in the State Controller Report. A review of the State Controller Reports submitted to the State by ESTA shows improvement over the years. With passage of AB 1113 in July 2017, the State Controller Reports will now be required to use audited financial data and be more consistent with the financial statements.

	FY 2016-17			FY 2017-18			FY 2018-19		
	ESTA Annual Ops Data	National Transit Database (RU-20)	State Controller Report	ESTA Annual Ops Data	National Transit Database (RU-20)	State Controller Report	ESTA Annual Ops Data	National Transit Database (RU-20)	State Controller Report
Total Passengers	1,203,804	1,203,867	1,203,953	1,076,085	1,075,093	1,075,093	1,123,564	1,123,564	1,123,564
Vehicle Service Hours	56,053	56,004	56,059	58,287	58,182	58,183	56,757	58,337	56,756
Vehicle Service Miles	893,506	892,089	956,551	961,034	961,915	961,915	1,114,101	944,365	944,365
Employee FTE's	48	46	46	49	48	60	51	49	60

Note: National Transit Database FTE calculation based on payroll hours divided by 2,080; ESTA and SCO use TDA standard of 2,000.

Section V

Review of JPA Formation Documents

As part of the project scope for this audit, a special analysis is provided that goes beyond the standard Caltrans Performance Audit Guidelines. In the evaluation of the JPA, a comparison is provided between the operation of the Eastern Sierra Transit Authority and the duties and powers set forth in the Transit Authority Joint Powers Agreement. The JPA formation documents creating the Authority help to define ESTA’s role in service delivery, service planning, reporting, funding, and administration. An amendment to the agreement was finalized in October 2015 regarding Article I, Section 1.2 to permit member entities to fill one of the entity’s two positions on the ESTA Board with a member of the public at large rather than a member of the governing body through June 30, 2017. On July 31, 2017, this provision was extended to December 31, 2018 and the amendment was filed with the Secretary of State.

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

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

**Table V-1
Comparison of JPA Document and ESTA Operations**

	JPA Document	Status of ESTA Operations
	Article II, Section 2.3: Powers and Duties of Executive Director	
a.	To lead and coordinate the transit system of the Authority and to be responsible to the Board of Directors for proper administration of all affairs of the Authority.	Compliance. Executive Director performs this function agencywide.
b.	To appoint, assign, direct, supervise, and, subject to the personnel rules adopted by the Board of Directors, discipline or remove Authority employees.	Compliance. Executive Director performs this function agencywide, including being the Authority’s designated representative for negotiations with represented groups. Operations Supervisor has prime responsibility for drivers and dispatchers. There are separate labor MOUs for operations personnel and the management team. An agencywide organizational study was completed in May 2018 that provided an

	JPA Document	Status of ESTA Operations
		assessment of administrative staffing levels, review of position descriptions, benchmarking salary levels, and comparing administrative functions against industry best management practices. Recommendations were made for optimizing the administrative staffing, salaries, and practices for administrative functions at ESTA.
c.	To supervise and direct the preparation of the annual operating and capital improvement budgets for the Board of Directors and be responsible for their administration after adoption by the Board of Directors.	Compliance. The budget is guided by ESTA budget policies. Budget units are detailed and tracked monthly. Statements of Budgeted Revenues and Expenditures provide several updates of the budget, including adjusted budget, monthly activity, actual year-to-date, actual year-to-date compared to budget, and budget variance.
d.	To formulate and present to the Board of Directors plans for transit facilities and/or services within the Authority and the means to finance them.	Compliance. A biannual service review is conducted in March and September. Route descriptions are provided for the next six-month period that are approved by the ESTA board. Plans for transit facilities have been presented to the board. Examples of financing transit facilities include progress made in securing partial funding for a new administration facility in partnership with ICLTC and the Federal Transit Administration for FTA Section 5339(b) funds. A US BUILD grant was also submitted to the US DOT for funding of the facility. In addition, FTA Section 5310 and 5339(a) grant funds were acquired to purchase transit vehicles. No FTA Section 5339(b) funds were awarded for vehicles.
e.	To supervise the planning, acquisition, construction, maintenance, and operation of the transit facilities and/or services of the Authority.	Compliance. ESTA leases space at the expanded Town of Mammoth Lakes facility for dispatch and vehicle storage. ESTA coordinated a project with the Town of Mammoth Lakes to expand and pave the vehicle parking area in Mammoth. The vehicle parking area at the ESTA administrative facility at the airport in Bishop was also paved. Lighting and security measures were installed at the Bishop location as well. Design and engineering is underway for a new administration facility.

	JPA Document	Status of ESTA Operations
f.	To attend all meetings of the Board of Directors and act as secretary of the Board. To cause to be kept minutes of all meetings of the Board of Directors and to cause a copy of the minutes to be forwarded to each member of the Board of Directors and to the member entities, prior to the next regular meeting of the Board of Directors.	Compliance. The ESTA Administration Manager/Board Clerk maintains minutes of board meetings.
g.	To establish and maintain fare collection and deposit services.	Compliance. Farebox revenues are locked in a drop box at the ESTA administrative office in Bishop and in Mammoth Lakes. Fares are counted in the presence of the Operations Supervisor. Separate individuals 1) tabulate what the fare revenue should be 2) count the actual fare revenue and, 3) deposit the fare revenue. A report is completed approximately bi-monthly that details variances from expected to actual fare count.
h.	To organize and operate an ongoing transit marketing program, including free-ride events and other special promotions selected by the Board of Directors.	Compliance. Sample of transit marketing events includes the annual Stuff-A-Bus Food Drive to support the Salvation Army food pantry. During the audit period, the food drive was in its 12 th year. ESTA set up a booth during Earth Day at Bishop City Park to educate the community in reducing their carbon footprint by utilizing public transit. Mule Shuttles are operated during the Mule Days Celebration in Bishop. ESTA also works with Mammoth Mountain Ski Area and the Town for the Wounded Warriors Project at Mammoth Mountain. Discounted fare promotions for select routes have also been implemented. In addition, a mascot for the transit system named "Esty" and shaped like a bus was introduced to deliver key messaging to customers and the public.
i.	To execute transfers within major budget units, in concurrence with the Treasurer Auditor-Controller of the Authority, as long as the total expenditures of each major budget unit remain unchanged.	Compliance. As allowed under the budget policy. As stated in the ESTA financial audit, the Executive Director has authority to transfer funds between line items, not to exceed \$5,000 or 20% for any one line item within the limits of the overall budget. Budget amendments in excess of \$5,000 or 20% of a line item require Board approval.

	JPA Document	Status of ESTA Operations
j.	To purchase or lease items, fixed assets, or services within the levels authorized in the Bylaws.	Compliance. ESTA adopted a purchasing policy to establish an efficient procedure for the purchase of equipment, vehicles, furnishings, supplies, materials, and services. ESTA leases office space grounds under noncancelable operating leases. According to the fiscal audit, the cost for such leases was \$180,219 for the year ending June 30, 2018, which includes the office and garage space leases from the Town of Mammoth Lakes on a month-to-month basis at a rate of \$12,500 per month. The bylaws are being updated due to organizational changes and changes to board member compensation.
k.	To lease buses, vans, and other transit vehicles on an “as needed” basis from public or private organizations when deemed necessary to assure continued reliability of service.	Compliance. ESTA retains the ability to lease vehicles, as was the case in the past when the agency leased bus vehicles from Mammoth Mountain Ski Area for use on the Reds Meadow Shuttle.
l.	To perform other such duties as the Board of Directors may require in carrying out the policies and directives of the Board of Directors.	As warranted.
	Article III, Section 3.1: Authority Powers	
a.	To make and enter into contracts and expend funds, providing for transportation services to the public, including special transportation dependent groups, such as the elderly and handicapped, as well as other governmental entities, such as the U.S. Government.	Compliance. Examples include contracts with the US Forest Service for the Reds Meadow Shuttle, the Mammoth Mountain Ski Area for winter service, the Town of Mammoth Lakes for extended transit services, June Mountain Ski Area to transport employees and guests to/from Mammoth Lakes, and the Bishop Paiute Tribe for dial-a-ride. The Board has also approved ESTA to pursue grant funding including from State and Federal sources. In addition, ESTA coordinates transfers with RidgeRunner Transit in Ridgecrest.
b.	To supervise and oversee the performance of transportation service contracts.	Compliance. ESTA implements, supervises, and monitors transportation service contracts, including those described above.
c.	To provide all service necessary to operate a transportation system.	Compliance.
d.	To acquire, construct, manage, maintain or operate any facilities or improvements.	Compliance. ESTA oversees improvements made to its facilities including fencing, lighting, cameras,

	JPA Document	Status of ESTA Operations
		and paving of the transit facility. Design and engineering of a new administration facility is underway.
e.	To acquire, hold and dispose of property.	Compliance. Per the ESTA purchasing policy and federal and state regulations.
f.	To incur debts, liabilities or obligations, which do not constitute a debt, liability, or obligation of their member entities.	Compliance. The member entities formerly extended to ESTA a line of credit which was renewed on an annual basis by the local jurisdictions. ESTA no longer needs or requests a line of credit funding from the member entities.
g.	To employ personnel.	Compliance. ESTA personnel comprise management and administrative staff, drivers, dispatchers, and utility workers.
h.	To sue and be sued in its own name.	As necessary.
i.	To invest in accordance with the provisions of Section 6509.5 of the Act, money in the treasury of the Authority that is not required for immediate necessities of the Authority.	Compliance. As stated in the ESTA financial audit, the bulk of the Authority's cash and investments are held in an investment pool with the County of Inyo. Such investments are within the state statutes and the Authority's investment policy. Additional smaller investment amounts are held at banks. Interest earned on ESTA's balance is apportioned to ESTA.
j.	To apply for, accept and utilize funds from any source for public transit purposes, including Transportation Development Act Funds, State Transit Assistance Funds, and Section 5310 and Section 5311 funds available through the Federal Transit Administration.	Compliance. ESTA uses funding from local, state, and federal sources, including Local Transportation Fund, State Transit Assistance, State Proposition 1B (PTMISEA and Transit Security Grant), Low Carbon Transit Operations Program (LCTOP), State Transportation Improvement Program (STIP), and FTA Sections 5304, 5310, 5311 (including 5311 apportionment, 5311(f)), and 5339(a)(b).
k.	To raise revenue, including the establishment of transportation fares, for transit services.	Compliance. Fares are set by ESTA for transit services. Other revenues raised include contract transportation services, interest income, gain on sale of capital assets, and rental income.
l.	To incur short term indebtedness.	As necessary.
m.	To own, lease, operate and maintain transportation vehicles and other property or equipment, which is necessary or reasonable to carry out the purpose of this agreement.	Compliance. ESTA owns, operates, and maintains a fleet of vehicles. ESTA also operates vehicles owned by the Town of Mammoth Lakes. ESTA's small fleet of vanpool vehicles are leased to eligible vanpool participants.

	JPA Document	Status of ESTA Operations
n.	All other powers that are necessary and proper for the Authority in order to provide public transportation service.	As warranted.
o.	Provide service to locations outside the jurisdiction and boundaries of any of the member jurisdictions.	Compliance. ESTA serves communities and areas outside the boundaries of the member jurisdictions for the 395 Routes, including in Nevada (Gardnerville, Carson City, and Reno/Sparks) and Southern California (Inyokern, Mojave, and Lancaster), as well as lifeline service to Pahrump, Nevada.
	Article III, Section 3.2: Authority Duties	
a.	On or before April 1 of each year, it shall cause to be prepared and submitted to the Board of Directors and each of the member entities a proposed budget for the upcoming fiscal year. The proposed budget shall be subject to the provisions of Article IV of this Agreement.	Compliance. ESTA staff draft and present the annual budget during the March board meeting. The Board of Directors have opportunity to provide direction to staff in preparation for the final budget which is approved in June.
b.	The Governing Board of each member entity shall designate the Authority as its nonexclusive agent to prepare and submit claims for funds to the Mono County Local Transportation Commission (MCLTC) and/or the Inyo County Local Transportation Commission (ICLTC) in accordance with the Transportation Development Act and its regulation, to receive such funds, and to provide and/or negotiate, prepare contracts, and contract for transportation service.	Compliance. ESTA receives TDA funds from both Mono and Inyo counties. Fund allocations and resolutions are made from each LTC. ESTA is a direct claimant of the transit funds in both counties through submission of a direct request for TDA funds. ESTA complies with the rules and regulations adopted by each LTC.
c.	The Authority will prepare and submit to the member entities quarterly reports concerning the provision of services by the contracting parties.	Compliance. ESTA management prepares a monthly operating statistics report including comparisons to the prior year's performance. The report includes analysis of performance measures by route such as ridership by type, fares, service hours, and miles. A separate monthly financial report is prepared and presented summarizing revenues and expenditures against the budget. Operating costs by route are also presented regularly along with performance statistics such as operating cost per service hour and farebox recovery by route. The statistics are provided at monthly LTC meetings as a standing agenda item.

	JPA Document	Status of ESTA Operations
d.	The Authority shall provide transit services and shall, on or about April 1 of each year, provide a qualitative and quantitative evaluation of the services to the member entities.	Compliance. On a monthly basis as described above, ESTA prepares a detailed performance report including ridership, fare revenue, and hours and miles statistics, and comparisons to the prior years. In addition, the monthly report describes other operational information systemwide such as complaints, accidents/incidents, missed runs, road calls, and Bishop Dial-A-Ride wait times. The statistics are provided at monthly LTC meetings as a standing agenda item.
e.	Within 90 days after the close of the fiscal year, the Authority shall prepare and submit an annual report of its operation to the member entities.	Compliance. ESTA staff prepare an annual summary report highlighting the events and activities of the transit system. The annual summary report is prepared and formatted as a public information piece. Within the report are sections containing the Executive Director's Message, Overview of the Authority, listing of Board of Directors, Statement of Revenues and Expenditures, and select Operating Statistics.
	Article IV, Section 4.3: Administrative and Operating Costs	
	The Governing Board of each member entity shall designate the Authority as its nonexclusive agent for purposes of applying for and receiving Transportation Development Act Funds to be used solely for the purposes of funding the administrative, operating and capital costs to be incurred by the Authority under the provisions of the Transportation Development Act statutes and applicable California Code of Regulations.	Compliance. See Article III, Authority Duties, letter b above.
	Article IV, Section 4.6: Assignment of Federal Transportation (FTA) Contracts and Grant Application Authority	
	The Authority Executive Director is hereby authorized to prepare, submit and execute grant applications for the use of FTA operating, planning, and capital funds, as well as other state and federal funds which may become available.	Compliance. The Executive Director and staff prepare state and federal transit grant applications that result in several funding sources, including FTA Sections 5304, 5310, 5311, 5311(f), and 5339(a)(b). Applications are submitted to Caltrans with certifications provided by the LTCs. ESTA also submitted a project list to the LTCs for funding through the PTMISEA (now sunset), and

	JPA Document	Status of ESTA Operations
		receives funds through State LCTOP. Further, through the new SB1 program, ESTA is using funds through the State of Good Repair program and receives additional state transit funds on a formula basis.

Summary

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

Section VI

Review of Operator Functions

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

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

Operations

The ESTA service area is composed of a 400-mile corridor running from Lancaster in the Antelope Valley of Los Angeles County to Reno, Nevada. Service to Reno and Lancaster was expanded to five days a week. The June Lake Shuttle and The Limited were eliminated during the audit period. The driver shortage resulted in limited service to Reds Meadow and other seasonal routes. During FY 2016-17, the service area received higher than average snowfall, which resulted in higher ridership.

Changes at ESTA have resulted improved organizational cultures and higher employee morale at its Bishop and Mammoth bases. In 2018, ESTA experienced turnover of two-thirds of its administrative and supervisory staff, including the director. Four out of six employees separated from ESTA over a seven-month period. Staffing has since stabilized with all positions filled. ESTA developed a tasks and deadlines spreadsheet and improved communication and cross-training. The driver trainer program was enhanced in 2018, which has helped with driver retention. ESTA revamped its training program with increased hours and expanded topics. Discipline protocols were implemented for accidents whereby drivers receive warnings.

In 2011, ESTA entered into a lease agreement with Inyo County for office space at the Bishop Airport. The initial term of the agreement expired in June 2016 and ESTA's continued tenancy has been on a month-to-month basis under the same terms and conditions. In December 2017, the Inyo County Board of Supervisors ratified and approved a new lease agreement for the provision of office space for ESTA. The agreement is to replace the previous lease agreement, which had expired in 2016. The lease agreement includes a 10.4 percent increase in the monthly rent amount, from \$1,250 to \$1,380. The current lease amount for office space is \$1,414.50 and will increase 2.5 percent annually for the next three option years of the agreement.

ESTA plans to construct its own operating and administration facility at the Bishop airport on property adjacent to the bus parking area pending the securement of funding. ESTA has been actively pursuing grant funding for the project including submitting a grant application under the FTA Section 5339(b) program in 2017, which was not funded. A subsequent application was submitted in 2018, which was partially funded. A third application was submitted in 2020 for the balance of the project but was not funded.

In 2017, service was expanded to five days a week on the Lone Pine to Reno Route and the Mammoth Lakes to Lancaster Route. Bishop Creek Shuttle, a seasonal service to the popular Bishop Creek Recreation Area was added in 2017.

In addition, the Limited Route was implemented in December 2017 in conjunction with the winter season start of the Green, Blue, and Yellow Lines in response to public input regarding transit service to the Old Mammoth Road area west of Snowcreek Athletic Club. The Limited was reduced to a two daily trips per school day for the remainder of the 2018/19 academic year per recent Board action. The Limited route (service to upper Old Mammoth Road area) is scheduled to operate through the end of the school year in June 2019. This route has been provided by the Mammoth Dial-A-Ride vehicle on school days only. Ridership was composed primarily of 4-7 individual school children, averaging four children per day. The route was eventually discontinued due to low ridership.

In FY 2019, the Greyhound in Reno closed its depot and relocated to neighboring Sparks. The move was made with no warning and ESTA had to make routing adjustments to the Lone Pine-to-Reno service to accommodate the changes.

Mammoth Lakes bus services have between 15- and 30-minute headways with tripper services inserted at strategic locations along the bus routes to meet surges in demand. As a fair amount of the workforce around the Mammoth area is transient due to the seasonality and tourist nature of the local economy, most bus drivers are seasonal workers hired to work no more than 1,000 hours per year which fit the types of available employees.

Transit services out of the Bishop base serve a different ridership market from Mammoth where the drivers are more permanent and serve a more consistent clientele taking trips for life-line services. Dial-A-Ride service is utilized more from Bishop compared to Mammoth Lakes, with drivers building a relationship with the elderly and disabled riders.

ESTA's operation of the Reds Meadow shuttle since 2012 has been governed by a Special Use Permit that is issued for each summer season's operation. The partnerships that have been developed with the U.S. Forest Service, the National Park Service, Mammoth Mountain Ski Area (MMSA), and the Bishop Paiute tribe, continue to promote and facilitate the Authority's mission throughout the Eastern Sierra Region. While certain portions of ESTA fixed route and paratransit services experienced stagnant growth including Bishop, Lone Pine, the Antelope Valley, and the Tri-Valley area, more due to their life-line service needs, ridership gains have primarily been made from MMSA winter service, and Reds Meadow Shuttle and Lakes Basin Trolley summer services.

ESTA and MMSA entered into an Agreement in 2012 for the provision of enhanced transit services during the winter ski season. The Agreement is amended annually to address each of the subsequent ski seasons. ESTA operates the transit service on the Red, Blue, Green and Yellow Lines for the winter season along with early and late season route variations.

ESTA's Mammoth Lakes operation has been challenged with a driver shortage. In June 2018, the Mammoth Operations Supervisor provided a summer driver staffing spreadsheet indicating that Mammoth Lakes was short between 5-8 full time drivers and showed a weekly shortfall of over 200 hours, and, assuming one daily shift per person, a shortage of 137 weekly shifts.

The regional housing shortage caused in part by the short-term rental housing trend has caused many drivers, as well as others in similar situations such as employees from Mammoth Resorts, to commute into the Mammoth facility from relatively far locations including Crowley Lake and Bishop. The operations supervisor looked into an internal vanpool and commute assistance for the ESTA drivers and implemented a program during the audit period.

ESTA utilizes the RouteMatch paratransit scheduling and dispatch system for the Bishop dial-a-ride service. This computerized system, which utilizes Automatic Vehicle Location (AVL) technology and mobile tablet computers in the bus, allows ESTA dispatchers to constantly monitor the vehicles' locations and to efficiently assign trip requests to the vehicles. The system also provides a wealth of operational and management information to help to improve the effectiveness of the service. Ten video systems were installed in March 2018. Ten additional on-board video camera systems were installed on ESTA's fleet in March 2019.

In addition, ESTA utilizes a rider information system called Swiftly. This web-based app provides real-time information and live maps with vehicle locations to passengers regarding bus arrivals as well as valuable trip planning tools. In addition, the Swiftly mobile app also contains a real-time trip planner to help users compare the travel time and price of a variety of transportation options, including walking, biking, transit, rideshare, and more. The Swiftly link provides access to route information for buses operating on many of ESTA's fixed routes. Swiftly replaces the prior real-time information system and offering ESTA more functionality that meets the agency's needs including identifying choke points in the fixed route system and being more automated by not requiring manual input by the drivers during service.

Automated vehicle locators are installed on buses for town-to-town and intercity routes that continuously track each vehicle and are viewed on a computer screen at ESTA offices. The technology also enhances the performance of on-time checks. Radio communication is used between the Operations Supervisor and drivers to ensure continued communication protocol for all routes and services.

Fare counting and reconciliation involves one employee counting the fares and a second employee comparing the reconciling the count with the driver manifests/trip sheets. The Mammoth Lakes buses are equipped with lockboxes whereas other buses are equipped with pouches for fare collection. Credit card payment is accepted on the Lancaster and Reno routes.

Rather than providing cash change, ESTA issues coupons valid for payment for future travel on ESTA. Although passenger fare revenues make up a lesser percentage of total fares reported and defined by TDA, cash and coins are deposited in a locked drop box inside ESTA's administrative facility and adjacent to the Executive Director's office. Drivers who end their shifts in Bishop drop off the fare pouches directly. However, for some of the more remote services that do not start or end in Bishop, such as Walker dial-a-ride and Tecopa-Pahrump service, ESTA employs unique methods to collect the fares generated from these services. For the Walker service, the driver meets with the returning bus from Reno and transfers the fares for conveyance to Bishop. For the Tecopa service, in which there is no connecting bus back to Bishop, fare revenues are deducted from the bill for the transportation services provided by the Pahrump Senior Center. In both instances, the account clerk matches the driver manifest to the revenues delivered to verify that the money collected is consistent with the number of passengers.

ADA Policy

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

Applicants who are determined eligible for ADA complementary paratransit service are assigned an eligibility category. The eligibility category is consistent with the applicant's ability to use the regular fixed-route service. These categories are Unconditional, Conditional, Trip-by-Trip, and Temporary. Included in the ADA policy, which is described online and in the printed brochure "Eastern Sierra Transit Dial-A-Ride Riders Guide," is a no-show and late cancellation policy aimed at preventing abuse of the system that adversely affects performance. Specific actions by ESTA are enforced based on how many no shows/late cancellations occur within a 90-day period. ESTA created a reservation database. The database of verified ADA applicants has remained small; as such, only a limited number of ADA requested trips are made at night for Mammoth dial-a-ride in which a driver is assigned to provide the trip.

Consolidated Transportation Services Agency

ESTA is the designated Consolidated Transportation Services Agency (CTSA) for both Mono and Inyo counties. ESTA is allocated Local Transportation Funds by each LTC during the annual TDA allocation process. In Mono County, the Local Transportation Commission provides separate funding to ESTA for CTSA purposes up to 5 percent funding maximum under law. In Inyo County, the LTC allocates a total amount to ESTA for general public service, of which a portion is used for CTSA purposes.

The nature of CTSA services is closely tied to ESTA's administration of public transportation. In this capacity, ESTA has worked to provide services including joint safety training and wheelchair lift maintenance, drug and alcohol test training, and coordination with health and human service organizations, as well as Spanish language assistance for mobility management. ESTA also conducts outreach to the communities to solicit unmet transit needs. ESTA is an active member of the Inyo County Social Service Transportation Advisory Committees and attends meetings annually. Unmet Transit Needs workshops are held annually in Bishop and in the southern section of the county. In Mono County, ESTA is an active member of the Mono County Social Service Transportation Advisory Committees and attends meetings annually. In addition, ESTA is scheduled annually on the agenda of all Mono County Regional Planning Advisory Committee meetings that are held in Wheeler Crest, Antelope Valley, June Lake, Bridgeport, Crowley Lake, Lee Vining, Benton, and Chalfant in order to solicit transportation needs directly from the community.

Other CTSA activities conducted by ESTA include donating a retired van to the Northern Inyo Hospital for use by volunteer drivers, and working with a local foundation to obtain another van.

The non-emergency medical transportation mileage reimbursement program that is paid for through an FTA Section 5310 transit grant is also connected to ESTA's CTSA administration, as it is a coordinated service that fills a service gap to bring people to medical appointments. These trips would otherwise go unserved.

Operations Workforce

ESTA is staffed with 19 full-time employees, 16 employees who work 28 to 34 hours (75 percent); and one employee who works 20 hours (50 percent). The remaining 39 employees are classified as seasonal, non-benefited.

Recruitment efforts involve the use of various methods and media. The Authority has sought out candidates through the local Bishop Choo Choo Swap Meet, employee referrals, business cards, CoolWorks, Indeed, movie theater advertisements, Facebook and the local Chamber of Commerce website. ESTA has to compete with Mammoth Mountain Resort for candidates. The mechanic position is highly sought after.

Work shifts are based on seniority, ability, and desire. Some routes require different skill sets than others, such as the 395 Routes, which travel very long distances over one day with a short layover in between the round trips. Drivers for the local Bishop and Mammoth services tend to stay within their service areas and do not interchange due to the different transit services offered as well as the differences between the communities. In this manner, customer service is enhanced by the driver's local knowledge and familiarity with the clientele. While benefited positions have minimal turnover with many drivers having over 10-years' experience with the agency, there has been more turnover of Mammoth drivers which to a degree match the transient nature of the workforce and seasonal fluctuations in service level in Mammoth.

Drivers receive the required ongoing training as a condition of maintaining their certification. Certifications for all drivers include the Class A or B license with passenger endorsement, and

Verification of Transit Training (VTT). For dial-a-ride, drivers receive certification for General Public Paratransit Vehicle (GPPV), while drivers of large transit buses receive air brake certification. The Operations Supervisor conducts quarterly safety and defensive driving meetings in Bishop and Mammoth Lakes that consist of various training techniques and materials including videos and classroom discussion. Driver training for new employees include behind the wheel evaluation and a six-month probation period.

Transit Safety Institute (TSI) certification is required for all new transit bus operator licensing. ESTA has only one TSI certified instructor. Two employees were sent to Texas in April 2018 for TSI certification. This has greatly enhanced ESTA's ability to train new drivers. Due to the difficulty of scheduling DMV skill and drive testing for new bus operators, ESTA began sending new drivers to Bakersfield or Lancaster to expedite the training process. ESTA applied for the DMV Employer Testing Program (ETP) in order to send an employee to the DMV Examiner training. These measures allow for enhanced flexibility in getting new drivers behind the wheel.

At the July 2018 Board meeting, ESTA staff was directed to immediately implement an Employee Incentive and Training Program to improve employee retention and to ensure current staff felt appreciated and were acknowledged for the work they are doing. A budget of \$10,000 was authorized. This included lunch-time cookouts, for example, in the Mammoth Lakes area in the summer of 2018. One was hosted at the Main Lodge for drivers on the Red's Route and another at the Mammoth Lakes office for in-town drivers.

ESTA is working to conduct regular annual employee evaluations by the Operations Supervisor. Driver turnover occurs for reasons including retirement and medical purposes, while non-voluntary separation (termination) is rare. ESTA prefers to hire drivers that already have obtained a commercial driver's license (CDL); however, ESTA does provide training for applicants without a CDL. Depending on labor market conditions, particularly in recent years, ESTA has increasingly provided new driver training for individuals without a commercial driver's license resulting in increased issuance of the number of CDLs.

ESTA has an Employee of the Quarter program which rotates between the Mammoth Lakes and Bishop facilities. The program is sustained by coworker nominations and a selection committee comprised of drivers, office staff, and supervisors. Winners are selected for outstanding professionalism and customer service. This program was implemented that allows management and supervisory staff to recognize employees for their work. Gift cards are given out at the digression of management and/or supervisory staff within budgeted amount. Each gift card is accompanied with a handwritten thank you note describing the exemplary event(s). A copy of the note is retained in the employees file.

The Authority implemented enhanced discipline procedures for accidents. For an incident involving a vehicle, a vehicle accident report or an accident/incident report is filled out. The nearest police or sheriff's station is notified for vehicle accidents requiring law enforcement response which are checked on by the Operations Supervisor. Minor fender benders are handled with exchange of information. The protocol for drivers involved in accidents includes an immediate drug test for qualifying accidents, per federal transit regulations, and additional defensive driving training.

The ESTA Safety Committee convened its first meeting in February 2019. Members of the committee include Mammoth and Bishop drivers, supervisors, and office staff. The meetings are scheduled on a quarterly basis. One of the items on the agenda included improved path lighting at the Bishop yard. Lighting was improved after there were two trips and falls on the path.

Dispatch for Bishop dial-a-ride is conducted by the dispatcher at ESTA’s main administrative facility. Operational staff located in Mammoth Lakes and Lone Pine handle dispatching, scheduling, and driving for their respective communities. The utilization of RouteMatch for Bishop dial-a-ride provides electronic automated upgrades in the process of scheduling and recording trips. The dispatcher maintains a log of calls for service. Drivers are no longer required to hand-record the actual pickup/drop-off time on their trip sheets, among other pertinent operations data, which are recorded on the tablet computer.

Operations Performance

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

Transportation operations costs (total operating expenses excluding depreciation, vehicle maintenance and parts budget line items) increased over the past three years by a little over 6 percent. Operator salaries/wages and benefits, which represent the bulk of operations costs, increased at a larger pace (22 percent), and reflect schedule reduction measures due to seasonal service fluctuations in Mammoth during the audit period. Fuel costs increased 29.3 percent over the three years despite systemwide increases in service hours and miles. Performance cost indicators (cost per hour, cost per mile) show efficiencies as operations cost increased in parallel with service hour and mile growth. Cost per passenger increased following a significant decrease in passengers from the expanded MMSA and Red Meadows service, along with modest cost of operations increases. Deadhead hours and miles which are non-revenue producing make up about 7-8 percent of all hours and miles, respectively. These figures are within reason given the large rural service area and the starting points of many routes. ESTA stages vehicles in various locations distant from Bishop and Mammoth to reduce deadhead service, as well as contracted out remote service (Pahrump).

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

Performance Data and Indicators	Audit Review Period			% Change FY 2017– FY 2019
	FY 2017	FY 2018	FY 2019	
Cost for Operations *	\$4,007,477	\$4,460,758	\$4,596,353	14.7%
Operator Salaries/Wages & Benefits	\$2,451,803	\$2,694,624	\$2,991,374	22.0%
Cost of Fuel	\$367,988	\$454,961	\$475,648	29.3%
Vehicle Service Hours (VSH) **	56,054	58,287	56,757	1.3%
Vehicle Service Miles (VSM) **	893,618	961,915	944,365	5.7%

Performance Data and Indicators	Audit Review Period			% Change FY 2017– FY 2019
	FY 2017	FY 2018	FY 2019	
Total Vehicle Hours	60,880	61,724	61,172	0.5%
Total Vehicle Miles	956,374	1,037,389	1,004,575	5.0%
Unlinked Passenger Trips	1,203,804	1,076,085	1,123,564	-6.7%
Veh Ops Cost per VSH	\$71.49	\$76.53	\$80.98	13.3%
Veh Ops Cost per VSM	\$4.48	\$4.64	\$4.87	8.5%
Veh Ops Cost per Psgr Trip	\$3.33	\$4.15	\$4.09	22.9%
Fuel Cost per VSM	\$0.41	\$0.47	\$0.50	22.3%
Service Miles per Service Hour	15.9	16.5	16.6	4.4%
Service Hours/Total Hours	92.1%	94.4%	92.8%	0.8%
Service Miles/Total Miles	93.4%	92.7%	94.0%	0.6%
Percentage Change Consumer Price Index (CPI-U)	2.6%	3.9%	3.1%	

* Budgeted operations cost excludes depreciation, vehicle maintenance and parts budget line item.

** ESTA reports service and total hours and miles separately.

Source: ESTA Statement of Revenues, Expenses & Changes in Net Position FYs 2017-2019

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

The number of documented complaints increased between FY 2017 and FY 2019, from 19 to 71. Complaints are reported on the monthly operations report presented to the Board. Monthly complaint data* was reviewed for FY 2017 and FY 2018 and there were gaps in the monthly reporting, which may account for the lower figures as compared to FY 2019 data. When compared to the growing number of riders in the same time frame, the number of complaints is relatively low. This is exemplified by the performance indicator of the number of complaints per 1,000 passengers, which shows a decline from an already low figure. The figures meet ESTA's minimum performance standard of 0.075 complaints per 1,000 passengers.

Table VI-2
ESTA Passenger Complaints

Performance Data and Indicators	FY 2017	FY 2018	FY 2019	% Change FY 2017– FY 2019
Total Passengers	1,203,804	1,076,085	1,123,564	-6.7%
Complaints*	19	21	71	273.7%
Complaints per 1,000 Passengers	0.016	0.020	0.063	300.4%
Minimum Performance Standard	0.075	0.075	0.075	

Source: ESTA

*Complaint data for FY 2017 and FY 2018 were incomplete, thus the relatively lower figures than FY 2019.

There have been no trip denials on dial-a-ride, as the vehicles do not typically reach full capacity during revenue service. About two-thirds of riders are provided service in real time, meaning they call in when a ride is needed. Also, missed runs for fixed-route service because of weather and reduced visibility and road conditions are reported monthly to the Board.

Maintenance

ESTA does not have an in-house facility or staff for vehicle maintenance. For transit vehicles located in Mammoth Lakes, the Town's Public Works Department maintains ESTA's vehicles at a facility near the transit storage facility. Maintenance by Town staff is performed Monday through Friday, leaving no mechanic on site for weekend bus issues. The Town's maintenance facility was upgraded with maintenance software to digitize work orders and enhance record keeping compared to paper records.

The designated Town mechanics for the ESTA vehicles work on the preventive maintenance inspection (PMI) scheduling and sign the pre-trip inspection forms and the PMI sheets. ESTA operators are located at a separate Town facility that is leased across the way from the maintenance yard. The operator facility has available bays to store equipment and vehicles for prepping for pull out. This saves time and resources at pull out during winter weather.

In response to a prior audit recommendation, ESTA increased the frequencies of its maintenance inspections. Preventative maintenance inspections scheduling was reduced from 5,000 miles/120 days to every 5,000 miles/60 days.

Nevertheless, the Town has not been able to adequately service the vehicles with current mechanic staffing levels. The potential for utilizing the ESTA leased facility in Mammoth is being explored. The ideal solution would be a dedicated mechanic solely concerned with keeping ESTA vehicles in good running condition. In FY 2019, a large canvas and steel canopy was constructed in the Bishop yard to provide shelter from the elements while cleaning and maintaining the vehicles. Major repairs are ongoing to the fleet include transmission replacements and engine rebuilds.

For the remaining vehicles located in Bishop and other locations, ESTA outsources the work to local vendors. Vehicles in Bishop are serviced by various vendors including Britt's Diesel and Automotive located approximately seven miles northeast of ESTA's administrative facility. The vendor provides mobile services for routine maintenance, including oil changes. Warranty repairs are serviced by another local vendor, Bishop Ford.

ESTA employs fleet fuel management as vehicles are fueled at various locations. Mammoth vehicles are fueled at the Town corporation yard and at Commercial Fueling Network (CFN) stations for emergencies. Local fueling in Bishop is provided at both the Chevron gas station and Haycock Petroleum Eastern Sierra Oil Company in Bishop, which are part of the CFN. ESTA no longer fuels at the Bishop Shell Station. The Chevron gas station in Lone Pine is used for vehicles kept at that location. In Mammoth Lakes, ESTA fuels at the Town's fueling facilities using magnetic card keys and is invoiced by the Town. For the longer-haul 395 Routes, drivers fuel at CFN stations in Reno and

Lancaster. As part of the CFN program, drivers are issued a fuel card by ESTA management that requires a PIN and places a limit on how much fuel could be consumed per fill-up.

There have been no serious maintenance infractions during the audit period as determined by the annual CHP inspections conducted at each of the five locations where vehicles are parked. General findings by the CHP inspections on the vehicles include maintenance that occurs past the scheduled intervals.

With the new database and record keeping, as well as continued improvements to complete the Bishop operations facility, ESTA investigated the option of having the required 45-day vehicle inspection conducted in-house, rather than the current method of contracting out the service and the challenges of timely inspections. The 45 day inspection requires no fluid changes in the engines which reduces need for additional infrastructure investment. Drivers conduct daily pre-trip inspections and record any issues on an inspection sheet.

Pursuant to a prior audit recommendation, ESTA's management studied the feasibility of bringing 45-day vehicle inspections-in house. Economical and logistical feasibility was considered along with necessary training and procedures to ensure the quality of the inspections. It was assessed that ESTA has not been equipped to increase staff and procure the necessary tools to conduct inspections in-house. The hiring of qualified staff has been deemed prohibitive and the current utility position would need to be competitive with regional mechanic pay. Longer term, this concern should be re-addressed in light of the design and engineering for the new operations facility. Also, the Organizational Assessment Final Report made a recommendation for ESTA fleet operations with regard to maintenance.

In 2018, ESTA developed its first Transit Asset Management (TAM) Plan. The TAM is a business model that prioritizes funding based on the condition of transit assets to achieve and maintain a state of good repair (SGR) for the nation's public transportation assets. ESTA's primary assets are its revenue and non-revenue vehicle fleets, plus its facilities. After listing its shelters and the Bishop Bus Parking Facility, as well as other equipment that ESTA owns, the 2018 ESTA TAM Plan focuses on revenue vehicles. The TAM could serve as a basis for an update to ESTA's capital replacement strategy for the fleet. With California Air Resources Board requirements for fleet conversion to zero-emission vehicles and infrastructure, ESTA should plan, schedule, and budget for this eventual conversion of the fleet and infrastructure. The design and engineering of the new operations facility might consider integrating zero-emission infrastructure and vehicle operations and storage.

The Lakes Basin Tolley has experienced several problems with bike trailers. This has included lost and damaged bicycles and one dislodged trailer on the highway. The Authority ended up closing several stations on the trailers with weak or broken components. The hitches on the fleet of trailers were inspected.

Maintenance Performance

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

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

Performance Data and Indicators	Audit Review Period			% Change FY 2017–FY 2019
	FY 2017	FY 2018	FY 2019	
Cost for Maintenance *	\$592,345	\$627,465	\$629,807	6.3%
Total Vehicle Hours	60,880	61,724	61,172	0.5%
Total Vehicle Miles	956,374	1,037,389	1,004,575	5.0%
Maintenance Cost per Vehicle Hour	\$9.73	\$10.17	\$10.30	5.8%
Maintenance Cost per Vehicle Mile	\$0.62	\$0.60	\$0.63	1.2%
Percentage Change Consumer Price Index (CPI-U)	2.6%	3.9%	3.1%	

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

Source: ESTA Statement of Revenues, Expenses & Changes in Net Position FYs 2017-2019

Maintenance costs increased by 6.3 percent between FYs 2017 and 2019. The vehicle fleet underwent some replacement as many of the Ford cutaway vehicles were replaced. A number of the older vehicles, including the trolleys, are owned by the Town of Mammoth Lakes and are included in the ESTA maintenance costs. In prior years, the Town paid directly for those costs. The TAM plan developed by ESTA provides for capital asset replacement and policy direction for the fleet and the agency's assets.

The large number of vehicles in the fleet allows ESTA to rotate new vehicles more readily among the older ones and spread the wear and tear. The procurement of new vehicles through grants and programmed funds, along with previous elimination of some town-to-town services and the local Bishop fixed-route service, enables the rotation of vehicles for the remaining routes. As the vehicle fleet ages, however, maintenance costs on a per hour and per mile basis increased over the three-year period.

Planning

In April 2016, ESTA's Short Range Transit Plan (SRTP) was completed. The 2015 SRTP update serves as a roadmap to guide improvements to the public transit program for the next five years. In addition to reviewing ESTA's current services, the Plan also made important recommendations regarding future service enhancements which include: expansion of the days of service for the Reno and Lancaster routes, development of a transit hub or hubs in the Town of Mammoth Lakes, expansion of service on the Mammoth Town Trolley route to address a service gap along the Meridian Corridor, and expansion of service to recreational opportunities, specifically the Bishop

Creek Recreation Area. The SRTP also identified sustainable funding sources to ensure that existing and expanded service can continue into the future.

The unmet transit needs process has been robust, which has resulted in better access to Carson City, Nevada from Gardnerville. Service between Walker to Mammoth was another unmet transit need. ESTA is examining the feasibility of implementing weekend service on the Lancaster and Reno.

In anticipation of commercial air service being proposed for Bishop Airport in late 2020/early 2021, At the end of FY 2019, ESTA conducted an analysis for a shuttle service between the airport and the Town of Mammoth Lakes. Two flight arrivals and two flight departures are planned at the airport. Mileage between Bishop Airport and downtown Mammoth Lakes is 45 miles. The estimated cost per round-trip is \$170.00 plus vehicle inspection time \$60.00 shared amongst multiple trips. An \$85.00 is for the return trip. The service could be served by two drivers and one vehicle at a cost of \$400.00 per day amounting to \$102,000 annually (Monday thru Friday) or \$146,000 annually (daily).

ESTA staff conduct service planning and analysis by route and by jurisdiction. Service hours and miles are divided by route and through an allocation by jurisdiction assignment. For example, Bishop dial-a-ride is shared 40 percent by Inyo County and 60 percent by the City of Bishop. Service hours and miles are allocated to each jurisdiction according to the percentage share. This allocation of service is balanced with the revenue analysis that is also separated by jurisdiction contribution. With a methodology to allocate operating cost on a route level, ESTA has additional performance data to apply toward specific planning tasks.

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

Performance Standards

The SRTP establishes performance goals and standards that provide general direction for policies and operation, are value-driven, and provide a long-range perspective. The SRTP established baseline minimum performance standards that the transit route should meet. It also established a recommended higher minimum performance standard that ESTA should strive to achieve to reach the goal during the next five years.

The SRTP update provided a set of new goals and performance standards for a number of routes to validate existing and potential services. The goals differ from the previous SRTP by using a different unit basis to measure performance. For example, for the 395 routes and the Town-to-Town routes, the standard of number of passengers per hour was not appropriate given the very long trip lengths. Rather, the standard was replaced with number of passenger-miles, reflecting the benefit of these services in carrying passengers long distances. This resulted in a change in standard from passengers

per hour (2.5 to 4.0 passengers per hour) to a minimum standard of 100 passenger-miles per vehicle-hour and a target standard of 200 passenger-miles per vehicle hour. The existing 395 routes meet both of these standards, while the Mammoth Express and Lone Pine Express routes meet the minimum standard but not the target standard. Other standards were also changed including from a subsidy per passenger-trip standard to a subsidy per passenger-mile standard for the Town-to-Town and 395 Routes.

Table VI-4 provides a sample comparison of select systemwide performance goals with actuals. The comparison suggests that ESTA has met most of the recommended systemwide targets for performance, including systemwide passengers per hour, farebox recovery, subsidy per passenger, and preventable accidents per 100,000 miles.

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

Systemwide	Short Range Transit Plan Goals		Actual		
	Minimum	Target	FY 2017	FY 2018	FY 2019
Passengers per Hour	8.0	10.0	21.5	18.5	19.8
Farebox Recovery	10%	15%	46.98%	42.20%	43.35%
Subsidy per Passenger	\$6.50	\$5.00	\$1.77	\$2.40	\$2.32
Preventable Accidents per 100,000 miles		1.25	1.44	1.56	2.33

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

There was a significant increase in accidents during the audit period. The majority of these accidents were winter snow related. The Safety Committee is looking at ways to mitigate accidents during winter driving conditions.

Marketing

ESTA has a presence on the Internet through its website that contains information about the transit system, updates, and news (<https://www.estransit.com/>). The website has gone through upgrades such as ADA accessibility, ticket and pass purchasing and real-time bus information. ESTA serves as a pass-through to other rural agencies for funding of Google Transit and has led development of the Rural Statewide Google Transit Implementation Project in association with other rural transit providers. Social media engagement is conducted through ESTA's Facebook page and Twitter account to further communicate with its riders. ESTA utilizes Twitter to provide riders with real-time updates regarding route services.

Focused outreach has been conducted at the Bishop Senior Center and the Choo Choo Swap Meet. ESTA developed a uniform brand that has defined the overall system including reflection upon partnerships with the US Forest Service, the National Park Service, Mammoth Mountain Ski Area, June Mountain Ski Area, Town of Mammoth Lakes, and the Bishop Paiute Tribe. Improved lighting

at ESTA bus stops also serves a marketing objective along with providing security measures. ESTA has an advertising program that generates auxiliary revenues.

ESTA undertakes community functions to promote goodwill and community partnerships with local businesses and service clubs. The Stuff-A-Bus Food Drive is one such successful activity run by ESTA. The annual food drive in November/December generates hundreds of pounds of food that are collected and delivered to the Salvation Army food bank. The Stuff-A-Bus Food Drive is an important source of food for the Salvation Army's Christmas food baskets.

ESTA continues to work with health and human services agencies to receive referrals for service. Upon receiving a referral, ESTA will provide a walk-through of the steps with the customer, and drivers will provide follow up customer service during the ride. ESTA also participates in health fairs to meet with prospective riders.

ESTA supports various venues to communicate with the public. Several printed transit brochures are based on geographic reach (such as service for the Walker-Coleville and Bridgeport areas), single communities (Mammoth Lakes and Bishop), special events, long haul 395 Routes, and combination of town-to-town, intercity, and local services. Targeted prints are developed for special groups such as seniors for dial-a-ride, and sierra hikers that connect among services. An advertisement highlights that commuter routes have bike racks. The Town of Mammoth Lakes schedules have a different format from the other routes. This can be expected as the Mammoth Lakes schedules are developed in partnership with both public agency and private interests and provide a regional marketing piece to attract visitors to use the service.

Complementing the print media is ESTA's use of newspaper and broadcast advertising to promote its services. The brochures can be easily viewed on ESTA's website and are readily printable from the website as PDF files. The Dial-A-Ride Riders Guide was discontinued in lieu of providing information on the website and on the printed brochures.

Pursuant to the federal Civil Rights Act of 1964, the Authority has an adopted Title VI Program. Title VI of the Civil Rights Act of 1964 requires that no person in the United States, on the grounds of race, color, or national origin, be excluded from, be denied the benefits of, or be subjected to discrimination, under any program or activity receiving federal financial assistance. The Title VI Plan was updated during the audit period in 2017. The Title VI Program Update compliance includes a Language Assistance Plan, Public Participation Plan, and an Equity Analysis. The Title VI Plan was subsequently updated and adopted in August 2020 after the audit period.

The Authority receives about 40 charter requests annually. A charter is defined as Transportation provided by ESTA at the request of a third party for the exclusive use of a bus or van for a negotiated price. This encompasses transportation provided by ESTA to the public for events or functions that occur on an irregular basis or for a limited duration. A premium fare is generally charged that is greater than the usual or customary fixed route fare or the service is paid for in whole or in part by a third party. ESTA's charter policy has consisted of a table of charter rates. Without the guidance of a policy, the rates have not been applied consistently. The Eastern Sierra Transit Authority Charter Policy was adopted in April 2019 and authorizes the Executive Director to manage, deny, and/or

approve ESTA charter services. The minimum charter fare is \$340.00 for a minimum of four hours and \$85.00 for each additional hour.

General Administration and Management

ESTA is directed and managed by an eight member Board of Directors, comprised of two elected representatives from each jurisdiction. Since 2015, one of the Mono County seats has been filled by a member of the public at large. In July 2017, the JPA was amended to permit the governing board of each member agency to appoint one of its two governing board members from the public at large through December 31, 2018. The ESTA By-Laws approved in 2015 specify that the representative elected to the Chair position shall alternate between Inyo and Mono Counties each year, and that the persons elected to the Chair and Vice-Chair positions shall not be from the same county. Board meetings are held on the second Friday of each month alternating between Bishop and Mammoth at 9:00 a.m. or 11:00 a.m. in coordination with the Eastern Sierra Council of Governments (ESCOG) meetings.

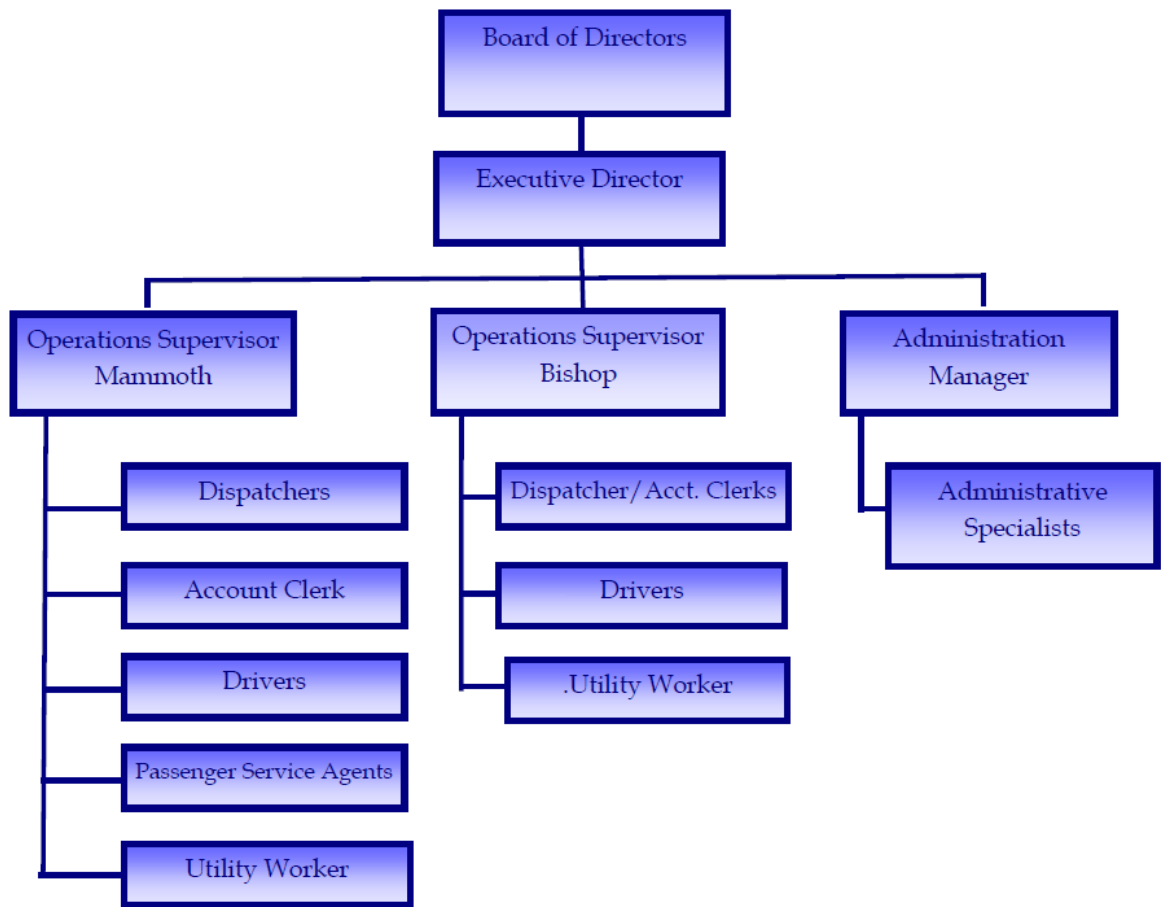
The Authority underwent an organizational assessment involving job classification changes. In October 2017, ESTA retained consultant services to review and assess ESTA's current organizational structure, operational functions and levels of staffing. No assessment of ESTA's organizational structure has been conducted since a business plan was prepared at the time of the Authority's founding in 2007, although the Authority has grown significantly since that time. The organizational assessment was completed in May 2018 and provided 12 recommendations that were ranked in priority. The report recommended that ESTA adopt a new organizational structure for administrative functions that would be led by an administrative manager. This position would be supported by two Administrative Services Specialists who, in conjunction with the Manager would address all of the administrative functions including accounting, human resources, payroll and grants administration.

ESTA's Conflict of Interest Code was amended in FY 2019. The amendment was necessary in order to change the designated positions and details. The transit analyst and administrative analyst positions were eliminated with ESTA's reorganization. The administration manager was added to position titles and the transit operation supervisor/chief of operations was changed to operations supervisor to match current job title. Wording to require electronic filings was also added. Amending the Conflict of Interest Code resulted in an accurate conflict of interest code and allows ESTA to remain in compliance with the requirements of the Political Reform Act.

ESTA's management and administrative support structure operates under a relatively lean staffing level of four management and six administrative personnel located in the Bishop and Mammoth transit facilities. The Executive Director leads the Authority with administrative management provided by the Operations Supervisor Bishop, Operations Supervisor Mammoth, and Administration Manager. Support services are provided including legal counsel by Inyo County⁴ and the Treasurer/Auditor-Controller by Inyo County. Figure VI-1 shows the ESTA organization chart.

⁴ Legal counsel for ESTA was previously provided by Mono County but it was determined that Mono County could not provide legal services concurrently for both Mono County LTC and ESTA.

**Figure VI-1
Organization Chart**



There was turnover in the executive director position in 2018. ESTA’s long time executive retired earlier in the year. In addition, two key administrative staffers took positions with other agencies. The Authority conducted three assisted recruitment efforts to find a replacement. After two unsuccessful recruitment attempts, the Authority changed recruiting firms and received 10 applications by the deadline in mid-August 2018 with about half considered qualified. Screening interviews were conducted with all 10 applicants and the ESTA Board interviewed the top four candidates. The retired and interim executive directors also participated in the interviews held in late September 2018.

The top candidate selected for the position has 30 years of public transit industry experience starting as a bus driver and advancing to an operations manager at the San Luis Obispo Regional Transit Authority, a position which he held for more than seven years. The Board approved the contract for the new executive director in October 2018. The current executive is preparing a strategic business plan containing key performance indicators or KPIs for measurement of progress towards attainment of planned goals.

According to payroll counts for FY 2018–19, there are 82 total employees at ESTA inclusive of administrative and operations personnel. Employee work benefit status is classified as being full-time benefited, three-quarter-time benefited, half-time benefited, and part time with no benefits. Among the ranks of personnel are seasonal drivers who are hired during peak operations, such as for the Reds Meadow Shuttle for the summer and MMSA for the winter. The driver demographic varies between the Bishop and Mammoth locations, as the Mammoth driver pool is generally younger and drawn from a resort and transient environment, while the Bishop drivers tend to remain in their positions. As a result, there is more driver turnover at the Mammoth location because the service level in Mammoth experiences significant seasonal variation, versus a very static service level in Bishop. Driver shortages have become more common from these factors along with the housing crisis, resulting in growth in driver overtime. The driver trainer program was enhanced in 2018, which has helped with retention.

There are two separate Memorandums of Understanding between ESTA and employee union groups that represent the mutual agreement on wages, hours, and other conditions of employment. One is with the Management & Confidential Employees Association (MCEA)/American Federation of State, County and Municipal Employees, Local 315, AFL-CIO that covers administrative support employees (Transit Analyst, Transportation Operations Supervisor, Transportation Operations Assistants, and Administrative Analyst/Board Clerk). As of the MOU that went into effect August of 2014, the MCEA group decertified their affiliation with AFSCME and became an independent employee association.

At the beginning of the audit period in FY 2017, an MOU was entered into between ESTA and the Eastern Sierra Transit Authority Employees Association that covers operations personnel (Transit Driver, Lead Transit Driver Transit Trainer, Transportation Dispatcher, Account Clerk, and Utility Worker). Effective December 1, 2016, ESTA started paying 80 percent of the health insurance premiums with the employees paying the balance. ESTA's portion of the health insurance premium is pro-rated for 75 percent and 50 percent employment category employees. ESTA currently pays 83 percent of the health insurance premium for employees selecting PERS Choice and 87 percent of the premium for employees selecting PERS Select. During the audit period, ESTA established an Other Post-employment Benefits (OPEB) trust. The Authority's OPEB liability is estimated to be \$670,000.

Accounts payables are processed through the Inyo County integrated financial accounting system. This is conducted by ESTA staff using a county-issued computer. Payroll is processed through ADP solutions. Staff responsible for the in-house operational database was developing modules capable of importing the administrative data into the database for interconnectivity with other agency information. A set of desktop procedures was being evaluated for production as administrative tasks were being streamlined.

ESTA established personnel rules and regulations that provide an equitable system of personnel management. The purpose of these rules includes administration of the merit system, classification of positions, compensation of employees, recruitment and qualifications of applicants, appointment of employees, evaluation of performance, promotion, discipline, and separation of employees, standards for attendance and leaves, and policies for services and records. The personnel rules and

regulations are revised and readopted as necessary to address changes in personnel rules followed by both labor agreements.

Management follows the provisions of the Joint Powers Agreement in developing performance reports for the ESTA Board on a regular basis. Reports are provided at regular monthly and annual intervals. A review of such reports shows that ESTA makes incremental improvements to the reports over time to provide additional pertinent information or additional summaries of activities. For example, the monthly reports consist of a seven- or eight-page report highlighting both performance and operational data trends from different areas of operations. Operating cost on a route level and ensuing performance measures by route that are generated by ESTA adds to the level of detailed analysis presented to the Board. In addition to presenting information to the Board, staff also regularly attend the LTC meetings and provide monthly and quarterly updates to the LTC directors. Staff reports are prepared and distributed to the respective agencies for review.

Administrative Performance

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

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

Performance Data and Indicators	Audit Review Period			% Change FY 2017–2019
	FY 2017	FY 2018	FY 2019	
Costs for Administration *	\$726,591	\$681,430	\$774,426	6.6%
Vehicle Service Hours (VSH)	56,054	58,287	56,757	1.3%
Vehicle Service Miles (VSM)	893,618	961,915	944,365	5.7%
Unlinked Passenger Trips	1,203,804	1,076,085	1,123,564	-6.7%
Admin Cost per VSH	\$12.96	\$11.69	\$13.64	5.3%
Admin Cost per VSM	\$0.81	\$0.71	\$0.82	0.9%
Admin Cost per Passenger Trip	\$0.60	\$0.63	\$0.69	14.2%
Percentage Change Consumer Price Index (CPI-U)	2.6%	3.9%	3.1%	

* Administration cost includes compensation totals by route.

Source: ESTA Cost by Route Analysis FY 2017; Annual budgets for FY 2018 & FY 2019 inclusive of insurance, total services and other expenses.

Administrative costs increased by 6.6 percent over the three-year period. However, combined with the increase in ridership by the last audit year, administrative cost per passenger increased modestly. Administrative cost per service hour increased 5.3 percent and the cost per service mile increased just under one percent. The increase in administration compensation using the cost by route calculations was the result in a change in the way administration compensation costs were allocated. A change was made in 2016 that allocated the dispatchers' compensation to administration, whereas it had previously been allocated to operations salaries and benefits.

Grant Administration and Funding

The Authority's grant portfolio is overseen by the administration manager. A capital replacement savings plan was established by the previous executive director to pursue an asset investment strategy for fleet vehicles. ESTA maintains a spreadsheet that tracks active federal grants as well as a running spreadsheet to track funding and expenditures by each LTC. Contractor invoices are tracked in the spreadsheet for status of payment schedules.

ESTA staff have been active and successful in pursuing funding opportunities, including competitive grants. ESTA is eligible for state funding through the Proposition 1B Public Transportation Modernization, Improvement & Service Enhancement Account (PTMISEA), State Transportation Improvement Program (STIP), and Low Carbon Transportation Operations Program (LCTOP).

Through programming and budgeting the funds in partnership with the Mono and Inyo LTCs, as well as grant partnerships with local and federal entities, vehicle purchases were made to update the fleet, and capital projects were funded that make transit facilities and bus stops more safe and secure. Transit security grant program allocations were made to fund solar real-time route information signs, as well as security cameras for transit facilities and on some large buses.

The new Bishop operations facility is being designed and engineered for eventual construction, enabled from ESTA's success acquiring a FTA Section 5339(b) Bus and Bus Facility Infrastructure Investment Program grant. Also, ESTA utilized the last of its Proposition 1B PTMISEA allocation from Mono County to purchase one large replacement bus for use on the Reno/Lancaster Route. This purchase was approved by the Mono LTC in March 2018. Inyo County's PTMISEA funds were programmed for the Bishop yard but are slated to be reprogrammed for the Bishop administration building. In FY 2018, ESTA partnered with ICLTC to apply for a U.S. BUILD grant for the Bishop facility.

In an effort to utilize CalOES Prop 1B Security funds that have been spent down over the years, a Request for Proposals/Qualifications was issued during mid-FY 2019 for bus camera systems. Expiration of the funds was March 31, 2019.

Active federal grants have come from various FTA programs including Section 5310 discretionary (for JARC, Mobility Management, and Medical Transport), Section 5311 apportionment, and Section 5311 (f) intercity bus. FTA Section 5311 and 5311(f) funds are available to Inyo and Mono County to be used to augment operational and or capital costs. FTA Section 5311 funds are apportioned annually by formula to each County to be used for public transportation projects only in nonurbanized areas. Drawdowns from grants have occurred for projects such as operations of 395 Routes and town-to-town services, preventive maintenance, mobility management and development of the non-emergency medical transportation reimbursement program, and safety/security improvements. FTA Section 5311(f) funds in the amount of \$160,726 were approved for the purchase of a 2019 Champion Defender Cutaway for operation on the 395 corridor routes.

ESTA applied for funding in FY 2018-19 under the FTA Section 5339(b) program to replace 17 aging vehicles; however, no funding was granted. The Authority was able to secure seven vehicles through the FTA Section 5339(a) program. ESTA was also awarded funding through an FTA Section 5339

Saving program for one trolley vehicle. In addition, the Authority considered a competitive grant for the procurement of electric vehicles under the FTA Section 5339(c) program.

ESTA and Mono County submitted a successful LCTOP grant application for fare reduction on multi-ride 10-Punch passes on the Mammoth Express routes. FY 2018-19 LCTOP funds from both the Inyo and Mono County LTCs fund the continued expansion of the Mammoth Express fixed route service, reduction of the 10-punch pass prices on the Mammoth Express and the purchase of one electric paratransit van to be used in Bishop dial-a-ride service and infrastructure. Caltrans has been working with ESTA to determine if grant savings unused by other agencies can be given to ESTA for vehicle purchases.

Section VII

Findings and Recommendations

The following material summarizes the findings obtained from this triennial audit covering FYs 2017 through 2019. A set of recommendations is then provided.

Triennial Audit Findings

1. Of the compliance requirements pertaining to ESTA, the Authority fully complied with the nine applicable requirements. Two additional compliance requirements did not apply to ESTA (e.g., urban and blended farebox recovery ratios).
2. Based on the annual fiscal audits, ESTA complied with the TDA farebox recovery ratio. The farebox ratio was relatively strong compared to the TDA threshold, averaging over 44 percent during the audit period compared to the minimum statutory requirement of 10 percent. Fare revenues, as reported in the annual fiscal audit, include passenger fares paid on routes as well as payments provided by entities for fare-free transit service including MMSA and June Lake Mountain. Contract revenue from the Town of Mammoth Lakes is not accounted for as fare revenue, instead ESTA considers it as an “other agency contribution.” Based on unaudited data, passenger fare revenues alone resulted in farebox ratios of about 22 percent, still well above the minimum standard.
3. ESTA participates in the annual CHP inspections for its four vehicle storage locations, and received satisfactory ratings at each of its locations. Minor violations were found for some of the inspections including that vehicles were behind on their maintenance program checks referenced by either time or miles. Subsequent inspections during this audit period did not report as severe maintenance schedule issues, indicating that ESTA has improved its maintenance scheduling practice. Since ESTA does not have its own vehicle maintenance facility, the Authority relies on outside vendors for the service and has to coordinate the servicing of the vehicles.
4. The operating budget exhibited modest fluctuations during the period. After a decrease of 2.3 percent in FY 2017, the operating budget increased 5.3 percent during the subsequent fiscal years of the audit period. The increases are attributed to benefited employees working more hours, overtime, training costs, rent increases at the Mammoth facility and fuel costs.
5. Of the four prior performance audit recommendations, ESTA has fully implemented two while one prior recommendation was not implemented, and one recommendation is in the process of implementation. The prior recommendations implemented were ensuring that vehicle maintenance is conducted within maintenance parameters and including a comparison of performance against new standards in the monthly operations report. The feasibility of bringing 45-day vehicle inspections in-house was studied and not found to be currently feasible. The procurement of additional on-board video cameras for the bus fleet

is in the process of implementation and being forwarded in this audit for full implementation.

6. Performance indicator trends reflect higher operating costs offset by high farebox recovery ratios. Operating cost per hour increased systemwide by 13.3 percent attributed to the increase of 14.7 percent in operating costs while vehicle service hours increased 1.3 percent. Cost per passenger increased by a higher rate as passenger ridership decreased 6.7 percent. The subsidy per passenger, which measures the level of non-fare revenue to support each rider, increased 31.3 percent, which indicates reduced payments by local entities for ESTA contract services in the audited fare revenues.
7. Driver recruitment and retention are recognized as on-going issues for the service. ESTA enhanced the ability to train new drivers through more trainer certifications and testing protocol. ESTA also implemented an Employee Incentive and Training Program to improve employee retention and recognition.
8. ESTA plans to construct its own operating and administration facility at the Bishop airport on property adjacent to the bus parking area pending the securement of funding. ESTA has been actively pursuing grant funding for the project, most recently a grant application under the FTA Section 5339 program that was submitted in the summer of 2017.
9. In 2018, ESTA developed its first Transit Asset Management (TAM) Plan. ESTA's primary assets are its revenue and non-revenue vehicle fleets, plus its facilities. After listing its shelters and the Bishop Bus Parking Facility, a few items of equipment that ESTA owns, the 2018 ESTA TAM Plan focuses on revenue vehicles.
10. In October 2017, ESTA retained consultant services to review and assess ESTA's current organizational structure, operational functions and levels of staffing. The organizational assessment was completed in May 2018 and provided 12 recommendations that were ranked in priority. The report recommended that ESTA adopt a new organizational structure for administrative functions that would be led by an administrative manager.
11. There was turnover in the executive director position in 2018. ESTA's long time executive retired earlier in the year. The Authority conducted three assisted recruitment efforts to find a replacement. The top candidate selected for the position has 30 years of public transit industry experience. The Board approved the contract for the new executive director in October 2018. The current executive is preparing a strategic business plan containing key performance indicators or KPIs for measurement of progress towards attainment of planned goals.
12. ESTA staff have been active and successful in pursuing funding opportunities, including competitive grants. Grant administration and pursuits are overseen by the administration manager. ESTA maintains a spreadsheet that tracks active federal grants as well as a running spreadsheet to track funding and expenditures by each LTC. Contractor invoices are tracked in the spreadsheet for status of payment schedules.

Triennial Audit Recommendations

1. Continue procurement of on-board security cameras.

ESTA has installed cameras on multiple buses in the fleet since the close of the prior audit period. ESTA staff have been successful and have continued working towards procuring additional on-board video cameras giving priority to vehicles used on 395 or Express Routes and Mammoth Lakes fixed routes due to their longer trip time and/or passenger count. Additional cameras were installed in 2019 and all new bus procurements include cameras. Cameras on buses have become standard in the industry and serve many positive purposes which provide a degree of comfort and incentive to the customers. Staff concurs that cameras are useful and intend to look for funding to complete the fleet installment.

2. Update the capital vehicle replacement plan.

ESTA has had success in procuring funding for replacement of its fleet vehicles. Most of the fleet is currently within the useful life standard for transit vehicles. The fleet inventory shows the estimated timing of when older and higher mileage vehicles will need to be sold and replaced. However, several industry factors are weighing on a need for ESTA to further update the vehicle replacement plan and extend the replacement schedule longer into the future. One significant factor is the California Air Resources Board Innovative Clean Transit requirements for conversion of transit fleets to zero-emission vehicles.

Transit agencies are required to submit a complete Zero-Emission Bus Rollout Plan, showing how it plans to achieve a full transition to zero-emission buses (ZEBs). Although the due date for the rollout plan for small operators like ESTA are not for a few more years, capital vehicle replacement and procurement takes considerable advance planning, with near term purchases of buses impacting what the fleet composition will be when ZEBs will need to be procured. The TAM could serve as a basis for an update to ESTA's capital replacement strategy for the fleet.

ESTA should start to plan, schedule, and budget for this rollout conversion of the fleet and infrastructure, accounting for the replacement schedule of each vehicle in the near and long term. The design and engineering of the new operations facility might consider integrating zero-emission infrastructure and vehicle operations and storage to match future investments and compatibility.

3. Re-evaluate in-house 45-day vehicle inspections as part of the Bishop operations facility project and Short Range Transit Plan Update.

This prior recommendation is being carried forward for further consideration in context of the design of the new facility and transit plan update. ESTA studied the option of having the 45-day (3,000 mile) vehicle inspection conducted in-house, rather than currently contracting out the service. In spite of identified challenges with economical and logistical feasibility, the new Bishop

operations facility might enable such efforts in terms of configuration and equipment to allow some level of light duty vehicle inspections to be conducted in-house.

It was suggested in the past that the cost and operational feasibility to bring this service in-house be further evaluated given issues with timely recording of maintenance inspections. The Short Range Transit Plan (SRTP) analyzed the cost of in-house maintenance and found that minor maintenance tasks could be considered for an expanded ESTA staff once the Bishop operations facility improvements are completed. An update of the SRTP should re-evaluate the feasibility of in-house maintenance. More recently, the Organizational Assessment Report made a recommendation for ESTA fleet operations with regard to in-house maintenance. With the eventual transition to zero-emission vehicles and a more diversified alternative fueled fleet, consideration should be given to planning and investing in staff development for light duty maintenance versus full reliance on contracted services.

STAFF REPORT

Subject: LeFever Marketing Contract Renewal

Initiated by: Phil Moores, Executive Director

BACKGROUND

The Eastern Sierra Transit Authority contracts with Bill LeFever, of Lefever Marketing to manage advertisement for ESTA. The contract has been successfully honored since 2010, and was revised and approved by the Board in October 2019.

ANALYSIS

Lefever Marketing has responsibly and professionally carried out this contract. Staff has no reservations in continuing the relationship. This is the first amendment extending the 2019 contract.

FINANCIAL CONSIDERATIONS

The agreement stipulates that 20% of gross sales will be paid quarterly to ESTA, or a minimum flat rate of \$1,300, whichever is more. Estimated gross sales for ESTA advertising is \$38,000, 20% (\$7,600) of which will be paid to ESTA. The agreement was review by both ESTA Council and CJPIA for form and risk.

RECOMMENDATION

The Board is requested to authorize the Executive Director to sign the amendment extending the attached agreement and amendment with Lefever Marketing.



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

VENDOR AGREEMENT FOR REOCCURRING SERVICES

This VENDOR AGREEMENT FOR REOCCURRING SERVICES (“Agreement”) is made and entered into as of September 15, 2019, by and between the Eastern Sierra Transit Authority, a joint powers authority (“AGENCY”), and LeFever Marketing (“VENDOR”).

RECITALS:

- A. AGENCY wishes to retain the services of an experienced and qualified VENDOR to provide and manage all transit service advertising for ESTA as specified in the attached Scope of Work (Exhibit “A”).
- B. VENDOR represents and warrants that it is qualified to perform those services.

AGREEMENT:

1. SERVICES TO BE PERFORMED BY VENDOR

VENDOR will provide the services listed in the Scope of Services attached hereto as Exhibit A. VENDOR warrants that all work and services set forth in the Scope of Services will be performed in a competent, professional and satisfactory manner.

2. TERM

Unless earlier terminated in accordance with Paragraph 4 below, the Agreement will continue in full force and effect from September 15, 2019, through September 15, 2020. Upon mutual written agreement, the term of this Agreement can be extended annually for an additional one (1) year period, or longer as the parties agree.

3. COMPENSATION

- A. AGENCY’S Fee.

For services rendered pursuant to this Agreement, AGENCY will be



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

paid in accordance with the Compensation Schedule attached hereto as Exhibit B. Should this Agreement be renewed, the AGENCY'S Fee may be adjusted upon the written agreement of the parties.

B. Schedule of Payment.

Provided the AGENCY is not in default under the terms of this Agreement, upon presentation of an invoice, AGENCY will be paid the fees described in Paragraph 3.A. above, according to the Compensation Schedule. Payment will be made quarterly to the AGENCY.

4. TERMINATION OF AGREEMENT

A. The AGENCY may at any time, for any reason, with or without cause, suspend or terminate this Agreement, or any portion hereof, by serving upon the VENDOR at least ten (10) days prior written notice. Upon receipt of said notice, the VENDOR shall immediately cease all work under this Agreement, unless the notice provides otherwise. If the AGENCY suspends or terminates a portion of this Agreement, such suspension or termination shall not make void or invalidate the remainder of this Agreement.

B. In the event this Agreement is terminated pursuant to this Section, the VENDOR shall pay to AGENCY the actual value of the work performed up to the time of termination, provided that the work performed is of value to the AGENCY. Upon termination of the Agreement pursuant to this Section, the VENDOR will submit payment to the AGENCY pursuant to Section 3.

5. FORCE MAJEURE

If any party fails to perform its obligations because of strikes, lockouts, labor disputes, embargoes, acts of God, inability to obtain labor or materials or reasonable substitutes for labor or materials, governmental restrictions, governmental regulations, governmental control, judicial orders, enemy or hostile governmental action, civil commotion, fire or other casualty, or other causes beyond the reasonable control of the party obligated to perform, then that party's performance shall be excused for a period equal to the period of such cause for failure to perform.

6. Reserved



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

7. AGENCY REPRESENTATIVE

The Executive Director is designated as the "Agency Representative", authorized to act in its behalf with respect to the work and services specified in this Agreement and to make all decisions in connection with this Agreement. Whenever approval, directions, or other actions are required by AGENCY under this Agreement, those actions will be taken by the Agency Representative, unless otherwise stated. The AGENCY's Executive Director has the right to designate another Agency Representative at any time, by providing notice to VENDOR.

8. VENDOR REPRESENTATIVE(S)

The following principal(s) of VENDOR are designated as being the principal(s) and representative(s) of VENDOR authorized to act in its behalf with respect to the work specified in this Agreement and make all decisions in connection with this Agreement:

Bill LeFever, Owner

9. INDEPENDENT CONTRACTOR

All acts of VENDOR, its agents, officers, and employees, relating to the performance of this Agreement, shall be performed as independent contractors, and not as agents, officers, or employees of AGENCY. VENDOR, by virtue of this Agreement, has no authority to bind or incur any obligation on behalf of AGENCY. Except as expressly provided in Attachment A, VENDOR has no authority or responsibility to exercise any rights or power vested in the AGENCY. No agent, officer, or employee of the AGENCY is to be considered an employee of VENDOR. It is understood by both VENDOR and AGENCY that this Agreement shall not under any circumstances be construed or considered to create an employer-employee relationship or a joint venture. As an independent contractor:

A. VENDOR shall determine the method, details, and means of performing the work and services to be provided by VENDOR under this Agreement.

B. VENDOR shall be responsible to AGENCY only for the requirements and results specified in this Agreement, and except as expressly provided in this Agreement, shall not be subjected to AGENCY's control with respect to the physical action or activities of VENDOR in fulfillment of this Agreement.



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

C. VENDOR, its agents, officers, and employees are, and at all times during the term of this Agreement shall, represent and conduct themselves as independent contractors, and not as employees of AGENCY.

10. Reserved

11. OTHER LICENSES AND PERMITS

VENDOR warrants that it has all professional, contracting and other permits and licenses, including business licenses, required to undertake the work contemplated by this Agreement.

12. VENDOR'S ACCOUNTING RECORDS; OTHER PROJECT RECORDS

Records of the VENDOR's time pertaining to the project, and records of accounts between AGENCY and the VENDOR, will be kept on a generally recognized accounting basis. VENDOR will also maintain all other records, including without limitation specifications, drawings, progress reports and the like, relating to the project. All records will be available to AGENCY during normal working hours. VENDOR will maintain these records for three years after final payment.

13. INDEMNIFICATION

VENDOR shall indemnify, defend, and hold harmless the AGENCY, and its officers, employees and agents, from and against any and all causes of action, claims, liabilities, obligations, judgments, or damages, including reasonable legal counsels' fees and costs of litigation ("claims"), arising out of the VENDOR's performance of its obligations under this Agreement or out of the operations conducted by VENDOR, including the AGENCY's active or passive negligence, except for such loss or damage arising from the sole negligence or willful misconduct of the AGENCY. In the event the AGENCY indemnitees are made a party to any action, lawsuit, or other adversarial proceeding arising from VENDOR's performance of this Agreement, the VENDOR shall provide a defense to the AGENCY indemnitees or at the AGENCY's option, reimburse the AGENCY indemnities their costs of defense, including reasonable legal fees, incurred in defense of such claims.

In the event of any dispute between VENDOR and AGENCY, as to whether liability arises from the sole negligence of the AGENCY or its officers, employees, or agents, VENDOR will be obligated to pay for AGENCY's defense until such time as a final judgment has been entered adjudicating the AGENCY



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

as solely negligent. VENDOR will not be entitled in the absence of such a determination to any reimbursement of defense costs including but not limited to attorney's fees, expert fees and costs of litigation.

14. NON-LIABILITY OF AGENCY OFFICERS AND EMPLOYEES

No officer or employee of AGENCY will be personally liable to VENDOR, for any amount that may become due to VENDOR.

15. INSURANCE

Without limiting Vendor's indemnification of Agency, and prior to commencement of Work, Vendor shall obtain, provide and maintain at its own expense during the term of this Agreement, policies of insurance of the type and amounts described below and in a form that is satisfactory to Agency.

General liability insurance. Vendor shall maintain commercial general liability insurance with coverage at least as broad as Insurance Services Office form CG 00 01, in an amount not less than \$1,000,000 per occurrence, \$2,000,000 general aggregate, for bodily injury, personal injury, and property damage. The policy must include contractual liability that has not been amended. Any endorsement restricting standard ISO "insured contract" language will not be accepted.

Automobile liability insurance. Vendor shall maintain automobile insurance at least as broad as Insurance Services Office form CA 00 01 covering bodily injury and property damage for all activities of the Vendor arising out of or in connection with Work to be performed under this Agreement, including coverage for any owned, hired, non-owned or rented vehicles, in an amount not less than \$1,000,000 combined single limit for each accident.

Workers' compensation insurance. Vendor shall maintain Workers' Compensation Insurance (Statutory Limits) and Employer's Liability Insurance (with limits of at least \$1,000,000).

Vendor shall submit to Agency, along with the certificate of insurance, a Waiver of Subrogation endorsement in favor of Agency, its officers, agents, employees and volunteers.

Other provisions or requirements



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

Proof of insurance. Vendor shall provide certificates of insurance to Agency as evidence of the insurance coverage required herein, along with a waiver of subrogation endorsement for workers' compensation. Insurance certificates and endorsement must be approved by Agency's Risk Manager prior to commencement of performance. Current certification of insurance shall be kept on file with Agency at all times during the term of this contract. Agency reserves the right to require complete, certified copies of all required insurance policies, at any time.

Duration of coverage. Vendor shall procure and maintain for the duration of the contract insurance against claims for injuries to persons or damages to property, which may arise from or in connection with the performance of the Work hereunder by Vendor, his agents, representatives, employees or subconsultants.

Primary/noncontributing. Coverage provided by vendor shall be primary and any insurance or self-insurance procured or maintained by Agency shall not be required to contribute with it. The limits of insurance required herein may be satisfied by a combination of primary and umbrella or excess insurance. Any umbrella or excess insurance shall contain or be endorsed to contain a provision that such coverage shall also apply on a primary and non-contributory basis for the benefit of Agency before the Agency's own insurance or self-insurance shall be called upon to protect it as a named insured.

Agency's rights of enforcement. In the event any policy of insurance required under this Agreement does not comply with these specifications or is canceled and not replaced, Agency has the right but not the duty to obtain the insurance it deems necessary and any premium paid by Agency will be promptly reimbursed by Vendor or Agency will withhold amounts sufficient to pay premium from Vendor payments. In the alternative, Agency may cancel this Agreement.

Acceptable insurers. All insurance policies shall be issued by an insurance company currently authorized by the Insurance Commissioner to transact business of insurance or is on the List of Approved Surplus Line Insurers in the State of California, with an assigned policyholders' Rating of A- (or higher) and Financial Size Category Class VII (or larger) in accordance with the latest edition of Best's Key Rating Guide, unless otherwise approved by the Agency's Risk Manager.

Waiver of subrogation. All insurance coverage maintained or procured pursuant to this agreement shall be endorsed to waive subrogation against Agency, its elected or appointed officers, agents, officials, employees and volunteers or shall specifically allow Vendor or others providing insurance evidence in compliance with these specifications to waive their right of recovery



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

prior to a loss. Vendor hereby waives its own right of recovery against Agency, and shall require similar written express waivers and insurance clauses from each of its subconsultants.

Enforcement of contract provisions (non estoppel). Vendor acknowledges and agrees that any actual or alleged failure on the part of the Agency to inform Vendor of non-compliance with any requirement imposes no additional obligations on the Agency nor does it waive any rights hereunder.

Requirements not limiting. Requirements of specific coverage features or limits contained in this Section are not intended as a limitation on coverage, limits or other requirements, or a waiver of any coverage normally provided by any insurance. Specific reference to a given coverage feature is for purposes of clarification only as it pertains to a given issue and is not intended by any party or insured to be all inclusive, or to the exclusion of other coverage, or a waiver of any type. If the Consultant maintains higher limits than the minimums shown above, the Agency requires and shall be entitled to coverage for the higher limits maintained by the Consultant. Any available insurance proceeds in excess of the specified minimum limits of insurance and coverage shall be available to the Agency.

Notice of cancellation. Vendor agrees to oblige its insurance agent or broker and insurers to provide to Agency with a thirty (30) day notice of cancellation (except for nonpayment for which a ten (10) day notice is required) or nonrenewal of coverage for each required coverage.

Additional insured status. General liability policies shall provide or be endorsed to provide that Agency and its officers, officials, employees, and agents shall be additional insureds under such policies. This provision shall also apply to any excess/umbrella liability policies.

Prohibition of undisclosed coverage limitations. None of the coverages required herein will be in compliance with these requirements if they include any limiting endorsement of any kind that has not been first submitted to AGENCY and approved of in writing.

Separation of Insureds. A severability of interests provision must apply for all additional insureds ensuring that (Vendor's/Consultant's/Contractor's) insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the insurer's limits of liability. The policy(ies) shall not contain any cross-liability exclusions.

Agency's right to revise specifications. The Agency reserves the right at any time during the term of the contract to change the amounts and types of insurance required by giving the Vendor ninety (90) days advance written notice



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

of such change. If such change results in substantial additional cost to the Vendor, the Agency and Vendor may renegotiate Vendor's compensation.

Self-insured retentions. Any self-insured retentions must be declared to and approved by Agency. Agency reserves the right to require that self-insured retentions be eliminated, lowered, or replaced by a deductible. Self-insurance will not be considered to comply with these specifications unless approved by Agency.

Timely notice of claims. Vendor shall give Agency prompt and timely notice of claims made or suits instituted that arise out of or result from Vendor's performance under this Agreement, and that involve or may involve coverage under any of the required liability policies.

Additional insurance. Vendor shall also procure and maintain, at its own cost and expense, any additional kinds of insurance, which in its own judgment may be necessary for its proper protection and prosecution of the Work.

16. SUBCONTRACTORS

Before VENDOR retains or hires a subcontractor to provide any work, labor, or services relative to this Agreement, VENDOR must:

1. Present the name and identifying information of the subcontractor that will provide any work, labor, or services to AGENCY;
2. Present to the AGENCY the form of subcontract that will be used with the subcontractor for AGENCY's approval, which approval will not be unreasonably withheld. Such subcontract agreement must include an indemnity agreement that is generally in accord with the indemnity obligations contained in Paragraph 13 of this Agreement and must specifically name the AGENCY as an indemnified party; and
3. Secure from the subcontractor evidence of insurance coverage that meets with this Agreement including naming the AGENCY as an additional insured as required by this Agreement, unless such requirement is waived in writing by the Agency Risk Manager as provided in Paragraph 17 below.

17. CONFLICT OF INTEREST



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

No officer or employee of the AGENCY may have any financial interest, direct or indirect, in this Agreement, nor may any officer or employee participate in any decision relating to the Agreement that effects the officer or employee's financial interest or the financial interest of any corporation, partnership or association in which the officer or employee is, directly or indirectly interested, in violation of any law, rule or regulation.

No person may offer, give, or agree to give any officer or employee or former officer or employee, nor may any officer or employee solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation or any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any way pertaining to any program requirement, contract or subcontract, or to any solicitation or proposal.

18. NOTICE

A. All notices, requests, demands, or other communications under this Agreement will be in writing. Notice will be sufficiently given for all purposes as follows:

1. Personal delivery. When personally delivered to the recipient: notice is effective on delivery.
2. First Class mail. When mailed first class to the last address of the recipient known to the party giving notice: notice is effective three mail delivery days after deposit in an United States Postal Service office or mailbox.
3. Certified mail. When mailed certified mail, return receipt requested: notice is effective on receipt, if delivery is confirmed by a return receipt.
4. Overnight delivery. When delivered by an overnight delivery service, charges prepaid or charged to the sender's account: notice is effective on delivery, if delivery is confirmed by the delivery service.
5. Facsimile transmission. When sent by fax to the last fax number of the recipient known to the party giving notice: notice is effective on receipt. Any notice given by fax will be deemed received on the next business day if it is received after 5:00 p.m. (recipient's time) or on a non-business day.
6. Addresses for purpose of giving notice are as follows:

To AGENCY: Eastern Sierra Transit Authority
703 Airport Road
Bishop, CA 93515



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

Attention: Executive Director

To VENDOR

LeFever Marketing
75 Mary Ln.
Chalfant, CA 93514
Attention: Bill LeFever

B. Any correctly addressed notice that is refused, unclaimed, or undeliverable because of an act or omission of the party to be notified, will be deemed effective as of the first date the notice was refused, unclaimed or deemed undeliverable by the postal authorities, messenger or overnight delivery service.

C. Either party may change its address or fax number by giving the other party notice of the change in any manner permitted by this Agreement. Any change in address or fax number that is not provided to the other party will not void delivery of any notice under this Agreement, and delivery to the last known address or fax number shall be deemed sufficient for notice under this Agreement.

19. PROHIBITION AGAINST ASSIGNMENT AND SUBCONTRACTING

This is an agreement for the services of VENDOR. AGENCY has relied upon the skills, knowledge, experience, and training of VENDOR as an inducement to enter into this Agreement. VENDOR shall not assign or subcontract this Agreement, or any part of it, without the express written consent of AGENCY. Further, VENDOR shall not assign any monies due or to become due under this Agreement without the prior written consent of AGENCY.

20. INTEGRATION; AMENDMENT

This Agreement represents the entire understanding of AGENCY and VENDOR as to those matters contained in it. No prior oral or written understanding will be of any force or effect with respect to the terms of this Agreement. The Agreement may not be modified or altered except in writing signed by both parties.

21. INTERPRETATION

The terms of this Agreement shall be construed in accordance with the meaning of the language used and shall not be construed for or against either



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

party by reason of the authorship of this Agreement or any other rule of construction that might otherwise apply.

22. SEVERABILITY

If any part of this Agreement is found to be in conflict with applicable laws, that part will be inoperative, null and void insofar as it is in conflict with any applicable laws, but the remainder of the Agreement will remain in full force and effect.

23. TIME OF ESSENCE

Time is of the essence in the performance of this Agreement.

24. GOVERNING LAW; JURISDICTION

This Agreement will be administered and interpreted under the laws of the State of California. Jurisdiction of any litigation arising from the Agreement will be in a court of competent jurisdiction within the County of Inyo.

25. COMPLIANCE WITH STATUTES AND REGULATIONS

VENDOR will be knowledgeable of and will comply with all applicable federal, state, county and city statutes, rules, regulations, ordinances and orders.

26. WAIVER OF BREACH

No delay or omission in the exercise of any right or remedy by a nondefaulting party on any default will impair the right or remedy or be construed as a waiver. A party's consent or approval of any act by the other party requiring the party's consent or approval will not be deemed to waive or render unnecessary the other party's consent to or approval of any subsequent act. Any waiver by either party of any default must be in writing and will not be a waiver of any other default concerning the same or any other provision of this Agreement.

27. Reserved

28. EXHIBITS

All exhibits identified in this Agreement are incorporated into the Agreement by this reference.

29. VENDOR'S AUTHORITY TO EXECUTE



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

The persons executing this Agreement on behalf of the VENDOR warrant that (i) the VENDOR is duly organized and existing under the appropriate State laws; (ii) they are duly authorized to execute this Agreement on behalf of the VENDOR; (iii) by so executing this Agreement, the VENDOR is formally bound to the provisions of this Agreement; and (iv) the entering into this Agreement does not violate any provision of any other Agreement to which the VENDOR is bound.

VENDOR: LeFever Marketing

By: 
(Signature)

Bill LE FEVER
(Typed Name)

OWNER
(Title)

AGENCY: Eastern Sierra Transit Authority


Executive Director

9/17/19
Date

Attachments: Exhibit A Scope of Services
 Exhibit B Compensation Schedule



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

EXHIBIT A SCOPE OF SERVICES

ESTA is seeking a firm to provide and manage all transit advertising services for ESTA's transit system in a manner acceptable to ESTA and in compliance with the Services Agreement for Eastern Sierra Transit Authority Transit Service Advertising (hereinafter referred to as "Agreement"). The advertising may be applied to the interior and exterior advertising panels of ESTA's buses with prior approval/consent from ESTA. All content will be reviewed and approved by the ESTA.

Services provided by the selected firm shall include, but not be limited to:

1. marketing/selling of transit service advertising
2. account management
3. installation and maintenance of transit service advertising
4. executive and administrative management
5. receipt of payment from advertisers
6. preparation of reports of financial and other matters pertaining to the provision of the service
7. other work as may be necessary to comply with the requirements contained in the Agreement

Contractor would provide a percentage of the gross revenues as compensation to ESTA for the privilege of placing the advertising on the ESTA buses. ESTA shall not incur any costs relating to the services identified above.



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

EXHIBIT B COMPENSATION SCHEDULE

Contractor Name: LeFever Marketing

Address: 75 Mary Ln.

City, State & ZIP: Chalfant, CA 93514

Phone: 760-873-5329

e-mail: blefever@sierrawave.net

Contact Person: Bill LeFever

Fee Schedule:

Estimated Gross sales: \$ 38,000

% of Gross Sales to ESTA: 20%

Minimum Flat Rate
Quarterly Amount payable to ESTA: \$1300.00

(The quarterly Payment to ESTA shall be either the percentage of gross sales or the minimum flat rate, whichever is greater)

Contractor Signature

9-12-19

Date

Bill LEFEVER

Print name

OWNER

Title



Eastern Sierra Transit Authority

703 Airport Road
P.O. Box 1357
Bishop, CA 93515
760.872.1901

Declaration of Sole Proprietor

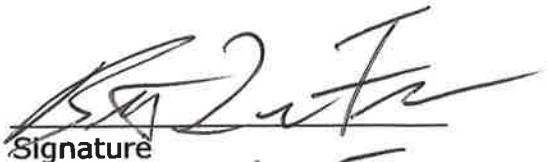
DECLARATION AND ADDENDUM TO ALL CONTRACTS AWARDED TO:

LeFever Marketing, hereinafter
"Organization" (ORGANIZATION NAME)

I declare for the purpose of inducing the Eastern Sierra Transit Authority (ESTA) to go forward with any contracts awarded to Organization as follows: I am the authorized representative of Organization, an independent contractor for the purposes of the California Workers' Compensation and Labor laws. This Organization will hire no employees other than the parents, spouses, or children of its board members for work required for any bid or contract awarded to. All work required will be performed personally and solely by me, other board members of the Organization, their parents, spouses or children, or persons who perform voluntary service without pay to the organization. If, however, the Organization shall ever hire employees to perform this contract or any portion thereof, the Organization shall obtain Workers' Compensation Insurance and provide proof of Workers' Compensation Insurance coverage to the ESTA.

If the Organization shall ever hire a subcontractor to perform this contract or any portion thereof, and the subcontractor has employees, then the Organization shall require its subcontractor to obtain Workers' Compensation Insurance Coverage, or the Organization shall obtain Workers' Compensation Coverage for that subcontractor's employees This document constitutes a declaration by the Organization against its financial interest, relative to any claims it should assert under the California Workers' Compensation and/or Labor laws against ESTA relating to any bid or contract awarded to the Organization. The Organization will defend, indemnify and hold harmless ESTA from any and all claims and liability, including Workers' Compensation claims and liability that may be asserted or established by any party in the event the Organization hires an employee in violation of this addendum, and the Organization will further indemnify ESTA for all damages ESTA thereby suffers. I agree that these declarations shall constitute an addendum to any bid awarded to this Organization.

Date: 9-17-19 Authorized Representative:


Signature

Bill LE FEVER
Printed Name



Interinsurance Exchange of the Automobile Club

Automobile Insurance Policy Coverages and Limits

Policy Change Declarations

Insurance is in effect only for the vehicles, coverages, and limits of liability shown on this declarations page and as set forth in the insurance policy and endorsements. These declarations, together with the contract and the endorsements in effect, complete your policy.

NAMED INSURED (Item 1.) LEFEVER, WILLIAM C AND CYNTHIA K PO BOX 762 BISHOP CA 93515-0762	AUTO POLICY NUMBER: CAA 064349073 POLICY PERIOD (PACIFIC STANDARD TIME) POLICY EFFECTIVE DATE: 03-08-19 12:01 A.M. POLICY EXPIRATION DATE: 03-08-20 12:01 A.M. POLICY CHANGE EFFECTIVE DATE: 03-09-19 12:01 A.M.
--	--

SUBJECT OF POLICY CHANGE	THIS IS NOT A BILL
ADD/CHANGE VEHICLE ANNUAL MILEAGE CHG	This policy change will increase your premium by \$75.

VEHICLES									
VEH. NO.	YEAR	MAKE	MODEL	IDENTIFICATION NUMBER	VEHICLE USE	GARAGE ZIP CODE	ANNUAL MILES	VERIFIED MILEAGE	SALVAGE
12	1991	JEEP	CHEROKEE LTD	1J4FJ78S9ML604537	PLEASURE	93514	1 - 500	VERIFIED	NO
13	2008	FORD	BOUNDER	1F6NF53Y960A07687	PLEASURE	93514	3,501 - 4,500	VERIFIED	
14	2004	MBNZ	CLK CLASS 320	WDBTJ65JX4F102955	PLEASURE	93514	10,001 - 12,500	VERIFIED	NO
15	2019	FORD	F250 CREW C CREW	1FT7W2BT1KEC55195	PLEASURE	93514	12,501 - 15,000	VERIFIED	NO
16	2019	TMSP	TSCFTS-10228T2	1T9LT2821KE661140		93514			

COVERAGES AND LIMITS					ANNUAL PREMIUMS					
Coverage is not in effect unless a premium or the word "Included" is shown.										
COVERAGES	LIMITS OF LIABILITY				Vehicle 12	Vehicle 13	Vehicle 14	Vehicle 15	Vehicle 16	
Liability										
Bodily Injury	\$100,000	each person/	\$300,000	each occurrence	\$ 66	\$ 56	\$ 130	\$ 174	No Coverage	
Property Damage	\$100,000	each occurrence			\$ 54	\$ 47	\$ 142	\$ 200	No Coverage	
Medical										
Medical Payments	\$5,000	each person			\$ 14	\$ 12	\$ 21	\$ 19	No Coverage	
Physical Damage (Actual Cash Value unless otherwise stated, less deductible)										
	Vehicle 12	Vehicle 13	Vehicle 14	Vehicle 15	Vehicle 16					
Comprehensive (less Deductible)	No Coverage	\$30000	ACV	ACV	\$15922	No Coverage	\$ 146	\$ 86	\$ 126	\$ 78
Collision (less Deductible)	No Coverage	\$30000	ACV	ACV	\$15922	No Coverage	\$ 112	\$ 296	\$ 504	\$ 81
Car Rental Expense (Per Day)	No Coverage	No Coverage	No Coverage	No Coverage	No Coverage	No Coverage	No Coverage	No Coverage	No Coverage	No Coverage
Uninsured Motorist										
Bodily Injury - Uninsured & Underinsured Vehicles	\$30,000	each person/	\$60,000	each accident	\$ 22	\$ 18	\$ 32	\$ 30	No Coverage	
Uninsured Deductible Waiver					No Coverage	Included	Included	Included	No Coverage	
Ininsured Collision					No Coverage	No Coverage	No Coverage	No Coverage	No Coverage	
Total Premium					\$ 156	\$ 391	\$ 707	\$ 1053	\$ 159	

REMIUM DISCOUNTS
 Please refer to the enclosed document entitled "Premium Discounts Applied to Your Automobile Policy."
 * If at any time you choose to pay less than the full balance outstanding, finance charges of up to 1.5% per month of the balance outstanding will apply as explained in your billing statements, which are part of these declarations.

"No Coverage" Indicates coverage not purchased.

Adjusted Total Annual Premium* (Includes all applicable discounts.)	\$ 2541
Less Policyholder Savings Dividend (Previously applied to your premium balance)	\$ 293
Adjusted Net Annual Premium* (Balance after previous dividend)	\$ 2248

Interinsurance Exchange of the Automobile Club Automobile Insurance Policy Coverages and Limits Policy Change Declarations (continued)

UTO POLICY NUMBER: CAA 064349073

POLICY CHANGE EFFECTIVE DATE: 03-09-2019

DRIVERS (Coverage may differ for each driver. Please see each section of the policy contract for the definition of "Persons Insured".)

DRIVER NUMBER	NAME	GENDER	MARITAL STATUS	YEAR FIRST LICENSED
1	LEFEVER, WILLIAM C	MALE	MARRIED	1987
2	LEFEVER, CYNTHIA K	FEMALE	MARRIED	1987

DRIVER NUMBER	DRIVING RECORD						DRIVER STATUS	RATED VEHICLE NUMBER
	NUMBER OF PRINCIPALLY AT-FAULT ACCIDENTS	NUMBER OF TRAFFIC CONVICTIONS						
		MINOR	SERIOUS	MAJOR	SEVERE	SUSPENSIONS		
1							PRIMARY	15
2							PRIMARY	14

ENDORSEMENTS AND CERTIFICATES

NUMBER	TITLE
2011	MEMBER'S AUTOMOBILE POLICY -- POLICY NUMBER CHANGE
2052	LOSS PAYABLE - NOTICE TO LIENHOLDER
2298	SELECTION OF UM/UIM COVERAGE ENDORSEMENT
2387	AMENDATORY ENDORSEMENT

SPECIAL EQUIPMENT**

SOUND EQUIPMENT**

VEH. NO.	SPECIAL EQUIPMENT**		SOUND EQUIPMENT**			
	CAMPER/VAN CONV.	OTHER	2WAY RADIO	TELEPHONE	RADIO	OTHER
12						
13						
14						
15						
16						

** Coverage is indicated by a "YES" in the appropriate equipment column. Coverage limitations apply unless coverage was purchased specifically for certain equipment.

ANY PHYSICAL DAMAGE LOSS MAY BE MADE PAYABLE TO YOU AND ANY INTEREST LISTED BELOW:

VEH NO. 15
 ALTA ONE FEDERAL CREDIT UNION
 PO BOX 25552
 FORT WORTH TX 76124

PERSON DESIGNATED TO RECEIVE NONPAYMENT OF PREMIUM NOTICES:

An individual designated by a policyholder to receive notice of lapse, termination, expiration, nonrenewal, or cancellation of the policy for nonpayment of premium does not have any rights, whether as an additional insured or otherwise, to any benefits under the policy, other than the right to receive notice.



Interinsurance Exchange of the Automobile Club

Automobile Insurance Policy Coverages and Limits

Policy Change Declarations (continued)

Insurance is in effect only for the vehicles, coverages, and limits of liability shown on this declarations page and as set forth in the insurance policy and endorsements. These declarations, together with the contract and the endorsements in effect, complete your policy.

NAMED INSURED (Item 1.)	AUTO POLICY NUMBER: CAA 064349073
LEFEVER, WILLIAM C AND CYNTHIA K PO BOX 762 BISHOP CA 93515-0762	POLICY PERIOD (PACIFIC STANDARD TIME)
	POLICY EFFECTIVE DATE: 03-08-19 12:01 A.M.
	POLICY EXPIRATION DATE: 03-08-20 12:01 A.M.
	POLICY CHANGE EFFECTIVE DATE: 03-09-19 12:01 A.M.

SUBJECT OF POLICY CHANGE	THIS IS NOT A BILL
.DD/CHANGE VEHICLE .ANNUAL MILEAGE CHG	This policy change will increase your premium by \$75.

VEHICLES

VEH. NO.	YEAR	MAKE	MODEL	IDENTIFICATION NUMBER	VEHICLE USE	GARAGE ZIP CODE	ANNUAL MILES	VERIFIED MILEAGE	SALVAGE
17	1973	HOND	CT90K4 TRAIL 90	CT901418722	PLEASURE	93514	1 - 500	VERIFIED	

COVERAGES AND LIMITS

Coverage is not in effect unless a premium or the word "Included" is shown.

ANNUAL PREMIUMS

COVERAGES	LIMITS OF LIABILITY	Vehicle 17	Vehicle	Vehicle	Vehicle	Vehicle
Liability						
Bodily Injury	\$100,000 each person/ \$300,000 each occurrence	\$ 32				
Property Damage	\$100,000 each occurrence	\$ 11				
Medical						
Medical Payments	\$5,000 each person	No Coverage				
Physical Damage (Actual Cash Value unless otherwise stated, less deductible)						
	Vehicle 17 Vehicle Vehicle Vehicle Vehicle					
Comprehensive (less Deductible)	No Coverage	No Coverage				
Collision (less Deductible)	No Coverage	No Coverage				
Car Rental Expense (per Day)	No Coverage	No Coverage				
Uninsured Motorist						
Bodily Injury - Uninsured & Underinsured Vehicles	\$30,000 each person/ \$60,000 each accident	\$ 32				
Uninsured Deductible Waiver		No Coverage				
Uninsured Collision		No Coverage				
Total Premium		\$ 75				

PREMIUM DISCOUNTS

Please refer to the enclosed document entitled "Premium Discounts Applied to Your Automobile Policy."

If at any time you choose to pay less than the full balance outstanding, finance charges of up to 1.6% per month of the balance outstanding will apply as explained in your billing statements, which are part of these declarations.

"No Coverage" indicates coverage not purchased.

Adjusted Total Annual Premium* (Includes all applicable discounts.)	\$ 2541
Less Policyholder Savings Dividend (Previously applied to your premium balance)	\$ 293
Adjusted Net Annual Premium* (Balance after previous dividend)	\$ 2248

Interinsurance Exchange of the Automobile Club Automobile Insurance Policy Coverages and Limits Policy Change Declarations (continued)

UTO POLICY NUMBER: CAA 064349073

POLICY CHANGE EFFECTIVE DATE: 03-09-2019

DRIVERS (Coverage may differ for each driver. Please see each section of the policy contract for the definition of "Persons Insured".)

DRIVER NUMBER	NAME	GENDER	MARITAL STATUS	YEAR FIRST LICENSED
---------------	------	--------	----------------	---------------------

DRIVER NUMBER	DRIVING RECORD					DRIVER STATUS	RATED VEHICLE NUMBER
	NUMBER OF PRINCIPALLY AT-FAULT ACCIDENTS	NUMBER OF TRAFFIC CONVICTIONS					
		MINOR	SERIOUS	MAJOR	SEVERE		

ENDORSEMENTS AND CERTIFICATES

NUMBER	TITLE
--------	-------

SPECIAL EQUIPMENT**			SOUND EQUIPMENT**			
VEH. NO.	CAMPER/ VAN CONV.	OTHER	2WAY RADIO	TELEPHONE	RADIO	OTHER
17						

** Coverage is indicated by a "YES" in the appropriate equipment column. Coverage limitations apply unless coverage was purchased specifically for certain equipment.

ANY PHYSICAL DAMAGE LOSS MAY BE MADE PAYABLE TO YOU AND ANY INTEREST LISTED BELOW:

PERSON DESIGNATED TO RECEIVE NONPAYMENT OF PREMIUM NOTICES:

An individual designated by a policyholder to receive notice of lapse, termination, expiration, nonrenewal, or cancellation of the policy for nonpayment of premium does not have any rights, whether as an additional insured or otherwise, to any benefits under the policy, other than the right to receive notice.

**Amendment No. 1
to the AGREEMENT by and between
LaFever Marketing, and
the Eastern Sierra Transit Authority**

THIS Amendment No. 1, dated October 8, 2020, to the Agreement by and between LaFever Marketing, hereinafter referred to as "LaFever" and the Eastern Sierra Transit Authority, hereinafter referred to as "ESTA", dated September 15, 2019, modifies the AGREEMENT as follows:

Whereas, the AGREEMENT expired on or about September 15, 2020;

Whereas, the Parties to the AGREEMENT desire to add a new term to the AGREEMENT covering the Fiscal Year' 2020/21 and 2021/22 thereby revive the AGREEMENT for that time period;

Now, therefore, the Parties to the AGREEMENT agree to amend the AGREEMENT as follows:

Change the first sentence of the first paragraph of Section 2:

Agreement:

2. TERM

Unless earlier terminated in accordance with paragraph 4 below, the agreement will continue in full force and effect from September 16, 2020, through June 30, 2022.

All other terms and conditions of the AGREEMENT shall remain in full force and effect.

ACCEPTED AND AGREED:

LaFever Marketing

EASTERN SIERRA TRANSIT AUTHORITY

Signed:_____

Signed:_____

Print Name:_____

Print Name:_____

Title:_____

Title:_____

APPROVED AS TO FORM
Inyo County Counsel's Office
Counsel to the Eastern Sierra Transit Authority

Signed:_____

Title:_____

STAFF REPORT

Subject: Mammoth Mountain Ski Area Contract Amendment #9

Initiated by: Phil Moores, Interim Executive Director

BACKGROUND

ESTA and Mammoth Mountain Ski Area (MMSA) entered into an Agreement in 2012 for the provision of enhanced transit services during the winter ski season. The Agreement has been amended annually to address each of the subsequent ski seasons.

ANALYSIS

Amendment Number 8 to the Agreement between ESTA and MMSA for transit service during the 2019/20 winter season expired on May 31, 2020. MMSA has indicated to ESTA that it desires to continue the arrangement whereby ESTA operates the transit service on the Red, Blue, Green and Yellow Lines for the 2020/21 winter season along with early and late season route variations. Discussions involving ESTA and MMSA have culminated in a contract amendment for the coming winter season. The monthly fixed fee and base hourly rates of compensation are increased 2% in the 2020/21 season with a monthly fixed fee of \$62,100.00, and the hourly rate set at \$61.39 per hour for 35' or 40' transit busses and \$46.59 for trollies. The original contract assumes the cost of fuel to be \$4.50 per gallon. Fuel adjustments are addressed through a cost adjustment formula in that contract which details credits back to MMSA during times of lower gas prices as well as additional billing authorization during times of higher gas prices.

A new COVID-19 clause has been added to this amendment allowing for the possibility of full closure of the MMSA operation. It has been agreed that in the event of a full business closure, MMSA will pay 60% of the monthly fixed fee through the end of the contract.

Amendment Number 9 to the Agreement between ESTA and MMSA is included on the following pages for the Board's review.

FINANCIAL

The Agreement generates a maximum of \$1.11 million in revenue in FY 2020/21.

LEGAL

Amendment No. 9 to the Agreement between ESTA and MMSA has been reviewed and approved as to form by John Vallejo, Inyo County Assistant County Counsel.

RECOMMENDATION

The Board is recommended to approve Amendment No. 9 to the Agreement between ESTA and MMSA for the provision of transit services for the 2020/21 winter season, and authorize the Executive Director to sign the Agreement.

**Amendment No. 9
to the AGREEMENT by and between
Mammoth Mountain Ski Area LLC, and
the Eastern Sierra Transit Authority**

THIS Amendment No. 9, dated September 24, 2020, to the Agreement by and between the Mammoth Mountain Ski Area LLC, hereinafter referred to as "MMSA" and the Eastern Sierra Transit Authority, hereinafter referred to as "ESTA", dated July 7, 2012, and as amended by Amendment No. 1 dated October 15, 2013, Amendment No. 2 dated October 7, 2014, Amendment No. 3 dated October 16, 2015, Amendment No. 4 dated November 11, 2016, Amendment No. 5 dated November 9, 2017, Amendment No. 6 dated October 19, 2018, Amendment No. 7 dated November 6, 2019, and Amendment No. 8 dated April 15, 2020 modifies the AGREEMENT as follows:

Whereas, the AGREEMENT expired on or about May 31, 2020;

Whereas, the Parties to the AGREEMENT desire to add a new term to the AGREEMENT covering the 2020/21 ski season and thereby revive the AGREEMENT for that time period;

Now, therefore, the Parties to the AGREEMENT agree to amend the AGREEMENT as follows:

I. ADD to the end of the first paragraph of Section 1:

1. Commencement and Term of Agreement: MMSA and ESTA mutually agree to add the period of October 1, 2020 through May 31, 2021 to the term of the Agreement.

II. REPLACE paragraphs a, b, c, and d of Section 15. Compensation:

- a.** For services rendered by ESTA under this Agreement for the 2020/2021 season, MMSA shall pay ESTA a fixed monthly sum of Sixty-Two Thousand One Hundred and No/100 Dollars (\$62,100.00) per month for seven (7) months from November through May, plus Sixty-One Dollars and Thirty-Nine cents (\$61.39) per Vehicle Service Hour. Early and late season supplemental trolley service hours (Blue-Yellow Combination Route and late season trolley) shall be charged at \$46.59 per hour if operated in a trolley and \$61.39 if operated in a 35' or 40' transit bus. A "Vehicle Service Hour" is defined as every hour or fraction of an hour that a transit vehicle is operating from the first passenger pickup point to the last passenger delivery point as designated by the route schedules. Travel from the bus garage to-and-from the route, meal breaks, and storage does not constitute vehicle service and therefore are not counted as Vehicle Service Hours.
- b.** The estimated number of Vehicle Service Hours for the 2020/21 season is 11,012 as detailed in Exhibit "A". The maximum cumulative payment obligation by MMSA to ESTA for this service level is One Million One Hundred Ten Thousand Seven Hundred Twenty-Six and No/100 Dollars (\$1,110,726.00).
- c.** The parties agree that a separate fuel adjustment provision shall be applied to the Vehicle Service Hour rate to accommodate changes in the price of fuel used in the provision of the service. The Vehicle Service Hour rate shall be increased by \$0.30 for every \$0.10 increase in the price of diesel fuel above \$4.50 per gallon. Conversely, the Vehicle Service Hour rate shall be decreased by \$0.30 for every

\$0.10 decrease in the price of diesel fuel below \$4.50 per gallon. The \$4.50 per gallon base fuel cost shall be ESTA's total cost per gallon, inclusive of all applicable taxes and fees. The fuel adjustment provision shall be determined based on the average cost of fuel over the period covered by this Amendment, and shall be invoiced at the end of said period.

- d. The Vehicle Service Hour rate of \$61.39 per hour shall be charged for all hours except the service hours for the Blue-Yellow Combination route and/or the Trolley route operated in lieu of the Red Line if operated in a trolley bus, which shall be charged at \$46.59 per hour. These rates shall be applied to all Vehicle Service Hours operated within a seasonal total range of 8,809 to 13,214, which represents a twenty percent (20%) plus or minus range from the estimated total of 11,012 Vehicle Service Hours for the season.

New Covid-19 Clause

- e. Covid-19 Exception – In the event of an MMSA shutdown, bus service will cease 10 calendar days from written notification and the Fixed Monthly Fee in section (a) above will be reduced by 40% in a prorated manner beginning on the first day of ceased operations and based on the number of days in the month of notification. The reduced monthly fixed fee will be paid for the remainder of the contract, or until operations resume.

For example, if ESTA receives notification to cease operations on January 10, 2020, then the last day of service will be January 20, 2020. The January Fixed Fee will be 100% for January 1-20, 2020 (\$40,064.52) and 60% for January 21-31, 2020 (\$13,221.29), for a combined total of \$53,285.81 for the month of January. In this example, being 31 days in the month, the 100% daily fee is \$2,003.23, and the 60% daily fee is \$1,201.94.

III. REPLACE the Scope of Work Preface, and Service Days and Hours Table of EXHIBIT 'A' with the following:

Scope of Work

ESTA shall operate the Red, Blue, Green, Yellow, and Blue-Yellow Combination Lines for the 2020/21 ski season. The estimated service dates and hours are detailed in the following table:

SERVICE DAYS AND HOURS:

	Red Line	Blue Line	Green Line	Yellow Line	*Trolley Supplement	TOTAL
Opening Day	11/21/2020	12/08/2020	12/08/2020	12/08/2020	11/21/2020	
Closing Day	4/25/2021	4/18/2021	4/18/2021	4/18/2021	5/31/2021	
Service Days	156	132	132	132	53	
Frequency in minutes	20	15	15	20	30	

Base Daily Service Hours	31.5	10.5	10.25	10.25	Varies	
Base Season Service Hours	5,166	1,386	1,353	1,353	407	9,665
Addl. Svc Hours	1,235	87	48	8		1,378
Total Svc Hours	6,401	1,473	1,401	1,361	407	11,043

To the extent reasonably possible, more frequent headway service shall be provided on the routes as demand warrants on busy days (weekends, holidays). Service frequency shall be adjusted as directed by MMSA with a minimum of ten (10) days advance notice. ESTA shall coordinate with MMSA staff regarding traffic flow patterns and passenger pickup/drop-off locations at each of the MMSA Lodges.

* Trolley Supplement (Blue Yellow Combination) route is expected to operate 9:00am until 5:00pm from November 21st through December 7th. Trolley Supplement (Spring Shoulder) is expected to operate from April 26th through May 31st.

IV. UPDATE Section 26. Notices as follows:

ESTA: Executive Director
 Eastern Sierra Transit Authority
 P.O. Box 1357
 Bishop, CA 93514

MMSA: Mark Brownlie
 President/COO
 Mammoth Mountain Ski Area
 P.O. Box 24
 Mammoth Lakes, CA 93546

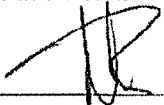
All other terms and conditions of the AGREEMENT shall remain in full force and effect.

ACCEPTED AND AGREED:

MAMMOTH MOUNTAIN SKI AREA

EASTERN SIERRA TRANSIT AUTHORITY

FT

Signed: 

Signed: _____

Print Name: MARK BROWNLIE

Print Name: _____

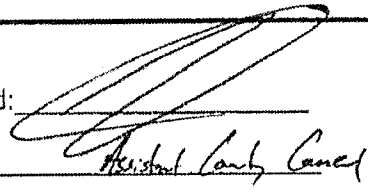
Title: PRESIDENT & COO

Title: _____

APPROVED AS TO FORM
Inyo County Counsel's Office
Counsel to the Eastern Sierra Transit Authority

Signed: _____

Title: _____



Assistant County Counsel

STAFF REPORT

Subject: Mammoth Mountain Ski Area Employee Free Transit MOU

Initiated by: Phil Moores, Executive Director

BACKGROUND

ESTA and Mammoth Mountain Ski Area (MMSA) are partners in a major service agreement that provides elevated levels of transit to the Mammoth Lakes area. In addition, it is desirable to offer MMSA employees free travel on-board certain ESTA routes at certain times to ensure adequate staffing of key activity centers at MMSA and additional options for employees to get back home. A formal Memorandum of Understanding (MOU) was negotiated between MMSA and ESTA to formalize the employee free ride program in 2019-20.

ANALYSIS

ESTA provides “fare free” travel on many of its Mammoth Lakes services already, and this extension of free rides to its partner, MMSA is logical and will help MMSA staff access work, additional options to travel home and other important locations. The free rides are limited to a small set of trips, mostly on the Mammoth Express and are on a “space-available” basis, with paying customers always having priority. It is common for transit agencies to offer free transit travel (fixed route) to its own and partner agency employees as an incentive to utilize the services.

FINANCIAL

The fares not collected by the implementation of this MOU are negligible.

RECOMMENDATION

The Board is recommended to approve the ESTA MOU with MMSA for free MMSA employee transit travel on certain routes at specific times, and authorize the Executive Director to sign and execute the agreement.

**Memorandum of Understanding
by and between
Mammoth Mountain Ski Area
and
Eastern Sierra Transit
Authority**

This Memorandum of Understanding (MOU) sets forth the terms and understanding between the Mammoth Mountain Ski Area (MMSA) and the Eastern Sierra Transit Authority (ESTA) to govern the provision of transit privileges for MMSA employees on ESTA buses.

Background

MMSA has expanded the number of its employees who are housed in the Bishop area and who require transportation between Bishop and Mammoth. MMSA has requested that its' employees be provided a privilege to travel on ESTA buses between Mammoth and Bishop without paying a fare.

Purpose

This MOU will define the travel privileges afforded to MMSA employees traveling on ESTA buses between Mammoth Lakes and Bishop. Following are the specifics of the program:

- Offered to current MMSA employee with valid employee pass ID.
- Offered on a space-available basis. Fare paying passengers will take priority over MMSA employees. MMSA employees may only ride for free if there is an available passenger seat, or the driver authorizes standee passengers.
- Available on all ESTA runs between Bishop and Mammoth.
- MMSA Employees are expected to show pass upon each boarding.
- MMSA employees are subject to passenger conduct rules.

Funding

This MOU is not a commitment of funds from either party

Duration

This MOU is at-will and may be modified by mutual consent of authorized officials from MMSA and ESTA. This MOU shall become effective upon signature by the authorized officials from MMSA and ESTA and will remain in effect until modified by mutual consent, or terminated with at least seven days advance notice in writing by either party to the MOU. This agreement will be renewed annually along with the annual service agreement. MMSA agrees to verify employment of a MMSA pass user upon request. ESTA agrees to verify

employment of a MMSA ski pass holder upon request.

Contact Information

MMSA


Finlay Torrance
Director of Base Operations
P.O. Box 24
Mammoth Lakes, CA 93546
760.934.2571 ext. 3686
ftorrance@mammothresorts.com

ESTA

Phil Moores
Executive Director
P.O. Box 1357
Bishop, CA 93515
760.872.1901 ext. 12

ACCEPTED AND APPROVED

Mammoth Mountain Ski Area



Signature

Date: 10/5/20

SENIOR DIRECTOR OPERATIONS
Title

Eastern Sierra Transit Authority

Signature

Date: _____

Title

STAFF REPORT

Subject: By-Laws

Initiated by: Phil Moores, Executive Director

BACKGROUND:

Section 1.16 of ESTA's Joint Powers Agreement states that the Board of Directors shall establish Bylaws to govern the operation of the Authority. The Bylaws were approved by the Board in 2015. There have been no revisions since that time.

ANALYSIS/DISCUSSION:

Two minor revisions are proposed:

- Add the Board compensation (Section 3.20 Compensation, page 1)
- Revise Appendix A Organizational Chart, page 3

FINANCIAL CONSIDERATIONS

None. The approval of Bylaws will not add any expense or revenue.

RECOMMENDATION

The Board is requested to approve the revisions in the Bylaws of the Eastern Sierra Transit Authority.

BYLAWS OF THE EASTERN SIERRA TRANSIT AUTHORITY

1.0 Name of Authority

The name of the authority shall be Eastern Sierra Transit Authority (hereinafter "AUTHORITY").

2.0 Purposes and Powers

The general purpose of the AUTHORITY shall be to provide public transportation services on behalf of its member jurisdictions, hereinafter individually referred to as "MEMBER". The purposes and powers of the AUTHORITY are more fully set forth in the Joint Powers Agreement (hereinafter referred to as "AGREEMENT").

3.0 Board of Directors

Matters applicable to the governance of the AUTHORITY through a Board of Directors (hereinafter referred to as "BOARD") including who serves on the BOARD as directors, alternate directors, directors term of office, meetings, Brown Act requirements, quorum, and rules are as established in Sections 1.2 through 1.8 of the AGREEMENT.

3.10 Officers

The BOARD shall at its last meeting held in each calendar year, nominate and elect from its membership a Chair and Vice Chair to take office as of January 1. The term of the Chair and Vice Chair shall be one (1) year. The Chair and Vice Chair shall not be representatives of a county, city or town within the same county. The representative elected to the Chair position shall alternate between Inyo and Mono Counties each year. In other words, if the Chair is a representative of Inyo County or the City of Bishop, the Chair the following year should be a representative from Mono County or the Town of Mammoth Lakes. If the Chair position is vacated for any reason before the full term is served, the Vice Chair becomes Chair and a new Vice Chair shall be nominated and elected. In this event, the Vice Chair who becomes Chair may serve as Chair through the period he/she would have served as Chair had the Chair position not become vacated. If the Vice Chair position is vacated for any reason before the full term is served, a new Vice Chair shall be selected from the jurisdiction of the departing Vice Chair to fill the remainder of the term.

3.20 Compensation

Directors of the AUTHORITY shall receive \$100.00 per board meeting as compensation. Directors may receive travel expenses as BOARD shall from time to time approve.

3.30 Committees

The Board may establish advisory committees (e.g. Finance Committee, Transit Advisory Committee) as it deems fit.

3.40 Meetings

The BOARD shall provide for its regular and special meetings; provided, however, at least one regular meeting shall be scheduled each month, if necessary. Each member entity shall be notified of the date, hour and place of the regular meetings and of all special meetings.

3.50 Order of Business

The order of business for BOARD meetings shall be proposed by the Executive Director and determined by the Chair. Untimed agenda items may be taken out of order at the request of the BOARD Chair, with majority concurrence.

3.60 Roberts Rules of Order

All rules not herein provided may be determined by Robert's Rules of Order.

3.70 Voting

Voting shall be by Directors present. There shall be no proxy vote. The voting shall be by voice vote, except that any member or alternate may call for a roll call vote.

3.80 Notice

Notice of meetings shall comply with the requirements of the Ralph M. Brown Act, Government Code Sections 54950, et. seq.

4.0 Staff/Organization Chart

The organization chart outlined in Appendix A is hereby established for AUTHORITY. Pursuant to Section 2.3 of the AGREEMENT. BOARD shall appoint an Executive Director who shall serve at the pleasure of BOARD. The Executive Director, or his/her designee, shall serve as the Secretary of the Board of Directors and shall be responsible to keep its minutes, resolutions, and official papers. Pursuant to Section 2.6 of the AGREEMENT, the Executive Director may hire additional staff, or contract for additional professional services, as required.

5.0 Budgetary Process

The Governing Board of each MEMBER shall designate the Authority as its nonexclusive agent for purposes of applying for and receiving Transportation Development Act Funds to be used solely for the purposes of funding the administrative, operating and capital costs to be incurred by the Authority under the provisions of the Transportation Development Act statutes and applicable California Code of Regulations. No MEMBER may be required to provide funding greater than that received by said MEMBER from the Inyo County Local Transportation Commission or Mono County Local Transportation Commission without the consent of its governing board; provided, however, any MEMBER may choose to provide additional funding if its governing board so provides.

5.10 Preliminary Jurisdiction Contribution Estimates

The Executive Director shall propose the amounts for each of the jurisdictions' upcoming fiscal year operating and capital contributions to BOARD on or before April 1 of the current fiscal year.

5.20 Final Budgets

The Executive Director shall propose the upcoming fiscal year's final operating and capital budget to BOARD on or before June 30 of the current fiscal year which shall incorporate applicable and reasonable unmet needs recommendations. Final operating and capital budgets shall be adopted by a majority of BOARD on or before June 30 of each year, as specified in Section 4.4 of the AGREEMENT.

5.30 Budgetary Changes

Budgetary changes during the fiscal year shall be made in accordance with the AUTHORITY'S Budget Policy.

5.40 Expenditures

The BOARD shall direct the Executive Director to implement the AUTHORITY'S Procurement Policies and Procedures, including assuring fair and open competition, and compliance with purchase authorization levels.

6.0 Authority Services

The AUTHORITY shall provide local, commuter, inter-city, dial-a-ride and special event transportation services (hereinafter referred to as "SERVICES") to MEMBER agencies consisting of certain routes, headways, and hours of operation within an established service area as defined in Appendix B, which is attached and incorporated herein. The BOARD shall receive a biannual report from the Executive Director detailing the proposed SERVICES for the coming six-month period. Changes in SERVICES shall be implemented in accordance with Section 3.4 of the AGREEMENT.

7.0 Service Performance Standards

The BOARD shall approve the transportation service performance standards of the AUTHORITY. Such performance standards shall derive from the AUTHORITY'S Short Range Transit Plan and incorporated into the Authority's Strategic Business Plan.

8.0 Amendment

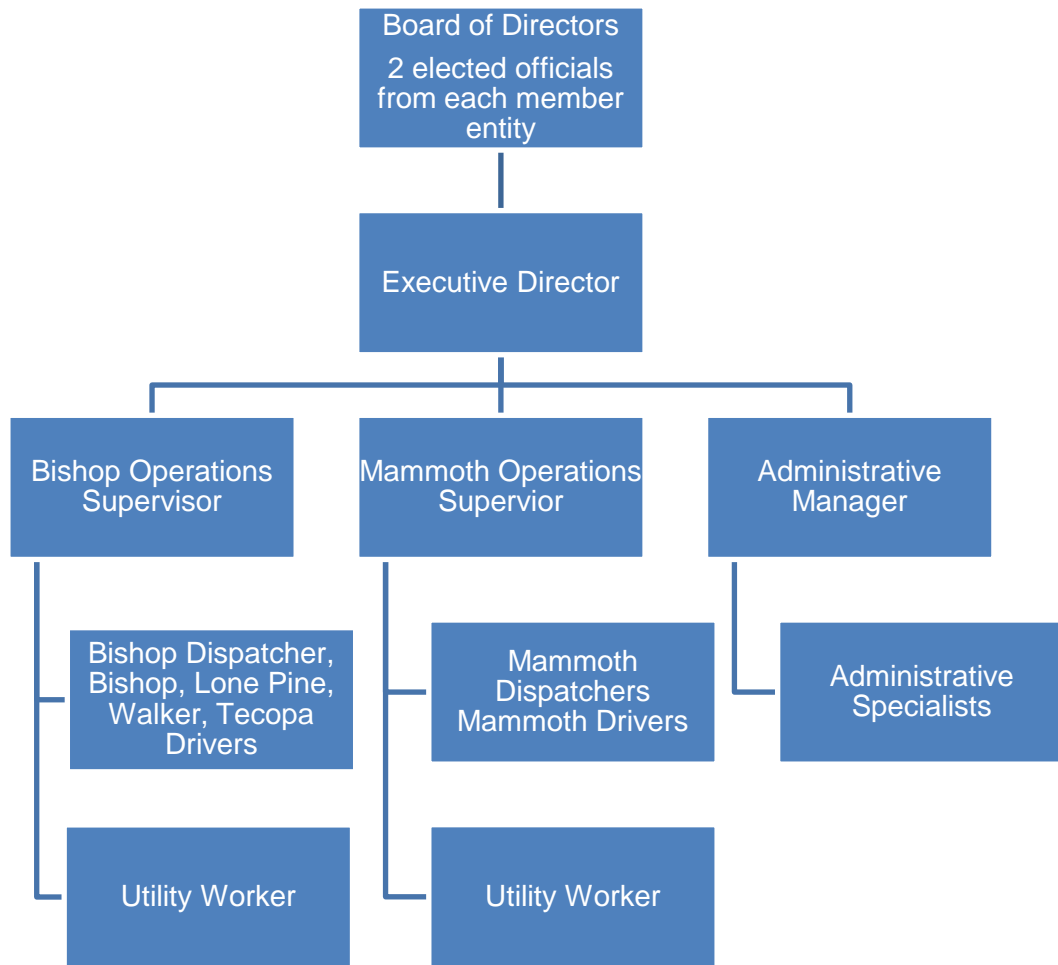
These Bylaws may be amended upon the majority vote of the full BOARD.

9.0 AUTHORITY INSURANCE

The AUTHORITY shall assure that all services operated by the AUTHORITY are adequately insured with general liability and automobile liability coverage, property damage and physical damage coverage, fidelity coverage, Directors' liability coverage and other coverage selected by BOARD. The AUTHORITY reserves the right to provide such coverages through direct insurance purchases, establishing contractual requirements, joining insurance pooling programs, establishing reserves, or any other methodology approved by BOARD.

APPENDIX A

Organization Chart



STAFF REPORT

Subject: Winter Six-Month Service Recommendations
October 2020 through April of 2021

Presented by: Phil Moores, Executive Director

BACKGROUND:

ESTA's Service Change Policy includes a plan for bi-annual service planning sessions to allow the Board an opportunity to review and approve the services proposed to be operated for the coming six months.

ANALYSIS/DISCUSSION:

The following pages detail the specific routes that are planned to be operated by Eastern Sierra Transit for what is considered the winter season, from October 2020 through April of 2021. Table 1 provides descriptions of the routes.

Table 1

Planned ESTA Services October 2020 through April 2021											
Route	Type	Days of Week							Hours	Service Period	Description
		S	M	T	W	T	F	S			
Walker DAR	DAR		X	X	X	X	X		8am-4:30pm	year-round	1 bus, expand to Bridgeport 1-2 days
Bridgeport - Carson	LL				X				11am-6:30pm	year-round	1 roundtrip on Wednesday
Walker to Mammoth	MD		X	X	X	X	X		8am-5pm	Tuesdays	Operated by Walker DAR driver. Res. Only
Mammoth DAR	Par		X	X	X	X	X		8am-5pm	year-round	Provides ADA paratransit backup
Purple Line	Cor	X	X	X	X	X	X	X	7am-6pm	year-round	1 bus with 30-minute headways
Mammoth Winter Trolley	Cor	X	X	X	X	X	X	X	5:40p-2am	Through April 21	3 buses until 10pm. Reduced service till 2am
Mammoth Shoulder Season Trolley	Cor	X	X	X	X	X	X	X	7am-10pm	mid-April to mid-June Labor Day till Nov.	2 buses with 30-minutes service until 10pm. Reduced till 2am
Mammoth Summer Trolley	Cor	X	X	X	X	X	X	X	7am-2am	May 26-Nov 16	3 buses with 20-minutes service until 10pm. Reduced till 2am
Mammoth Lakes Basin Trolley	Cor	X	X	X	X	X	X	X	8am-6pm	after Labor Day till Oct. 1	2 buses with 30-minutes service, 3 on Sat. 1 bus with 60-minute service and 2 on Sat.
Red Line	Cor	X	X	X	X	X	X	X	7am-5:30pm	Thru April	3 buses with 20-minute service As many as 6 buses on busy days
Blue Line	Cor	X	X	X	X	X	X	X	7am-5:20pm	Thru April	1 bus with 15-minute service
Green Line	Cor	X	X	X	X	X	X	X	7:30am-5:30pm	Thru April	1 bus with 15-minute service
Yellow Line	Cor	X	X	X	X	X	X	X	7:30am-5:30pm	Thru April	1 bus with 20-minute service
Mammoth Express	Com		X	X	X	X	X		see schedule	year-round	8 trips daily
395 Reno	Cor		X	X	X	X	X		see schedule	year-round	1 roundtrip daily
395 Lancaster	Cor		X	X	X	X	X		see schedule	year-round	1 roundtrip daily
Benton - Bishop	LL				X				8:30am leave 2:30pm return	year-round	1 roundtrip daily, 2 days per week
Bishop DAR	DAR	X	X	X	X	X	X	X	7am-5:30pm (M-F) 8:30am-6pm (Sat) 8am-1pm (Sun)	year-round	Door-to-door service in Bishop
Nite Rider	DAR							X	6pm-2am	year-round	Friday and Saturday nights (and New Years Eve & Tri-county Fair Sunday)
Bishop Creek Shuttle	MD	X	X	X	X	X	X	X	8am-9:45a 4pm-5:45pm	Weather permitting June 16-Labor Day	2 trips departing Bishop 8am and 4pm
Lone Pine - Bishop	Com		X	X	X	X	X		see schedule	year-round	6 trips daily
Lone Pine DAR	DAR		X	X	X	X	X		7:30am-3:30pm	year-round	1 bus - door-to-door service
Tecopa - Pahrump	LL				X				9am-1:30pm	year-round	1 roundtrip two Wednesdays per month
Reds Meadow Shuttle	Cor	X	X	X	X	X	X	X	7am-9pm	June 16-Labor Day	6-11 buses with 20-minute service
Reds Meadow Valley Shuttle	Cor	X						X	8:30am-4pm	5 weekends after Labor Day	1 bus with one a.m. trip in, and one p.m. trip out, then circulator in the Valley

Legend: Cor=Core, Chr=Charter, DAR=Dial-a-Ride, Par=Paratransit Required, MD=Market Development, LL=Lifeline, Com=Commuter

The proposed services and cancelations for the coming six months include the following:

- At this writing, there is no solid plan for the continuation of the Tecopa to Pahrump route. Pahrump Senior Center sold the route to another vendor and has been unresponsive to my attempts at communication. I will continue to work on the restoration of this route.
- Consistent with last winter, The Town Trolley will transition to the Red, Blue, Green, and Yellow Lines as activity on the Mountain gears up for skiing.
- All other services approved for operation in FY20-21 are proposed to continue in FY21-22.

FINANCIAL CONSIDERATIONS

The transit service detailed on the preceding pages are included in the ESTA FY 2020/21 budget and are consistent with the revenues included in the budget. The revenues and expenses for the routes that are approved to operate beyond June 30, 2021 will be included in the FY 2021/22 budget.

RECOMMENDATION

The Board is requested to approve the Eastern Sierra Transit services planned to be operated through April 2021.

STAFF REPORT

Subject: Bishop Facility - Architectural and Engineering Firm Selection

Initiated by: Phil Moores, Executive Director

BACKGROUND

ESTA is building a permanent facility for bus operations in Bishop. The plan is to move into the facility in late 2021. A Request for Qualifications (see attached) was issued to illicit A&E firms to bid on the planning phase of the project. Two firms responded.

ANALYSIS

Stayner Architects and Collaborative Design Studio were the firms that submitted bids for the project. A selection committee was formed made up of myself, Karie Bentley, Ashley Helms (Inyo County engineering), and Deston Dishion (Bishop Public Works Director). After careful consideration and reference checks, Stayner Architects was selected. The Principal, Christian Stayner, has successfully completed many local projects and is currently working on the Deep Springs College project. The committee believes their local experience combined with impressive credentials will result in an excellent project for ESTA. Copies of the bids and price proposals are attached.

If negotiations for price with Stayner fail, then Collaborative Design will be approached for the contract. Both companies are highly qualified to provide the service. The final signed contract will be presented to the Board for ratification.

FINANCIAL

The original budget for planning was \$150,000, and has proven to be less than market value. We issued a Request for Information earlier in the year which resulted in price estimates more than double the budgeted amount. In response, the scope of work was revised and pared down and Inyo County provided some preliminary sketches. The two respondents to the Request for Qualifications came in at around \$200,000. Negotiations for price are currently underway and non-essential elements of the bids are being

reviewed for reduction. ESTA has been awarded a \$457,000 grant to begin the project. A combination of reserves and/or loans will be considered to complete the project next year. The total project cost was expected to be \$1.2 million, but several factors will influence our ability to stay on budget. These include construction costs next summer and unexpected complications with the project.

LEGAL

Counsel and Risk Management will review the contract before completed.

RECOMMENDATION

The Board is recommended to authorize the Executive Director to negotiate and sign the contract for an Architectural and Engineering firm to plan the Bishop Operations Facility.



Eastern Sierra Transit Authority (ESTA)
Request for Proposal for Architectural and Engineering Services for
The Eastern Sierra Transit Authority
Transit Operations Facility Project

Due Date: September 10, 2020 at 4:00 pm

Request for Proposal for Architectural and Engineering Services for
The Eastern Sierra Transit Authority
Transit Operations Facility Project

Objectives and Scope of Services

The Eastern Sierra Transit Authority (ESTA) is seeking proposals for Architectural and Engineering services for a Transit Operations Facility Project. The project involves the design and engineering of a construction project that includes a 2,500 sq. ft. transit operations building, grading, paved parking lot, utilities, water runoff, septic, maintenance container electricity, and landscaping.

Background Information:

ESTA's operations in the Bishop region are currently based out of ESTA's existing transit facility, which is located at the Eastern Sierra Regional Airport at 703 Airport Road in the Industrial Zone in Bishop (37.221311⁰ N, 118.215923⁰ W). The planned Transit Operations Facility is located on the southern side of the middle airport access road, east of the current bus parking area. The Transit Operations Facility site consists of approximately 24,120 square feet. The area is currently disturbed undeveloped land and sits adjacent to the bus yard.

ESTA has been approved for FTA 5339 grant funds to design and engineer, as well as construct improvements at the Bishop Transit Operations Facility Project.

Scope of Services

The scope defines ESTA's requirements for delivering services for the final design, architectural and engineering, and construction bid documents of the proposed ESTA Bus Operations Facility and providing the necessary services to bring the project to fruition. The proposed scope itemizes the various tasks and subtasks to develop a level of detail on each task that shall lead to providing a functional facility.

The scope of services comprises two major tasks, discussed on the following pages:

Final Plan, Specifications, and Contract Bid Documents

- Task 1: Final Plan and Specifications
- Task 2: Construction Bid Documents

TASK 1: FINAL PLAN and SPECIFICATIONS

The preliminary draft plans shall be further developed and the Design Team shall identify appropriate design criteria, costs and existing conditions that shall affect the design and construction of the facility. Preliminary draft plans for the building have been prepared and are included in Exhibit 1. The draft plans describe the building floor plan. A site survey will be conducted. The Design Team shall generate final building and site plans identifying the building and site improvement issues. A cost estimate based on the final plan design shall be part of the overall final plan submittal to ESTA.

1.1 Conceptual design review

The Design team will review the preliminary draft plans prepared by Inyo County staff (Exhibit 1). Any adjustments required to the draft plans will be discussed with ESTA staff before integrating into the final plans.

1.2 Field Topo/Utility Survey of Selected Site

A surveyor shall be contracted by the Design Team to provide current topographic surveys of the proposed site based on the most current USGS data. Additional survey information that shall be required by the project shall be identified by the Design Team and shall be gathered by whatever additional survey efforts are necessary. Utility locations are to be identified, as well as any restrictions that may be attached to the proposed site. As part of the overall effort, the Design Team is to study existing site conditions to identify possible site issues that may affect locations of new structures. The Design Team shall verify (or perform) measurements on the survey and provide documentation to the Project Manager.

1.3 Final Plans

The final plans shall provide sufficient detail to be able to show the building in relation to other physical features on the site. The plans shall have sufficient detail to provide information on the recommended location and sizes of:

- offices,
- hallways,
- conference rooms,
- server room(s),
- fare counting room,
- employee break areas,
- dispatch areas,
- restrooms,
- general storage rooms,
- vehicle parking/storage,
- utility areas,
- public access

1.4 Cost Estimates and Milestone Schedule

The Design Team shall provide cost estimates to quantify the future construction costs, and project milestones.

1.5 Final Plan Submittal

The final subtask shall be to prepare the final plan package for ESTA review and approval. Three copies of the final plan and one copy in electronic format shall be delivered to ESTA for distribution. ESTA shall receive a drawing package, and a cost estimate for the facility.

1.6 ESTA Review

ESTA will review the final plan submittal from the Design Team and provide comments for incorporation into the final documents prior to authorizing future tasks.

TASK 1 DELIVERABLES:

- Site survey
- Final building and site plans
- Cost Estimate and Milestone Schedule

TASK 2: CONSTRUCTION BID DOCUMENTS

Task 2 shall include the completion of all construction specifications and plan in conformance with the previously approved final plans that shall permit construction contractors to bid competitively.

1.1 Contract Documents

Contract bid documents shall provide complete descriptions of work involving the architectural, civil, structural, mechanical, electrical, special systems, landscaping components and all other drawings noted in the design development task of the proposed improvements. The documents shall describe, locate and dimension, as well as give the physical properties, workmanship requirements, performance characteristics and other pertinent information relating to each component. Any required construction methodology and sequencing as well as special provisions due to phasing requirements shall be described.

The design disciplines are described below:

- Site, civil and utility design: Work under this discipline completes the development of site geometry, the preparation of contract drawings for access points as they interface within the master plan of the area, site grading, pavement design, utilities, septic tank and leech field, drainage, fencing, maintenance container electricity, and connections to existing utilities. The site drawings shall present placement of curbs,

driveways, street improvements, fencing, gates and other security and safety features.

- Landscape design: The materials that shall be selected to landscape the perimeter of the site shall be chosen to ease the visual impact of the hard surfaces of the facility and present a pleasing appearance. Careful consideration to water conservation and natural foliage is expected.
- Electrical engineering: Electrical design work shall include finalization of power, communication, and lighting requirements and design of an efficient electrical distribution system for the new building. A detailed lighting plan shall be provided that depicts lighting type, areas of illumination and light intensity. Also provide a plan for providing electricity to the two maintenance containers.
- Specifications: A set of construction specifications, together with the standard bidding and contract documents, general conditions and special provisions shall be prepared.

1.2 Construction Cost Estimates and Schedule

A complete construction estimate shall be prepared and submitted to ESTA for each scheduled submission in conjunction with the writing of the contract specifications. Each cost estimate shall contain an itemized list of materials and methods used on the project, along with the associated unit and installation costs. The estimates shall be based upon standard bid items and formats and shall be used as a standard against which all bids shall be evaluated. A detailed construction schedule, in critical path format, shall be developed and provided to ESTA to assist in controlling the construction schedule and budget.

1.3 Permitting and Review

The Design Team shall review the design with ESTA and other agencies having jurisdiction over the necessary permits for the project. The design shall also be reviewed with suppliers of utility services to develop the construction documents and permit requirements. The Design Team consultant shall coordinate and furnish documentation required for approvals, permits, utility service and connections, and the relocation of existing utilities and other facilities. Following receipt of comments from the various reviewing agencies, the Design Team shall make all necessary revisions to the documents to receive permit approvals and acquire the permits before construction begins.

1.4 ESTA Review

ESTA will review the contract bid documents submittal from the Design Team and provide comments for incorporation into the final documents prior to authorizing that the project be let for bidding.

TASK 2 DELIVERABLES:

- Drawings
- Specifications
- Cost estimate
- Project schedule

Assumptions:

This is a simple one-story office building and it is assumed that the cost of designing and engineering the project will not exceed the cost of building it. Here are some additional assumptions:

- A Storm Water Pollution Prevention Program will not be required because the area of impact is under 1 acre
- No utility relocation will be required

Project Timetable:

July 10, 2020	Issue Request for Proposal
September 10, 2020, 4:00 pm	Closing Date for Receipt of Proposals
September 17, 2020 [approximate]	Finalists contacted to schedule interviews (if necessary)
September 21, 2020	Conduct interviews (if necessary)
September 24, 2020	Contract Award
October 1, 2020	Design and Engineering Start
February 1, 2021	Design and Engineering End

Selection Process

The Architectural and Engineering contract will be awarded on a best-value basis to be determined by demonstrated competence and professional qualifications, availability, ability to comply with proposed schedule, and

proposal quality. There may be an interview of the top firms. Proposals will be reviewed by select ESTA staff members and authorized County Representatives. If an interview is conducted it will be scheduled within one week following the proposal submittal.

Issuance of this RFP and receipt of proposals does not commit ESTA to award a Contract. ESTA reserves the right to postpone proposal opening for its own convenience, to accept or reject any or all proposals received in response to this RFP, to negotiate with other than the selected Consultant(s) should negotiations with the selected Consultant(s) be terminated, to negotiate with more than one Consultant simultaneously, or to cancel all or part of this RFP.

Consultants will be measured on the following scoring criteria:

Criteria	Max Score
Demonstrated Competence	30
Professional Qualifications	30
Availability	20
Schedule Compliance	20
Proposal Quality	10

Proposal Response Format

The following proposal format is required and has been designed to facilitate comparison among proposals submitted:

1. Cover Letter - Introduction

Provide a summary of your proposal and demonstrate your understanding of the project, including general approach responding to ESTA's requirements. This should also include an introduction to your firm as well as the name of a contact person.

2. Qualifications and Experience

Prepare a summary of your firm's qualification and experience in similar projects. Include the names of clients, duration and description of assignments. Also, include names and telephone numbers of contact persons of at least three (3) clients providing similar services in the last 5 years.

3. Technical Approach and Scope of Work

Provide a detailed work plan of assumptions for the project, including staff classification and estimated hours each will participate. This should include any necessary progress meetings with ESTA staff, specific output to be generated at various steps, and major milestones. **Please provide a scope of work to be included as Exhibit "A" in ESTA's standard contract.**

4. Staffing and Subconsultants

Please list the individuals that will participate on this assignment, including the staff classification. Please include a brief resume of experience in similar projects for each individual and proof of various professional registration, licenses, and certificates.

5. Timing Requirements

ESTA will require the work to be complete by September 10, 2020. The proposer should submit a timeline for completion of the Scope of Services previously mentioned.

6. Fees

Under separate sealed cover, provide a fixed price proposal for your proposed services, including a price and hours breakdown for each project milestone. Also provide a listing of staff hourly rates and other costs in the event that extra work is required outside the scope of the project. The hourly rates and costs will be attached as an exhibit to ESTA's contract. The Consultant will be selected without consideration of fees. Once a Consultant is selected, the fees will be reviewed and negotiated as necessary.

Submittal of Proposals

Completed proposals in Adobe pdf format are to be emailed to Phil Moores at pmoores@estransit.com with subject line:

"RFP – Transit Operations Facility Project".

Your proposal must be received prior to 4:00 PM, Thursday, September 10, 2020.

If all required information is not provided, a proposal may be considered nonresponsive and rejected without evaluation. Late proposals are considered nonresponsive and shall be rejected.

ESTA shall not, in any event, be liable for any pre-contractual expenses incurred by Consultant in the preparation of its proposal. Consultant shall not include any such expenses as part of its proposal. Pre-contractual expenses are defined as expenses incurred by the Consultant in:

- preparing its proposal in response to this RFP;
- submitting the proposal to ESTA;
- negotiating with ESTA any matter related to the proposal; or
- any other expenses incurred by the Consultant prior to date of award, if any, of the Contract.

The Consultant's proposal and any contract entered into thereafter become the exclusive property of ESTA and shall be subject to the California Public Records Act (Government Code Section 6250 et seq.). ESTA's use and disclosure of its records are governed by this Act. Those elements in each proposal which Consultant considers to be trade secrets, as that term is defined in Civil Code Section 3426.1(d), or otherwise exempt by law from disclosure, should be prominently marked as "TRADE SECRET", "CONFIDENTIAL", or "PROPRIETARY" by Consultant. ESTA will use its best efforts to inform Consultant of any request for disclosure of any such document. ESTA, shall not in any way, be liable or responsible for the disclosure of any such records including, without limitation; those so marked if disclosure is deemed to be required by law or by an order of the Court.

Payment

Eastern Sierra Transit desires to enter into an agreement with the service provider based upon the pricing described in the proposal. Payment shall be made within thirty (30) days after satisfactory performance of the contractual services, in accordance with all of the provisions.

Information and Inquiries

Should a Consultant require clarifications to this RFP, the Consultant shall notify ESTA Staff listed below in writing. Should it be found that the point in question is not clearly and fully set forth in the RFP, ESTA may issue a written addendum clarifying the matter.

Substantive changes to the requirements will be made by written addendum to this RFP. Any written addenda issued pertaining to this RFP shall be incorporated into the terms and conditions of any resulting Agreement. ESTA shall not be bound to any modifications to or deviations from the requirements set forth in this RFP as the result of oral instruction.

For further information, please contact the following ESTA Staff:

Phil Moores
Executive Director

(760) 872-1901 ext. 12
pmoores@estransit.com

Other Requirements:

By submitting a proposal, Consultant represents that it has thoroughly examined and become familiar with the work required under this RFP and is capable of performing quality work to achieve ESTA's objectives.

By submitting a proposal, Consultant warrants that any and all licenses and/or certifications required by law, statute, code or ordinance in performing under the scope and specifications of this RFP are currently held by Consultant, and are valid and in full force and effect.



Eastern Sierra Transit Authority
REQUEST FOR PROPOSAL

Architectural and Engineering Services for the ESTA Transit Operations Facility Project

10 September 2020

Fixed Price Proposal

COLLABORATIVE
DESIGN
STUDIO *architecture of experience and place*

Contact Todd B. Lanckenau, AIA, CSI, DBIA, LEED AP
toddl@collaborativedesignstudio.com

9444 Double R Blvd., Suite B, Reno, NV 89521 | T 775-348-7777 | F 775-348-0904

www.collaborativedesignstudio.com

1. FIXED PRICE PROPOSAL

10 September 2020

Mr. Phil Moores, Executive Director
Eastern Sierra Transit Authority
703 airport Road
Bishop, California

email: pmoores@estransit.com

Re: Proposal for Architectural Design Services
Eastern Sierra Transportation Authority Transit Operations Facility Project
703 Airport Road
Bishop, California

Dear Phil,

I am pleased to present this Proposal for Architectural and Engineering Services for the new Transit Operations Facility.

This letter shall serve as a Proposal for services to be provided by this firm.

PROJECT DESCRIPTION

The Project, as I understand it to design an approximately 2,500 square foot operations center on a 24,120 square foot site located on the southern side of the middle airport access road as described in your Request for Proposals.

PROJECT SCHEDULE

It is understood the project schedule shall be as defined in our accompanying proposal, but generally described as commencing work on or about 1 October 2020 and completing design for final review by the ESTA by 23 December 2020.

SCOPE OF BASIC SERVICES

The Architect's Basic Services consist of the services performed by the Architect and its Subconsultants, if any, as follows:

1. Land survey and mapping;
2. Drainage study;
3. Grading and drainage plans;
4. Utility design and plans;
5. Septic system design;
6. Paving plans;
7. Architectural design and drafting;
8. Structural engineering design and drafting;
9. Mechanical engineering design and drafting;
10. Plumbing systems design and drafting;
11. Electrical systems design and drafting;
12. Lighting systems design and drafting;

13. Low voltage systems design and drafting;
14. Parking area lighting design;
15. Maintenance container power;
16. Landscape and irrigation design;
17. Cost estimating.

SERVICES EXCLUDED

The Architect's Basic Services exclude, but are not limited to, the following services:

1. Any items or services not specifically enumerated as a part of the Basic Services above.
2. Geotechnical investigation or report.
3. Testing or inspection services of any type.
4. Hazardous materials testing or assessment.

ADDITIONAL SERVICES

Additional Services may be provided by the Architect and its Subconsultants if authorized by you and approved in writing.

COMPENSATION

1. Compensation for Basic Services shall be a stipulated sum of Two Hundred Four Thousand Eight Hundred Ninety Dollars (\$204,890).
2. Compensation for Additional Services shall be as mutually agreed and authorized in writing.
3. Compensation for Reimbursable Expenses shall be invoiced at 1.1 times actual cost and are estimated to be Five Thousand Dollars (\$5,000).

PAYMENT

Invoices from the Architect are due and payable upon receipt. The Architect shall submit invoices monthly, on or about the 5th of the month, for the prior months' work, along with supporting documentation.

Invoices not paid in full within 30 days of the invoice date without reasonable cause shall be considered past due and shall be assessed interest at the rate of one and one-half percent (1.5%) per month from the invoice date.

TERMS AND CONDITIONS

1. The drawings, specifications and other documents prepared by the Architect and its Subconsultants for this Project are instruments of the Architect's service for use solely with respect to this Project. The Architect shall retain ownership of the documents and copyright designs produced by it or its Subconsultants. Copies of all documents shall be provided to the Owner for their use on this project.
2. The Owner understands the imperfect nature of building design and construction and agrees to carry a reasonable contingency allowance to cover unforeseen conditions, adjustments to the construction made necessary by the imperfect nature of construction documents and/or the construction materials and methods incorporated into the project. We recommend this contingency allowance to be a minimum of ten percent (10%) of the total construction cost.
3. The total, aggregate liability of the Architect and its Consultants for this Project shall be limited to the amount of fee paid to the Architect for this Project. The Architects exposure to professional liability, errors and omissions shall not be considered until after the minimum threshold of two percent (2%) of the total construction cost is exceeded.



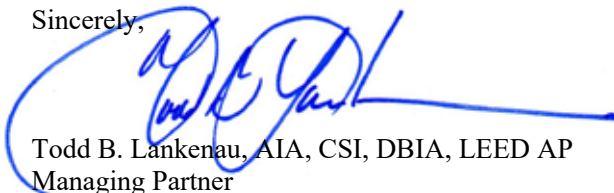
4. The Owner and the Architect waive consequential damages for claims, disputes and other matters in question arising out of or related to this Agreement. This mutual waiver is applicable, without limitation, to all consequential damages due to either parties' termination in accordance with the termination provisions of this Agreement.
5. The Owner may at any time suspend the Architects services upon written notification. Resumption of services will require written authorization and the Architect shall be compensated for suspensions greater than 30 days.
6. In providing services under this Agreement, the Architect shall endeavor to perform design services in a manner consistent with the degree of care and skill ordinarily exercised by members of the same profession, currently practicing in the same locality, under similar circumstances, in the same timeframe. The Architect makes no warranties, express or implied, as to its professional services rendered under this Agreement.
7. Nothing in this Agreement shall create a contractual relationship with or a cause of action in favor of a third party against the Owner or Architect.
8. Any and all claims and disputes between the Owner and Architect shall be resolved by mediation in the State of Nevada.
9. This Agreement may be terminated by either party upon not less than seven days written notice, and the Architect shall be compensated for all services performed in accordance with the Agreement prior to receipt of notification.
10. Costs for fees and reimbursable expenses shall be invoiced separately. Backup documentation is available and will be provided upon request.
11. The Architect reserves the right to stop work at any time, without notice to the Owner, for non-payment of invoices.
12. The Architect will not assign staff to projects when invoices are more than 45 days past due.
13. Sealed documents and/or documents for agency review will not be provided until payment for all past due invoices is made current.

Please do not hesitate to call if you have any comments or questions. If this Proposal/Agreement is acceptable, please sign below and return the executed original to this office for services to commence. This Proposal shall be valid for a period of thirty days from the date of this Proposal.

Please do not hesitate to call if you have any comments or questions. This Proposal shall be valid for a period of thirty days from the date of this Proposal.

Thank you for the opportunity to be of service.

Sincerely,



Todd B. Lankenau, AIA, CSI, DBIA, LEED AP
 Managing Partner
 COLLABORATIVE DESIGN STUDIO

Accepted this _____ day of _____ by

Client Signature

Client Printed Name

Title



Company

Billing Address

City, State, Zip Code

E-mail

Telephone

cc: Tonia Manning



FEE SCHEDULE
Effective 1 January 2020

HOURLY SERVICES

Principal/Managing Partner	\$	275.00 per hour
Senior Associate/Architect #1	\$	225.00 per hour
Project Manager/Architect #2	\$	210.00 per hour
Associate/Architect #3	\$	190.00 per hour
Technical Level #1	\$	185.00 per hour
Technical Level #2	\$	155.00 per hour
Technical Level #3	\$	135.00 per hour
Clerical	\$	95.00 per hour
Courier	\$	60.00 per hour
Photographer	\$	95.00 per hour
Expert Litigation Services		2.5 times normal billing rate

The above rates are subject to review and adjustment semi-annually.

Services of professional consultants shall be billed at a multiple of one and one-tenth (1.1) times the amount billed to Collaborative Design Studio to cover administrative costs.

REIMBURSABLE EXPENSES

Automobile Expenses	\$.54 per mile
Travel Expenses		1.1 times actual cost
Out of Town Living Expenses		1.1 times actual cost
Renderings and Models		1.1 times actual cost
Postage and Shipping		1.1 times actual cost
Long Distance Telephone		1.1 times actual cost
Printing and Reproduction:		
By Firm:		
Photocopies – black and white	\$.25 per page
Photocopies – color	\$.35 per page
Plots (black and white on bond paper) 30" x 42"	\$	4.00 per sheet
By Outside Firms:		1.1 times actual cost

Reimbursable Expenses shall be billed at a multiple of one and one-tenth (1.1) times the actual amount to cover administrative costs.

BILLING

Services will be billed monthly, and payment is due upon receipt of invoice. Accounts not paid within thirty (30) days of the invoice date will be subject to a late payment fee of \$100.00 and an interest charge of one and one-half percent (1.5%) per month (18% per annum) from the invoice date.



DISCIPLINE		HOURLY RATES	TASK 1: FINAL PLANS & SPECIFICATIONS		TASK 2: CONSTRUCTION DOCUMENTS		TOTAL FOR PROJECT	
			HOURS	COST	HOURS	COST	HOURS	COST
ARCHITECT								
Collaborative Design Studio								
	Principal/Managing Partner	\$275	30	\$8,250	30	\$8,250		
	Senior Associate/Architect 1	\$225	72	\$16,200	80	\$18,000		
	Technical Level 2	\$155	80	\$12,400	80	\$12,400		
	Clerical	\$95	36	\$3,420	42	\$3,990		
	TOTAL		218	\$40,270	232	\$42,640	450	\$82,910
CIVIL								
Cardno								
	Principal/Principal in Charge	\$195	8	\$1,560	8	\$1,560	16	\$3,120
	Sr. Consultant/Proj. Mgr.	\$195	20	\$3,900	24	\$4,680	44	\$8,580
	Civil Eng'r. III/Proj. Engineer	\$140	60	\$8,400	80	\$11,200	140	\$19,600
	Sr. Staff Engineer/Designer	\$120	96	\$11,520	108	\$12,960	204	\$24,480
	Project Coordinator	\$100	6	\$600	6	\$600	12	\$1,200
	Surveyor	\$100	10	\$1,000		\$0	10	\$1,000
	2-Man Survey Crew	\$260	16	\$4,160		\$0	16	\$4,160
	Survey Technician	\$100	12	\$1,200		\$0	12	\$1,200
	Sr. Proj. Scientist/Permitting	\$150		\$0	56	\$8,400	56	\$8,400
	Staff Scientist / Permitting	\$95		\$0	20	\$1,900	20	\$1,900
	TOTAL		228	\$32,340	302	\$41,300	530	\$73,640
MECHANICAL								
Ainsworth Associates Mechanical Engineers								
	Alison Hall, PE, Principal in Charge	\$230	4	\$920	1	\$230	5	\$1,150
	Mark Martinez, EIT, Designer	\$150	30	\$4,500	7	\$1,050	37	\$5,550
	TOTAL		34	\$5,420	8	\$1,280	42	\$6,700
STRUCTURAL								
Forbes Linchpin Structural Engineering								
	Senior Principal	\$200	4	\$800	24	\$4,800	28	\$5,600
	Associate Engineer	\$135	2	\$270	58	\$7,830	60	\$8,100
	TOTAL		6	\$1,070	82	\$12,630	88	\$13,700
ELECTRICAL								
PK Electrical								
	Principal	\$225	1	\$225	2	\$450	3	\$675
	Senior Project Engineer	\$185	2	\$370	3	\$555	5	\$925
	Electrical Designer	\$150	12	\$1,800	32	\$4,800	44	\$6,600
	Drafter	\$125	4	\$500	16	\$2,000	20	\$2,500
	TOTAL		19	\$2,895	53	\$7,805	72	\$10,700
LANDSCAPE								
High West Landscape Architects								
	Principal Landscape Architect	\$165	8	\$1,320	8	\$1,320	16	\$2,640
	Designer 1	\$115	20	\$2,300	32	\$3,680	52	\$5,980
	TOTAL		28	\$3,620	40	\$5,000	68	\$8,620
COST CONSULTANT								
Cumming								
	Director	\$215	1	\$215	1	\$215	2	\$430
	MEP Cost Manager	\$195	6	\$1,170	2	\$390	8	\$1,560
	Sr. Cost Manager	\$195	17	\$3,315	17	\$3,315	34	\$6,630
	TOTAL		24	\$4,700	20	\$3,920	44	\$8,620
			TASK 1: FINAL PLANS & SPECIFICATIONS		TASK 2: CONSTRUCTION DOCUMENTS		TOTAL FOR PROJECT	
PROJECT TOTALS			557	\$90,315	737	\$114,575	1294	\$204,890
REIMBURSIBLE EXPENSES (Est.)					\$2,000	\$3,000		\$5,000
FINAL INCL. REIMBURSABLES								\$209,890

3. LISTS OF HOURLY RATES

FEE SCHEDULE
 Effective 1 January 2020

HOURLY SERVICES

Principal/Managing Partner	\$275.00 per hour
Senior Associate/Architect #1	\$225.00 per hour
Project Manager/Architect #2	\$210.00 per hour
Associate/Architect #3	\$190.00 per hour
Technical Level #1	\$185.00 per hour
Technical Level #2	\$155.00 per hour
Technical Level #3	\$135.00 per hour
Clerical	\$95.00 per hour
Courier	\$60.00 per hour
Photographer	\$95.00 per hour
Expert Litigation Services	2.5 times normal billing rate

The above rates are subject to review and adjustment semi-annually.

Services of professional consultants shall be billed at a multiple of one and one-tenth (1.1) times the amount billed to Collaborative Design Studio to cover administrative costs.

REIMBURSABLE EXPENSES

Automobile Expenses	\$.575 per mile
Travel Expenses		1.1 times actual cost
Out of Town Living Expenses		1.1 times actual cost
Renderings and Models		1.1 times actual cost
Postage and Shipping		1.1 times actual cost
Long Distance Telephone		1.1 times actual cost
Printing and Reproduction:		
By Firm:		
Photocopies – black and white	\$.25 per page
Photocopies – color	\$.35 per page
Plots (black and white on bond paper) 30" x 42"	\$	4.00 per sheet
By Outside Firms:		1.1 times actual cost

Reimbursable Expenses shall be billed at a multiple of one and one-tenth (1.1) times the actual amount to cover administrative costs.

BILLING

Services will be billed monthly, and payment is due upon receipt of invoice. Accounts not paid within thirty (30) days of the invoice date will be subject to a late payment fee of \$100.00 and an interest charge of one and one-half percent (1.5%) per month (18% per annum) from the invoice date.

Science and Environment Division, Natural Resources Area Eastern Sierra Transit Authority

Project Coordinator	100
Staff Scientist	95
Senior Project Scientist	150
Senior Staff Engineer	125
Project Engineer	140
Senior Consultant	195
Principal	195
Surveyor	100
Two-Man Survey Crew	260
Survey Technician	100

Additional positions and rates beyond those shown in fee estimate provided are provided to allow for Consultant positions include professional Scientist, Ecologist, Economist, Engineer, Hydrogeologist, Geologist, Planner, and other technical and non-technical staff positions. Consultant hours spent providing expert witness, deposition, or preparation for deposition will be charged at 1½ times regular billing rate. Rates are subject to increase annually.

Expenses

Use of a personal vehicle will be at the current IRS allowable rate. Subconsultant fees and all other costs identifiable to an assignment will be charged at cost plus five percent (5%).

Payment

Cardno invoices will be submitted monthly. Payment is due on or before the thirtieth (30th) day following the date of the invoice. Invoices paid more than thirty (30) days after the invoice date are subject to a finance charge of one percent (1%) per month.

Conditions

Cardno specifies that our services are performed, within the limits prescribed by our clients, with the usual thoroughness and competence of the civil/environmental consulting profession. No other warranty or representation, either expressed or implied, is included or intended in our proposals, contracts, or reports.



Ainsworth Associates Mechanical Engineers

Hourly Billing Rates (Effective February 1, 2020)

Senior Principal	\$250.00/Hour
Principal	\$230.00/Hour
Associate	\$200.00/Hour
Senior Engineer	\$180.00/Hour
Senior Designer	\$170.00/Hour
Engineer	\$160.00/Hour
Designer	\$150.00/Hour
Junior Designer	\$130.00/Hour
Draftsperson	\$120.00/Hour
Bookkeeper	\$110.00/Hour
Clerical	\$90.00/Hour

Overtime Rates

Overtime rates shall commence after a typical 9-hour workday or immediately if on a holiday, Saturday or Sunday. The below schedule shall be utilized as a multiplier to the above rates:

First 4 hours: x 1.5 multiplier
Second 4 hours: x 2.0 multiplier
Third 4 hours: x 3.0 multiplier



Schedule of Hourly Rates

<i>Senior Principal</i>	\$200.00
<i>Principal</i>	\$175.00
<i>Associate Principal</i>	\$150.00
<i>Senior Engineer</i>	\$140.00
<i>Associate Engineer</i>	\$125.00
<i>Project Engineer</i>	\$110.00
<i>CAD Drafter</i>	\$95.00
<i>Office Manager</i>	\$75.00

All Travel/per diem/mileage to be reimbursed at State Rates.



PK ELECTRICAL, INC.
2020 SCHEDULE OF APPROVED HOURLY RATES

PRINCIPALS

Compensation for services rendered by the following named key personnel of the ENGINEERING CONSULTANT shall be based on the following fixed hourly rate:

Karen D. Purcell, P.E.	\$225.00
Alan Wiskus	\$225.00
Joseph Ganser, P.E.	\$225.00
Dugan Hadler, LEED AP BD+C	\$225.00

DIRECT PERSONNEL EXPENSES

Compensation for services rendered by employees of the ENGINEERING CONSULTANT shall be on the following applicable range of current hourly rates:

Engineering Manager	\$190.00
Senior Project Engineer	\$185.00
Senior Project Manager	\$175.00
Engineering Designer 3	\$150.00
Engineering Designer 2	\$140.00
Engineering Designer 1	\$130.00
Technology Manager	\$185.00
Fire Alarm Engineer/Designer	\$165.00
Electrical Inspection Services	\$150.00
Production/BIM Manager	\$125.00
Production / Drafter 3	\$95.00
Production / Drafter 2	\$90.00
Production / Drafter 1	\$85.00
Accounting Manager	\$100.00
Clerical/administration	\$80.00

These rates include costs for individual direct salary and of mandatory and customary benefits such as statutory employee benefits, insurance, sick leave, holidays, vacations, pensions, and similar benefits plus general and administrative overhead and profit.

The above rates are subject to periodic adjustments as mutually agreed to by the client and ENGINEERING CONSULTANT to reflect reasonable increases in employees' direct salaries and changes in company overhead rates.

HOURLY RATES

PROJECT MANAGEMENT

DISCIPLINE	HOURLY RATE
Managing Principal / Vice President	\$250.00
Managing Director / Project Director / Senior Director	\$210.00
Senior Scheduler	\$195.00
Senior Project Manager / Associate Director	\$185.00
Project Manager	\$170.00
Scheduler	\$165.00
Project Engineer / Assistant Project Manager	\$145.00
Project Coordinator / Intern	\$115.00
Administration / Clerk	\$65.00

COST MANAGEMENT

DISCIPLINE	HOURLY RATE
Managing Principal / Vice President	\$250.00
Managing Director / Director / Regional Director	\$210.00
Associate Director	\$185.00
Senior Cost Manager	\$175.00
Mechanical/Plumbing/Electrical Cost Manager	\$175.00
Cost Manager	\$160.00
Assistant Cost Manager / Estimating Technician / Intern	\$115.00

DISPUTE RESOLUTION & AVOIDANCE

DISCIPLINE	HOURLY RATE
Managing Principal	\$400.00
Vice President / Director	\$275.00
Senior Consultant / Associate Director	\$200.00
Consultant	\$175.00
Coordinator / Document Control	\$150.00



HOURLY FEES

Registered Landscape Architect-in-Charge	\$165.00
Senior Registered Landscape Architect	\$165.00
Designer/Production Manager	\$115.00
Junior Cad Draftsperson	\$100.00



Eastern Sierra Transit Authority
REQUEST FOR PROPOSAL

Architectural and Engineering Services for the ESTA Transit Operations Facility Project

10 September 2020

Technical Proposal

COLLABORATIVE
DESIGN
STUDIO *architecture of experience and place*

Contact Todd B. Lanckenau, AIA, CSI, DBIA, LEED AP
toddl@collaborativedesignstudio.com

9444 Double R Blvd., Suite B, Reno, NV 89521 | T 775-348-7777 | F 775-348-0904

www.collaborativedesignstudio.com

1. COVER LETTER

COLLABORATIVE
DESIGN
STUDIO *architecture of experience and place*

10 September 2020

Mr. Phil Moores, Executive Director
Eastern Sierra Transit Authority
P.O. Box 1357
Bishop, CA 93515

email: pmoores@estransit.com

Re: Eastern Sierra Transit Authority
Statement of Architect's Qualifications for the new
Transit Operations Facility Project
Bishop, CA

Dear Phil,

Collaborative Design Studio is pleased to present our qualifications for the design of the ESTA Transit Operations Facility in response to the above referenced RFQ.

Our firm has been in business in Northern Nevada for 44 years, and we are a Nevada S Corporation and Certified Small Business by the U.S. Small Business Administration.

We believe we bring to ESTA a wealth of relevant experience based on having designed numerous similar projects as well as having performed the Nevada Department of Transportation Statewide Facility Evaluation in 2019. Our proposed team is comprised of the same individuals and consultants who participated in that evaluation effort.

We are proposing a very thorough and inclusive Project Approach to identify and implement all of ESTA's requirements. This starts with a very thorough programming and space planning effort and includes appropriate Quality Assurance/Quality Control measures throughout the entire design process.

Our Project Team is highly educated and experienced, and we have worked together for many years on a variety of projects, with a proven record of success.

Our past performance, based on quality of design, conformance to budget and schedule and client satisfaction is unsurpassed. Our historical clientele is approximately 90% repeat customers, attesting to their satisfaction with our work and customer service.

Our entire team is available and has the capacity to accomplish the work within any reasonable timeframe requested by ESTA. We have proposed a schedule to complete our work by Christmas 2020, but this is only a suggestion.

We have a substantial background knowledge of transportation facilities and their operation, equipping us with a better understanding of the critical design criteria and potential pitfalls. We are enthusiastic about working with ESTA on this exciting project!

Thank you for your consideration, and we look forward to the opportunity to discuss this project with you further.

Best regards,



Todd B. Lanckenau, AIA, CSI, DBIA, LEED AP, Managing Partner
Collaborative Design Studio
9444 Double R Blvd, Suite B, Reno, NV 89521
Phone: 775-348-7777
todd@collaborativedesignstudio.com

2. QUALIFICATIONS AND EXPERIENCE

Collaborative Design Studio is a Reno, Nevada-based architectural firm providing architectural design, planning and interior design services for public and private sector clients. In business for 44 years, Collaborative Design Studio is led by partners Todd Lankenau and Peter Grove, who have been with the firm for 40 and 23 years respectively. While focused primarily on regional projects in Northern Nevada and California, our firm has completed projects throughout the U.S., and provides the following primary services to our clients:

- Architectural Design
- Interior Design
- Facility Assessments and Feasibility Studies
- Programming and Master Planning.

Our goal is to create an enjoyable, collaborative partnership with our clients. Together we create innovative solutions and unique architecture which are both practical and cost effective. We aim to design exceptional environments, buildings and places that will meet the needs of our clients as well as delight and benefit our generation and those to come.

We treat each project as unique, and are astute listeners, since this is your building, not ours. Once we understand the design criteria, we leverage design opportunity and creativity, within given constraints, to reach the finished design.

Effective communication with our clients and within the Project Team of design professionals is vital to ensuring project success, and we consistently emphasize and maintain that connection.

From the start of design through the completion of construction, Collaborative Design Studio's staff promises to be responsive, proactive and personable – thus easing the process and encouraging creativity – as we endeavor, most importantly, to meet the needs of our clients.

Unique Qualifications

Collaborative Design Studio has a broad scope of unique qualifications to offer the Eastern Sierra Transit Authority (ESTA), such as:

- **Public/government experience:** We have provided architectural design, master planning,



Regional Transportation Commission - 4th Street Transit Center

space programming and facility planning services to federal, state, county, and municipal government entities, including their administration, public works, transportation and court components.

- **Development of successful project work plans and schedules** on a range of complex architectural assignments.
- **History of delivering projects within schedule**, many with tight timeframes.
- **History of accurate cost estimating** and the ability to keep projects within tight budget constraints.
- **Strong firm and personal interest** in the project area.
- **Our ability to provide comprehensive project management** throughout all phases of the project and to coordinate the work of internal staff and consultants.
- **Highly reliable and responsive** to our client's needs. The vast majority (approximately 90%) of our work is from repeat clients or referrals, attesting to our firm's commitment to the success of each project.

In 2018, Collaborative Design Studio was awarded a statewide contract with the Nevada Department of Transportation. The scope of work had three (3) primary tasks:

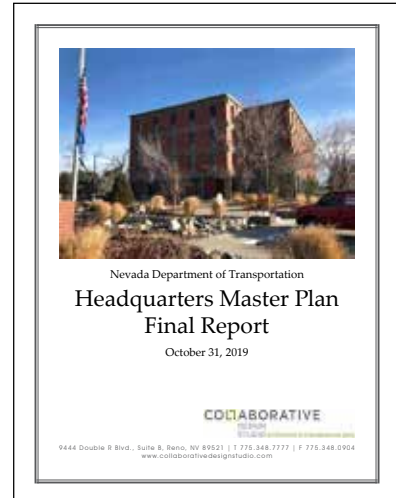
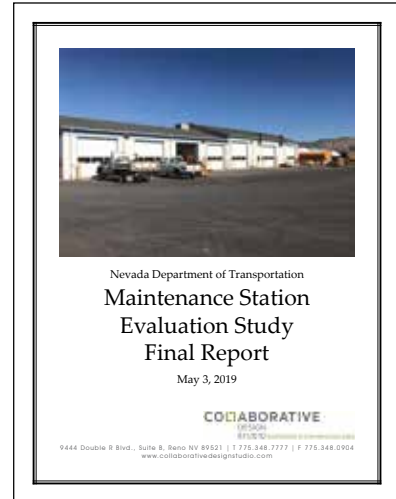
- a. perform a physical facilities condition assessment of every NDOT-owned property in the state and document the deficiencies of each building and site. Deficiencies were then ranked by priority to provide NDOT with an implementation plan.
- b. prepare a maintenance station report defining specific site, architectural, structural, mechanical, electrical and accessibility deficiencies at each building and site and estimate the cost of repair or replacement. This involved 266 buildings at 55 different sites.
- c. prepare a headquarters master plan to accommodate the anticipated growth, reorganization of departments and implementation of new technology. The master plan considered seven buildings and 163,965 gross square feet.

For information on our performance, we provide below the contact information for three clients from the last five years:

Jim Steinmann, Trustee, Sierra Nevada University
775-848-4428

Brett Steinhardt, Project Manager, Washoe County Community Services Department
775-328-2049

Tony Creter, Building Official, Alpine County (CA) Building Official
530-694-2140



Nevada Dept. of Transportation Statewide Facility Assessment

Nevada



Size
1.1 million gsf

Construction Cost
\$114 million (est.)

Owner
Nevada Dept. of
Transportation

Completion Date
2019

Contractor
TBD

Collaborative Design Studio documented the architectural, mechanical, electrical, seismic risk and accessibility conditions in approximately 1 million gsf in 250 buildings at 55 sites across the state of Nevada. We identified the assumptions and limitations for cost and timing of repairs and replacements. Also, we developed a Master Plan for the Headquarters complex of more than 157,000 gsf across 7 buildings. Size: 1.1 million gsf combined.

(Above, Ely Maintenance Station; Below, NDOT Headquarters, Carson City)



Regional Transportation Commission of Washoe County Centennial Plaza Transit Center

Sparks, NV



Size
15,000 sf

Construction Cost
\$12,000,000

Owner
Regional Transportation Commission
of Washoe County

Contact
Lee Gibson
Director, RTC
(775) 348-0400

Completion Date
2008

Contractor
West Coast Contractors

Collaborative Design Studio served as the local architect for national architect Parsons Brinkerhoff to design and develop this new public transit center.

The design concept was to reflect the 100 year history of the City and its involvement in developing and supporting the growth of railroads in the west, to incorporate a quality of Victorian aesthetic, to recall the elegance of transit and public structures from the 19th century, and to maximizing sustainable design characteristics and performance.

Under separate contract, Collaborative Design Studio provided the FF&E selection for this facility. Careful selection of materials (derived from local sources when possible), energy efficient equipment, sensitive treatment of the site, layout of spaces to capture natural light, and ventilation were key elements to the sustainable design approach to this LEED Silver certified facility.

High ceilings and materials reflecting the classic roundhouses of the past were used in contrast with contemporary movable transparent walls and other elements that give a welcoming openness to the structure.

Careful selection of materials (derived from local sources when possible), energy efficient equipment, sensitive treatment of the site, layout of spaces to capture natural light, and ventilation were key elements to the sustainable design approach to this facility.

Regional Transportation Commission of Washoe County 4th Street Station Transit Center

Reno, NV



Size
14,900 sf

Construction Cost
\$13,500,000

Owner
Regional Transportation Commission
of Washoe County

Contact
Brad McKeachnie
Procurement & Compliance Analyst,
RTC
(775) 332-2174

Completion Date
2010

Contractor
West Coast Contractors

Collaborative Design Studio served as the local architect for national architect Parsons Brinkerhoff to design and develop the new 4th Street Station Transit Center in the City of Reno, Nevada.

Located in the heart of downtown Reno, the project consists of the design of three separate transit islands that provide passenger access to the RTC busses. The North island houses a 9,200 sf passenger waiting area and RTC support services building. These two buildings and the center island are connected by a north-south connecting canopy. Additional canopies are provided over each of the 25 bus bays that serve the site.

Under separate contract, Collaborative Design Studio provided the FF&E selection for this facility.

Careful selection of materials (derived from local sources when possible), energy efficient equipment, sensitive treatment of the site, layout of spaces to capture natural light, and ventilation were key elements to the sustainable design approach to this facility. The project achieved a silver level of LEED Certification.

Construction was completed in the fall of 2010.

Southwest Gas Corporation - Operations Centers

Nevada, California, and Arizona



Size

15,000 - 142,000 sf

Construction Cost

Various

Owner

Southwest Gas Corporation

Completion Date

Various

Contractor

Various

In 1980, Collaborative Design Studio was selected as the corporate architect for Southwest Gas Corporation during a period of rapid expansion as they acquired natural gas companies throughout the Southwestern United States.

As part of this expansion, CDS was tasked with designing a prototype operations center in Las Vegas, Nevada. This 5-building, 142,000-GSF facility included administration, customer service, engineering training, warehousing, fabrication, vehicle maintenance and refueling facilities.

Similar facilities were designed and constructed in Phoenix, Tempe and Tucson, Arizona; Big Bear and Truckee, California; and in Carson City, Fallon and Elko, Nevada, each varying in size according to its respective service area.

(Above, Carson City, NV, Operations Center)

Lyon County Animal Services Building

Silver Springs, NV



Size
11,200 sf

Construction Cost
\$5,485,814

Owner
Lyon County

Contact
Nicole Cates
775-577-5005

Completion Date
October 2020 (Est.)

Contractor
Sletten Construction

The Lyon County Animal Services Building is a single story, 11,200-sf facility designed as the primary animal care and adoption facility for the County. The facility also serves as a clinic for immunizations, health checkups, the care of injured animals as well as an animal hospital which includes a surgery center. The building contains:

- Lobby and waiting area
- Administrative offices
- Conference Rooms
- Multi-Purpose Rooms
- Animal Clinic
- Surgery Center
- Animal Quarantine Area (16)
- Animal Kennels (36)
- Laundry
- Crematory

The building is currently in the final stages of construction and is expected to open in October 2020. The project is currently under budget and on schedule.



Floor Plan

Alpine County Government Center

Markleeville, CA



Size
29,713 sf

Construction Cost
\$4,324,568

Owner
Alpine County

Contact
Tony Creter
Director of Building and Safety
530-694-2140

Completion Date
2015

Contractor
Thomas Haen Company

Alpine County turned to Collaborative Design Studio for our strategic planning expertise when they realized they were functioning ineffectively and were out of space for future growth. Their operations had become fragmented and their departments were spread out at four different locations. The County hoped to consolidate all functions into one Government Center. Collaborative Design Studio performed a detailed facility assessment of their assets to evaluate the potential of each building. We then conducted detailed interviews with personnel from all departments, and determined projected space needs for the foreseeable future.

County operations were consolidated and reorganized through a detailed space planning exercise to provide the most effective use of space. The facility design respects the Historic Courthouse, designed by famed Nevada architect Frederic DeLongchamps, which has been placed on the National Register of Historic Buildings, and the surrounding rural forested landscape. Minor modifications were made to the Courthouse to increase accessibility, safety, and security while caring for the Historic Architecture. Additionally, a new building for the Community Development offices was also designed and constructed.

LEED Projects, Awards & Recognition



Leed Projects And Project Awards

- 2017: ENR Mountain States 2017 Best Projects - Residential/Hospitality, Breckenridge Ski Resort – Pioneer Crossing Lodge.
- 2015: University of Nevada Reno – Peavine Hall a LEED Gold 117,000 sq.ft., 5 story student suite housing facility.
- 2012: SpaFinder Wellness Readers’ Choice Award for “Best Spa for Outdoor Adventure” Category for the Ascent Spa at Tenaya Lodge.
- 2012: Tahoe Regional Planning Agency Best in Basin Award for the Diamond Peak Skier Services Building.
- 2012: The Traditional Use of Wood Award from WoodWorks West Region Wood Design Awards for Heavenly Lake Tahoe Ski Resort Tamarack Lodge.
- 2012: University of Nevada Reno – NEVADA Living Learning Community a LEED Silver 125,000 sf, 4 story student suite housing facility.
- 2011: Tahoe Regional Planning Agency Best in Basin Award for Heavenly Lake Tahoe Ski Resort Tamarack Lodge.
- 2011: Center for the Built Environment (CBE) Livable Buildings Award for Systems Integration for the Tahoe Center for Environmental Sciences.
- 2010: Tenaya Lodge at Yosemite a LEED Silver 18,500 sq. ft., 2 story addition of a new spa and conference facility with exterior deck plus the remodel of +/- 18,000 sq. ft. of the existing lodge.
- 2010: Reno Transportation Commission - Reno 4th Street Station Transit Center a LEED Gold 15,000 sf structure with passenger waiting, ticketing, and other functions and 25 bus bays
- 2010: Heavenly Lake Tahoe Ski Resort – Tamarack Ski Lodge A Leed Certified 14,980 sf day lodge.
- 2010: California Preservation Foundation’s Excellence in Preservation Design Award for a Large Rehabilitation Project for UC-Davis Tahoe Fish Hatchery Historic Restoration.
- 2009: Association of College Unions International, Facility Design Award of Excellence for University of Nevada Reno-Joe Crowley Student Union.
- 2009: US Senate Certificate of Commendation for the Tahoe Center for Environmental Sciences.
- 2008: Tahoe Regional Planning Agency Best In The Basin Award for UC-Davis Tahoe Fish Hatchery Historic Restoration.
- 2008: Reno Transportation Commission - Sparks Centennial Plaza Transit Station Historical recollection of the railroad days of this community’s origin. LEED Silver.

2. Qualifications and Experience



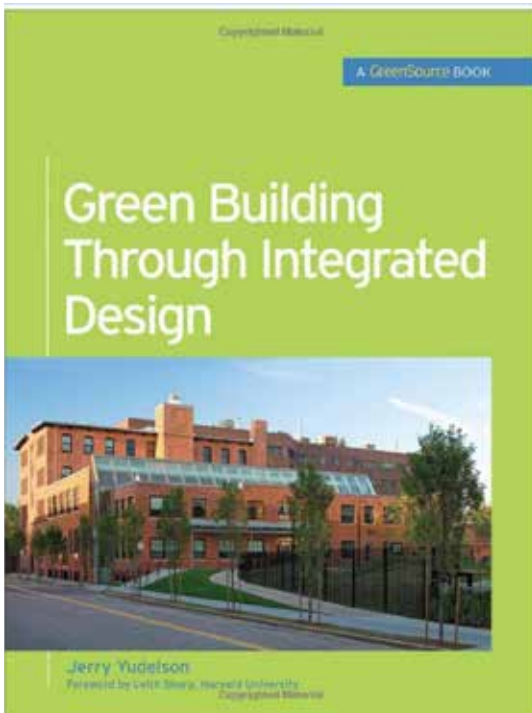
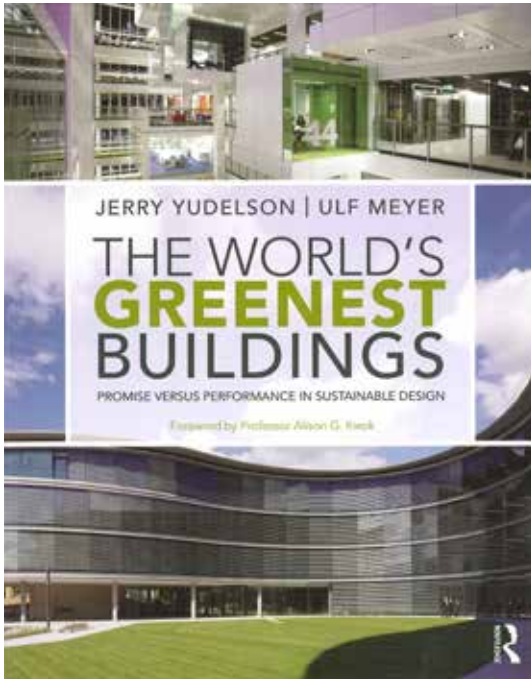
- 2008: University of California System 2008 Best Practice Award for Overall Sustainable Design for Tahoe Center for Environmental Sciences.
- 2008: North Lake Tahoe Chamber of Commerce Positive Environmental Impact Award for Tahoe Center for Environmental Sciences.
- 2008: ASHRAE Technology Award, First Place Category II Institutional Buildings-Tahoe Center for Environmental Sciences.
- 2007: University of Nevada Reno –Joe Crowley Student Union A LEED Silver 167,000 sf, 4 story student union located at the main arrival court of the University.
- 2007: Southwest Contractor’s Best of 2007 Nevada Awards for Higher Education Project for Tahoe Center for Environmental Sciences.
- 2007: Environmental Design +Construction Excellence in Design Awards Honorable Mention for Tahoe Center for Environmental Sciences.
- 2006: Best in the Basin Award for Green Build awarded to the Tahoe Center for Environmental Sciences.
- 2006: Sierra Nevada College / University of California Davis - Tahoe Center for the Environmental Sciences a LEED Platinum 47,000 sf, 3 story, academic and research laboratory facility
- 2006: Contractors Association Truckee-Tahoe Residential Project of the Year Award for the Pennington Residence.
- 2005: Tahoe Regional Planning Agency Best in the Basin Award for Commercial Modification project for Hyatt Regency Lake Tahoe Exterior Remodel and Aspen Terrace Rebuild.
- 2004: Washoe County Award of Distinction for Incline Village Elementary School.
- 2004: Washoe County Award of Merit for Hyatt Regency Lake Tahoe Aspen Terrace.
- 2003: Tahoe Regional Planning Agency Annual Design Excellence Award for Z Cove Residence, Cave Rock, NV.
- 2001: Washoe County Award for Excellence in Design Arrowcreek Golf Community, Reno, NV.
- The Southwest’s Top 100 Design Firms (2001- 2003).
- 2000: Washoe County Award of Distinction for the Hyatt Vacation Club, Incline Village, NV.
- 1999: Douglas County Award for Excellence in Design for Retail and Regional Commercial for the Roundhill Square Shopping Center.
- 1998: Washoe County Award of Distinction for the Fortifiber Corporate Headquarters building, Incline Village, NV.



- 1998: Best Custom Home over \$1M – Builders Assoc. of Northern Nevada for the Crystal Pointe Residence.
- 1998: Washoe County Award for Excellence in Design for the Hyatt Regency Lake Tahoe Lone Eagle Grille.
- 1996: Tahoe Regional Planning Agency Annual Design Excellence Award for Tahoe Nugget Remodel, Stateline, NV.
- 1995: Tahoe Regional Planning Agency Annual Design Excellence Award for the Hyatt Regency Lake Tahoe Lone Eagle Grille.
- 1991: Nevada AIA Honor Award for Design Excellence for Billingshurst Middle School, Reno, NV.
- 1991: American Association of School Administrators Exhibit selection for Billingshurst Middle School, Reno, NV.
- 1990: Nevada Silver Award for Design awarded by Nevada Landscape Architects for the Southwest Gas Corporation Headquarters, Las Vegas, NV.
- 1988: City of Tempe Award for Beautification for the Southwest Gas Corporation Operations Center, Tempe, AZ.
- 1983: AIA Nevada Honor Award for Design Excellence for the Timberline Crafts Gallery, Incline Village, NV.

Publications

- Concrete Masonry Association of California and Nevada, “CMU Profiles in Architecture” (2013)
- The World’s Greenest Buildings: Promise vs. Performance (2013)
- Sustainable Design of Research Laboratories (book) (2010)
- Green Building Through Integrated Design (book) (2008)
- Southwest Contractor (2006, 2007)
- AIArchitect Magazine (2006)
- Eco-Structure Magazine (2006)
- CATTdirectory (2006-2007)
- Real Estate & Const. Review (2005)
- American Spa (2004)
- Architectural Record (2000)
- Tahoe Quarterly (2000)
- Audio Video Interiors (2000)
- Archi-tech Magazine (1999)



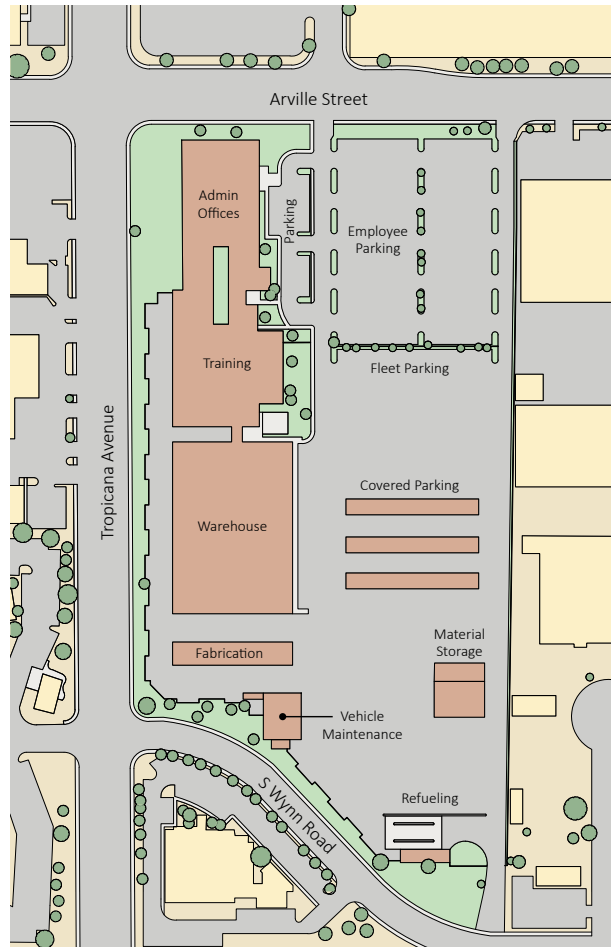
3. TECHNICAL APPROACH & SCOPE OF WORK

We've learned that above all, all of our clients appreciate an all-inclusive collaborative process. It requires us to be astute listeners. We're in this together as a team, and free and open communication is the key to success. We understand that this is your facility, and our job is to patiently listen and explore your needs and desires, develop optional solutions to fulfill these needs, present them to you in an unbiased fashion, then allow you to make the final decisions.

Our duty is to provide you with the best possible expertise and guidance we can in order to fulfill your goals for the project. To do this, we must understand how you measure success. To one person, it might be budget adherence, to another effective space utilization and yet to another energy-efficiency. None of these examples are to the exclusion of the others, but a clear understanding of what will define success in the eyes of the ESTA and the establishment of clear priorities are important for us to understand. We've found the best way to establish these is during the Project Kickoff Meeting.

During the **Project Kickoff Meeting**, one of our primary goals is to fully explain the design process to all the stakeholders to ensure a clear understanding of how this progression leads to a successful project and what to expect along the way. Once the fundamental project criteria (scope, budget and schedule) is established, we will prepare a **Work Plan** and Project Schedule which identifies the scope and duration of each of the project phases, the tasks to be completed during each phase, the deliverables for each phase, future meeting dates and times, and other important milestones. We will distribute this to all stakeholders for their review and concurrence so they may calendar all meetings well in advance to avoid conflicts. Our experience shows that this organizes the project team from the beginning and yields greater participation resulting in a better outcome.

As an initial task following the Kickoff Meeting, we will develop written **Preliminary Project Program (PPP), Owners Project Requirements (OPR) and Basis of Design (BOD)** documents to identify



Southwest Gas Corporation
Las Vegas Operations Center (142,000 GSF)

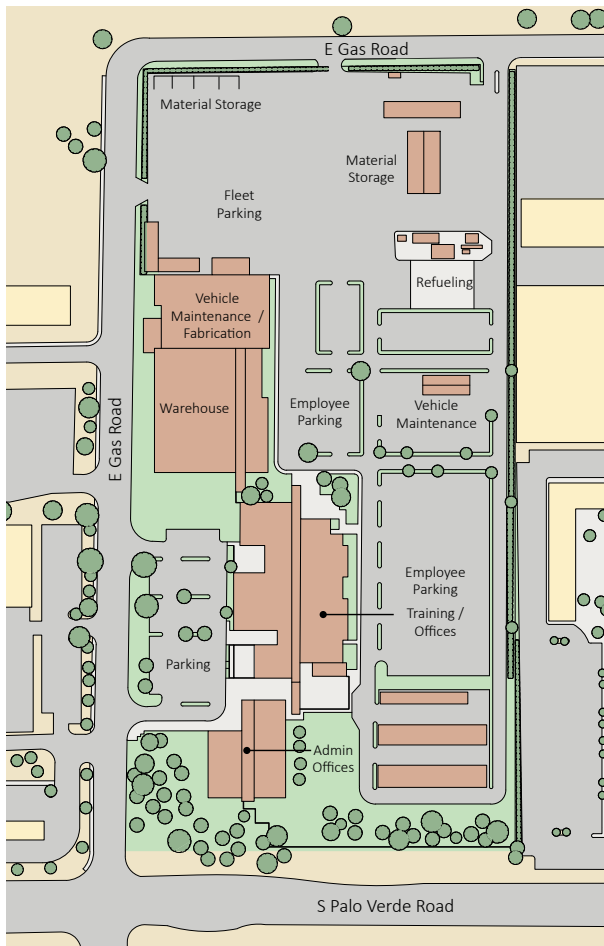


Southwest Gas - Las Vegas Operations Center, aerial view

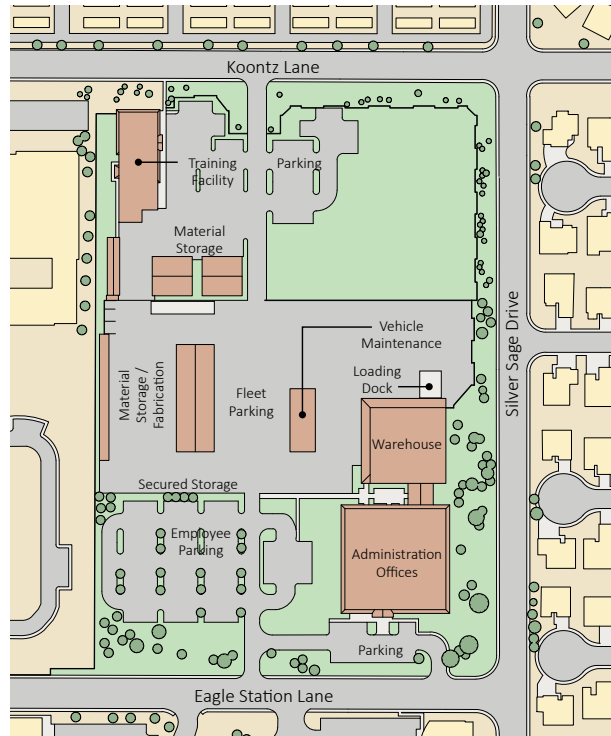
3. Technical Approach & Scope of Work

the physical space and other requirements of ESTA. We will use the information provided in the RFQ as a starting point, so this will be more of a validation and updating process. Concurrent with the preparation of the PPP, OPR, we will perform necessary survey, geotechnical investigation, hydrology studies and environmental reports.

Once the PPP, OPR and BOD are complete, the next step is to develop a **Detailed Project Program (DPP)**. The DPP is a much more detailed programmatic document which defines not only room sizes, shapes, heights and volumes, but adds the detailed room requirements such as floor, wall and ceiling finishes, power, data, heating and cooling requirements, fixed and movable furniture, fixed and movable equipment, and any other



Southwest Gas Corporation
Tucson Operations Center (124,000 GSF)



Southwest Gas Corporation
Carson City Operations Center (84,500 GSF)

special requirements for each room or space. All elements of the site are also included in the DPP. We will conduct interviews with the users as a means of refining our understanding of the use of each space and its design criteria to ensure we understand the requirements correctly. After defining all the requirements, sketches of each individual room, space or element are prepared to graphically illustrate the requirements. Once complete, we will distribute the draft DPP to all stakeholders for their review, comment and after any modifications, their subsequent approval.

Something we are sensitive to is that most of our clients don't design buildings every day. For many, this is a once in a lifetime experience. As designers, we need to be aware of this and slow the design process down to ensure the participants fully understand the information and options we present to them and then, to allow adequate time for them to make informed decisions.

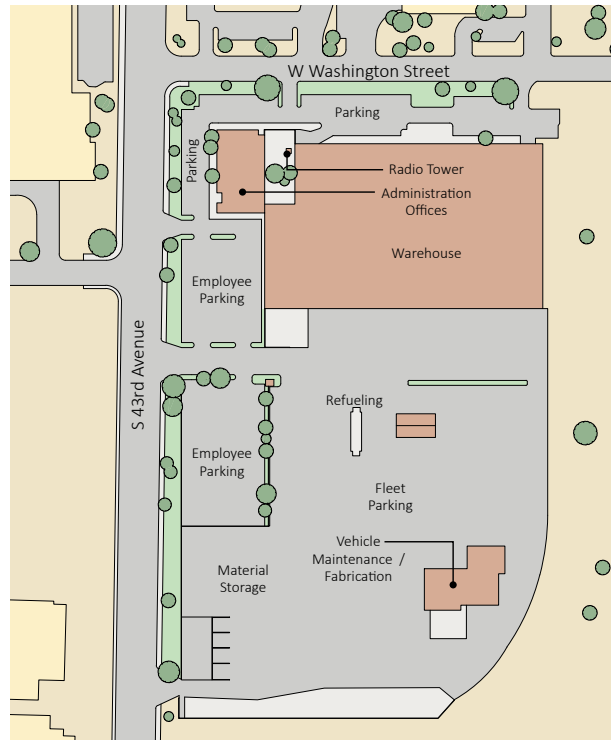
One of the best means of continually verifying that the design is moving in the right direction and nothing has been omitted or incorrectly interpreted, is to have frequent Owner, Architect and Consultant meetings. We suggest that these occur at regular intervals and encourage your input and participation at every level.

During the **Design Development Phase**, we will begin evaluating alternative materials and systems for inclusion in the project. Based on the heavy use and anticipated lifespan of the facility, it is necessary to select durable, low maintenance materials which will serve ESTA for 30-50 years. Once systems selection and integration are complete and **Design Development Level Specifications** are developed, we will prepare our **First Preliminary Estimate of Probable Construction Cost**. This estimate will be reconciled and compared to prior estimates and adjustments, if necessary, will be documented and incorporated in the next phase.

The **Construction Documents Phase** is essentially the production phase of the project. All design decisions have been made and final construction detailing occurs. We will prepare our **Second Preliminary Estimate of Probable Construction Cost** at 90% Construction Documents.

Throughout the design process, we will engage with the Authorities Having Jurisdiction (AHJs) to provide early familiarity with the project and the opportunity to provide constructive comments. We've found this to be very helpful in reducing the length of the permitting process and minimizing the comments generated during the plan review process.

We will schedule periodic **Quality Assurance/Quality Control** reviews of the design documents during which we compare them to the original DPP and OPR prepared at the beginning of the project. This provides a check and balance during the design process to ensure **high quality documents in conformance with the original approved project program**. These reviews are conducted by senior staff members who are not involved in the project as a means of getting a fresh set of



Southwest Gas Corporation
Phoenix Operations Center (132,900 GSF)



Southwest Gas Corporation
Tempe Operations Center (74,600 GSF)



eyes on the documents. It should be noted that 100% of our technical staff has attained Master of Architecture degrees.

We have established procedures to ensure the adequacy of the documentation and full cross-coordination between all disciplines as follows:

1. Architectural cross-coordination checklists
2. Interdisciplinary cross-coordination checklists
3. Clash detection modeling and resolution
4. Specifications coordination checklists
5. Constructability review checklists
6. Weekly consultant coordination meetings



Alpine County, California, Government Center

Our fee proposal includes all the labor, materials and incidental expenses necessary to complete the following scope of work:

1. Land survey and mapping;
2. Drainage study;
3. Grading and drainage plans;
4. Utility design and plans;
5. Septic system design;
6. Paving plans;
7. Architectural design and drafting;
8. Structural engineering design and drafting;
9. Mechanical engineering design and drafting;
10. Plumbing systems design and drafting;
11. Electrical systems design and drafting;
12. Lighting systems design and drafting;
13. Low voltage systems design and drafting;
14. Parking area lighting design;
15. Maintenance container power;
16. Landscape and irrigation design.
17. Cost estimating.

A spreadsheet showing staff classifications and the estimated hours each will participate follows on the next page.

3. Technical Approach & Scope of Work

		TASK 1: FINAL PLANS & SPECIFICATIONS	TASK 2: CONSTRUCTION DOCUMENTS	TOTAL FOR PROJECT
DISCIPLINE		HOURS	HOURS	HOURS
ARCHITECT				
Collaborative Design Studio				
	Principal/Managing Partner	30	30	
	Senior Associate/Architect 1	72	80	
	Technical Level 2	80	80	
	Clerical	36	42	
	TOTAL	218	232	450
CIVIL				
Cardno				
	Principal/Principal in Charge	8	8	16
	Sr. Consultant/Proj. Mgr.	20	24	44
	Civil Eng'r. III/Proj. Engineer	60	80	140
	Sr. Staff Engineer/Designer	96	108	204
	Project Coordinator	6	6	12
	Surveyor	10		10
	2-Man Survey Crew	16		16
	Survey Technician	12		12
	Sr. Proj. Scientist/Permitting		56	56
	Staff Scientist / Permitting		20	20
	TOTAL	228	302	530
MECHANICAL				
Ainsworth Associates Mechanical Engineers				
	Alison Hall, PE, Principal in Charge	4	1	5
	Mark Martinez, EIT, Designer	30	7	37
	TOTAL	34	8	42
STRUCTURAL				
Forbes Linchpin Structural Engineering				
	Senior Principal	4	24	28
	Associate Engineer	2	58	60
	TOTAL	6	82	88
ELECTRICAL				
PK Electrical				
	Principal	1	2	3
	Senior Project Engineer	2	3	5
	Electrical Designer	12	32	44
	Drafter	4	16	20
	TOTAL	19	53	72
LANDSCAPE				
High West Landscape Architects				
	Principal Landscape Architect	8	8	16
	Designer 1	20	32	52
	TOTAL	28	40	68
COST CONSULTANT				
Cumming				
	Director	1	1	2
	MEP Cost Manager	6	2	8
	Sr. Cost Manager	17	17	34
	TOTAL	24	20	44
PROJECT TOTALS		557	737	1294

4. STAFFING & SUBCONSULTANTS

We understand that our clients want predictable results, competent design ability, reliable service, and a dedicated design team who will listen to their needs and incorporate them into the design. We are that team. We have no ego to satisfy or preconceived idea of what your facility should be; we think you should define that for us.

Our design team is not hastily formed in response to this RFQ. The team members have worked together for decades on projects of varying size and complexity. We bring to ESTA a team with proven results, enthusiasm and attention to detail. Detailed resumes for each team member are included in the Appendix.

Todd Lankenau AIA, CSI, DBIA, LEED AP will serve as Project Executive. Todd is a California Licensed Architect (C 32925) and an Owner and Managing Partner of Collaborative Design Studio. Todd has been with the firm for 40 years and has led the design of over 500 buildings, including governments centers, courts, transportation facilities and higher education projects ranging in size up to \$107M. Todd recently completed an assessment and master planning effort for the Nevada Department of Transportation requiring an evaluation of all statewide facilities and recommendations for the improvements of each.

Kevin Merklng, AIA will serve as Assistant Project Manager. Kevin is a licensed architect and has been with Collaborative Design Studio for __ years and has managed projects for state, county and local government agencies, including Mono, Alpine, Placer, Washoe, Douglas, Lyon and Elko Counties as well as several universities.

Brian McRae, P.E., will serve as project Civil Engineer. Brian has 24 years' experience in Northern Nevada providing civil engineering design services, many of which are transportation and municipal sites where stormwater quality, water and wastewater are significant factors.

Douglas Gadow, P.E., S.E., is a Principal of Forbes-Linchpin Engineering and will serve as project Structural Engineer.

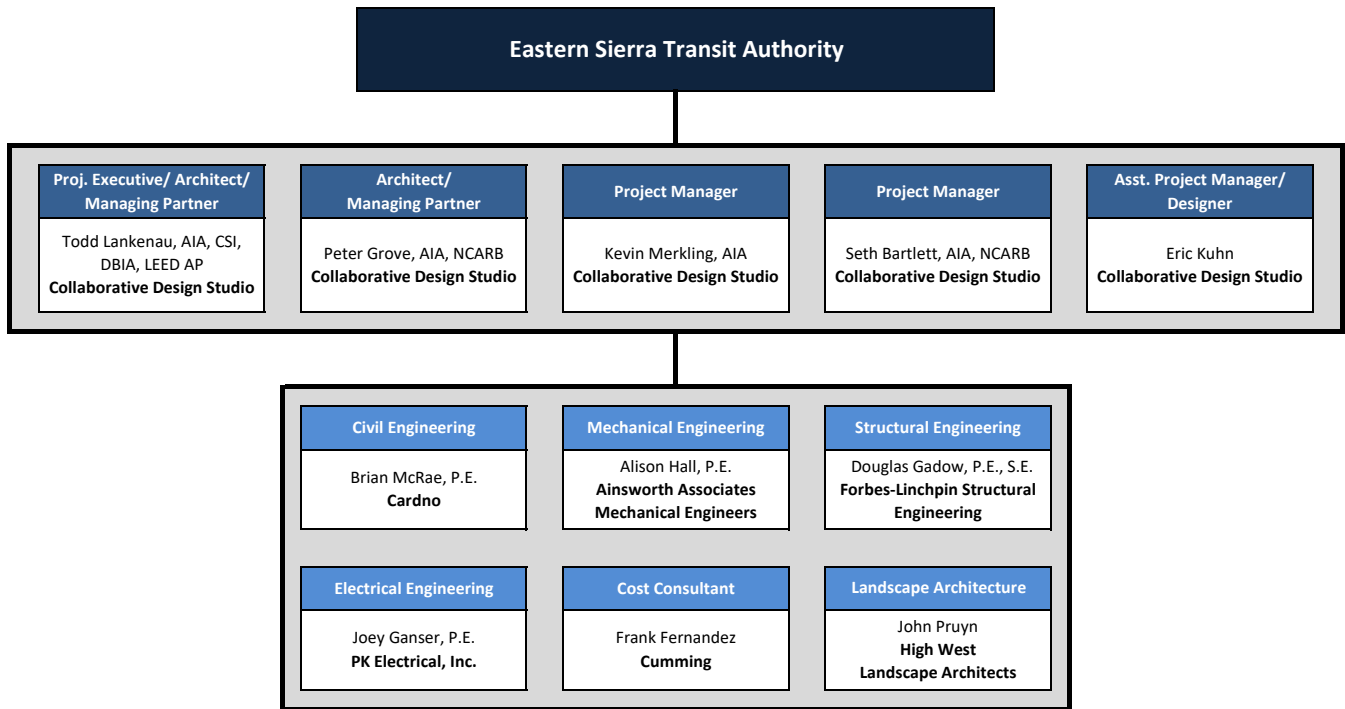
Alison Hall, P.E., is a Principal of Ainsworth and Associates, Mechanical Engineers and will serve as project Mechanical Engineer.

Joey Ganser, P.E., is a Principal of PK Electrical and will serve as the project Electrical Engineer of record.

Frank Fernandez, Managing Director of Cumming Construction Management, will serve as the project Cost Consultant. Frank has over 25 years' experience as a cost estimator in both the public and private sector. Frank has extensive experience with all building types, and will provide periodic cost estimates throughout the design process to ensure cost containment. Frank's experience includes major facilities for CalTrans, the California Department of Motor Vehicles, and the State of California.

John Pruyn, ASLA, is the principal of High West Landscape Architects. John and his staff will provide landscape and irrigation design services for the project.

Eastern Sierra Transit Authority
 Transit Operations Facility Project



Todd B. Lankenau, AIA, CSI, DBIA, LEED AP

Managing Partner, Collaborative Design Studio

Education

- Master of Architecture, San Francisco Institute of Architecture
- Bachelor of Architecture, San Francisco Institute of Architecture
- Advanced Management, University of Nevada, Reno - Reno, Nevada
- Environmental Biology, North Central College - Naperville, Illinois

Registrations

- Licensed Architect in California (#C32925), Arizona, Colorado, Texas, Wisconsin, Hawaii
- LEED Accredited Professional, U.S. Green Building Council
- Certified Construction Document Technologist (CDT), Construction Specifications Institute
- Certified Design-Build Professional, Design Build Institute of America

Organizations

- American Institute of Architects (AIA)
- Construction Specifications Institute (CSI)
- International Code Council (ICC)
- Design-Build Institute of America (DBIA)
- American Concrete Institute (ACI)
- Lean Construction Institute
- United States Green Building Council (USGBC)

Background

Todd has been with Collaborative Design Studio since 1980, and, in total, has over 40 years of experience managing and directing projects of all types and sizes for both public and private clients. He is proficient at managing complex projects with large numbers of stakeholders and developing consensus with all parties.

A recipient of dozens of design awards, Todd also has been recognized in three textbooks on integrated and sustainable design and many other publications. As a member of the International Code Council, Todd is well versed in building code requirements, including the California Building Code and International Building Code.

Todd is passionate about energy-efficient design and strives to reduce energy consumption in every building he designs.



Todd B. Lankenau, AIA, CSI, DBIA, LEED AP

Managing Partner, Collaborative Design Studio

Selected Projects

Nevada Dept. of Transportation Statewide Facility Assessment, Statewide, NV

Nevada Dept. of Transportation Headquarters Master Plan, Carson City, NV

Nevada Dept. of Transportation Deficiency Analysis Report, Statewide, NV

Southwest Gas Corporation, Las Vegas Operations Center, Las Vegas, NV

Southwest Gas Corporation, Phoenix Operations Center, Phoenix, AZ

Southwest Gas Corporation, Tempe Operations Center, Tempe, AZ

Southwest Gas Corporation, Tucson Operations Center, Tucson, AZ

Southwest Gas Corporation, Carson City Operations Center, Carson City, NV

Southwest Gas Corporation, Truckee Operations Center, Truckee, CA

Southwest Gas Corporation, Big Bear Operations Center, Big Bear, CA

Southwest Gas Operations Ctr., Fernley, NV

Southwest Gas Operations Ctr., Fallon, NV

Southwest Gas Operations Center, Elko, NV

NV Energy (Sierra Pacific Power Co.), Ohm Street Operations Center Master Plan, Reno, NV

Southern California Edison - El Dorado Substation, Boulder City, NV

Truckee Meadows Fire Protection District Logistics & Vehicle Maintenance Facilities, Reno, NV

Tahoe Donner Maintenance Facility, Truckee, CA

USFS Hell Hole Workstation, El Dorado County, CA

Lyon County, NV, Animal Services Building, Silver Springs, NV

Glenbrook Maintenance Building, Glenbrook, NV

ArrowCreek Maintenance Building, Reno, NV

Sunridge Maintenance Building, Douglas County, NV

USGS Canyonlands Research Station, Moab, UT

Bureau of Land Management Facility, Carlsbad, NM

Washoe County, NV, Administration Complex Master Plan, Reno, NV

Genoa Lakes Maintenance Facility, Genoa, NV

Incline Village Transit Center, Incline Village, NV

Sunridge Refueling Facility, Douglas County, NV

Anixter Distribution Center (IDI), Reno, NV

Fire Station #3 Remodel, Sparks, NV

Fire Station #2 Remodel, Sparks, NV

Washoe County Administration Building, Reno, NV

Douglas County, NV, Community Center, Gardnerville, NV

Washoe County, NV, Courts Complex Master Plan, Reno, NV

Mono County, CA, Government Center, Mammoth Lakes, CA

USFS Meyers Fire Station, Meyers, CA

Reno Fire Station #2, Reno, NV

Edgewood Transit Building D, Stateline, NV

Douglas County Communications Facility, Douglas County, NV

Peter W. Grove, AIA, NCARB

Managing Partner, Collaborative Design Studio

Education

Boston Architectural Center, Boston, MA:
Bachelor of Architecture (1986)

SUNY at Alfred, NY:
Associate in Applied Science
Architectural Technology (1981)

Registration

Licensed Architect in:

Nevada, 3993

California, 30849

Washington, 10077

Montana, 3242

Colorado, 402291

Arizona, 51290

Utah, 7716322-0301

Illinois, 001-021163

Oregon, 6010

Idaho, 985324

Wyoming, C-3430

New Mexico, 005361



Organization

American Institute of Architects (AIA)

National Council of Architectural Registration Boards (NCARB)

AIA of Northern Nevada - Past President

Ward Five Northwest Neighborhood Advisory Board (NAB) - Past Board Member

Team Rubicon

Background

Peter brings 40 years of experience designing public and private projects and has been instrumental in creating some of the University of Nevada, Reno's most noteworthy buildings including the award-winning Joe Crowley Student Union, the Living Learning Community Residence Hall, and Peavine Hall. His responsibilities have included the full range of architectural services from programming to construction observation. Designing landmark buildings that get built within established budgets and schedules is Peter's main strength.

Peter W. Grove, AIA, NCARB

Managing Partner, Collaborative Design Studio

Selected Projects

- Public/Civic
 - Nevada Dept. of Transportation Statewide Facilities Assessment
 - Nevada Dept of Agriculture Headquarters & Laboratories, Sparks, NV
 - Regional Transportation Commission 4th Street Station, Reno, NV
 - Regional Transportation Commission Centennial Plaza Station, Sparks, NV
 - Lyon County Public Works Facility Assessment, Lyon County, NV
 - Nevada Museum of Art Facility Assessment, Reno, NV
 - Washoe County Library System Facility Assessment, Washoe County, NV
 - Alpine County Facility Assessment & Master Plan, Alpine County, CA
- Higher Education/ K-12 Facilities
 - University of Nevada, Reno – Joe Crowley Student Union, Reno, NV
 - University of Nevada, Reno - Peavine Hall, Reno, NV
 - University of Nevada, Reno - Nevada Living Learning Community, Reno, NV
 - University of Nevada, Reno - Manzanita Hall Seismic Retrofit & Remodel, Reno, NV
 - University of Nevada, Reno - Residential Housing District Plan, Reno, NV
 - University of Nevada, Reno – Student Union Welcome Center, Reno, NV
 - Washoe County School District - McQueen High School Expansion Feasibility Study, Reno, NV
 - Washoe County School District Middle / High School Assessment, Reno/Sparks, NV
 - Washoe Co. School District - Incline Village Elem. School, Phase 2, Incline Village, NV
 - University of Nevada, Reno – New 15th St. Campus Sign, Reno, NV
 - University of Nevada, Reno – Student Union Tenant Improvement Spaces, Reno, NV
 - University of Nevada, Reno - Life Sciences Lab Assessment, Reno, NV
 - Washoe County School District - Administrative Facilities Assessment & Master Plan Update, Reno, NV
- Hospitality, Resort & Recreation
 - Tahoe Beach Club, Stateline, NV
 - The Chateau Residences, Stateline, NV
 - Sierra Shores Resort, South Lake Tahoe, CA
 - Sequoia & Kings Canyon National Park Grant Grove Restaurant
 - Grand Canyon Yavapai Resort, Grand Canyon, AZ
 - Tenaya Lodge Resort at Yosemite, Fish Camp, CA
 - Hyatt Regency Lake Tahoe Exterior Renovation and Aspen Terrace Rebuild, Incline Village, NV
 - Hyatt Regency Lake Tahoe Interior Public Space and Guestrooms Remodel, Incline Village, NV
 - Hyatt Lakeside Cottages Remodel, Incline Village, NV
 - Northstar Zephyr Mid-Mountain Lodge, Truckee, CA
 - Pioneer Crossing Mid-Mountain Lodge, Breckenridge, CO
 - Heavenly Lake Tahoe Tamarack Ski Lodge, South Lake Tahoe, CA

Kevin Merkling, AIA

Senior Associate, Collaborative Design Studio

Education

- Texas Tech University, Lubbock, TX
 - Master of Architecture (2007)
 - BS - Architecture (2004)
 - BS - Civil Engineering (2004)

Registrations

- Licensed Architect in Nevada (#6785)
- NCARB (#115174)

Organizations

- American Institute of Architects (AIA),
Northern Nevada Council Treasurer
- National Council of Architectural
Registration Boards (NCARB)

Background

Kevin has been with Collaborative Design Studio since 2007 and has managed various types of projects both public and private. He has completed project management and delivery of two large housing projects on the campus of the University of Nevada, Reno. Kevin recently completed work on UNR's Manzanita Hall Seismic Retrofit and Renovation, and is currently working on UNR's new College of Business. In addition to this work, Kevin has experience with hospitality remodels and renovations as well as existing facility assessments.

Kevin is a very detail oriented individual who strives to ensure the utmost satisfaction of our clients combined with the technical accuracy and constructibility of the projects he manages.

Kevin led one of the three A/E teams during the NDOT Statewide Facility Assessment and Master Plan project, and visited approximately one-third of the NDOT-owned facilities in the state and compiled the deficiency data for each.



Kevin Merkling, AIA

Senior Associate, Collaborative Design Studio

Selected Projects

Nevada Dept. of Transportation Statewide Facilities Assessment, Statewide, NV

Nevada Dept. of Transportation Deficiency Analysis Report, Statewide, NV

Nevada Dept. of Transportation Headquarters Master Plan, Carson City, NV

Nevada Dept. of Agriculture, Sparks, NV

Washoe County (NV) Administration Complex Master Plan, Reno, NV

Washoe County (NV) Courts Complex Master Plan, Reno, NV

Horiba Instruments Inc., Office Renovation and Lab Expansion, Reno, NV

Lyon County Animal Services Office Building, Silver Springs, NV

Cyanco Office & Maintenance Building, Winnemucca, NV

Washoe County (NV) School District Middle School Prototype Expansion Studies, Reno/Sparks, NV

Washoe County (NV) School District Transportation Yards Master Plan, Reno/Sparks, NV

Lake Tahoe School Expansion, Incline Village, NV

Washoe County (NV) School District Administration Facilities Master Plan, Reno, NV

Alpine County (CA) Government Center Master Plan, Markleeville, CA

University of Nevada, Reno - College of Business, Reno, NV

University of Nevada, Reno - Manzanita Hall Renovation, Reno NV

University of Nevada, Reno, Peavine Hall, Reno, NV

University of Nevada, Reno, Living Learning Community, Reno, NV

The Landing, Stateline, NV

Trilogy Spa Remodel, Squaw Valley, CA

St. Francis of Assisi Classroom Addition, Incline Village, NV

Residence 1861 Apartments, Garderville, NV

Sierra Nevada College Kiln Enclosure, Incline Village, NV

Alpine County (CA) Government Center Building, Markleeville, CA

Alpine County (CA) Community Development Building, Woodfords, CA

Alpine County (CA) Library Archive Remodel, Markleeville, CA

Alpine County (CA) Courts Master Plan, Markleeville, CA

Alpine County (CA) Courthouse Renovation, Markleeville, CA

Alpine County (CA) Sheriff's Office Storage Building, Markleeville, CA

Douglas County (NV) Community and Senior Center, Gardnerville, NV

Washoe County (NV) School District Middle/High School Assessment and Master Plan, Reno/Sparks, NV

Harvey's Suite Renovation, Stateline, NV

Harrah's Guest Room Remodel, Stateline, NV

Cal Neva Renovation, Stateline, NV

Harrah's Lake Tahoe Hotel And Casino Converntion Center Remodel, Stateline, NV

Diamond Peak Ski Lodge Renovation, Incline Village, NV

Expedition Lodge at Kirkwood, Kirkwood, CA

The Villas, Edgewood at Tahoe, Stateline, NV

The Clubhouse at Clear Creek Tahoe, Carson City, NV

Seth Bartlett, AIA, NCARB

Senior Associate, Collaborative Design Studio

Education

- Washington University in St. Louis,
School of Architecture:
Master of Architecture (2013)
Summa Cum Laude
- University of Pittsburgh:
Bachelor of Architectural Studies/
History of Art and Architecture (2010)
Summa Cum Laude

Registration

- Licensed Architect in the State of Nevada
(#7938)
- National Council of Architectural
Registration Boards (#966610)

Organization

- American Institute of Architects (AIA)
- National Council of Architectural
Registration Boards (NCARB)

Background

Seth brings to CDS and projects a practical construction-related background and a wealth of educational accomplishments and technical expertise in the area of graphic presentations. This unique combination provides a knowledge of construction detailing beyond his years and an understanding of how to integrate into design concepts.

He has recently managed and delivered projects both public and private including two lodge-restaurants for Vail, two large multi-family projects at Lake Tahoe, and a number of educational remodels for preschools for underprivileged children.

Seth led one of the three A/E teams during the NDOT Statewide Facility Assessment and Master Plan project, and visited approximately one-third of the NDOT-owned facilities in the state and compiled the deficiency data for each.



Seth Bartlett, AIA, NCARB

Senior Associate, Collaborative Design Studio

Selected Projects

Nevada Dept. of Transportation Statewide Facilities Assessment, Statewide, NV

Nevada Dept. of Transportation Deficiency Analysis Report, Statewide, NV

Nevada Dept. of Transportation Headquarters Master Plan, Carson City, NV

Washoe County School District - McQueen High School Expansion Feasibility Study, Reno, NV

University of Nevada, Reno - Manzanita Hall Renovation, Reno, NV

University of Nevada, Reno - College of Business Building, Reno NV

Multiple Head Start Preschool Facilities, Community Services Agency - Reno, Sparks & Carson City, NV

Horiba Instruments Inc., Office Renovation and Lab Expansion, Reno, NV

The Chateau Residences, Stateline, NV

Tahoe Beach Club, Stateline, NV

Cal Neva Resort, Crystal Bay, NV

The Landing Hotel and Restaurant, Stateline, NV

Miners Camp Lodge, Park City, UT

Keystone Mountain Lodge, Keystone, CO

Crystal Pointe Cottage, Crystal Bay, CA

Kings Canyon National Park - Grant Grove Restaurant

Grand Canyon Yavapai Resort, Grand Canyon, AZ

Heavenly East Peak Lodge, Lake Tahoe, NV

Provine Residence, Genoa, NV

Weber Residence, Incline Village, NV

DaiZovi Residence, Truckee, CA

Harrah's Guestroom Remodel, Stateline, NV

Allen Day Apartments, Gardnerville, NV

Northstar Mountain Resort, Truckee, CA

Carlsbad Bureau of Land Management Facility, Carlsbad, NM

Alpine County Government Center, Markleeville, CA

UC Davis Chemistry Safety Renovation, Davis, CA

Billinghurst Middle School Courtyard, Reno, NV

University of Nevada, Reno Living Learning Community Courtyard, Reno, NV

University of Nevada, Reno Argenta Compactor Yard, Reno, NV

Somersett Vestibules, Reno, NV

University of Nevada, Reno - Peavine (Residence) Hall

Perfect Climate Storage, Sparks, NV

Keystone Village, Reno, NV

Rancharrah, Reno, NV

The Villas, Edgewood at Tahoe, Stateline, NV

The Clubhouse at Clear Creek Tahoe, Carson City, NV

The Clubhouse, Edgewood at Tahoe, Stateline, NV

The Lodge Fitness Center, Edgewood at Tahoe, Stateline, NV

Ferguson Station, Incline Village, NV

Colony Inn Vacation Homes, Stateline, NV

Chapman Body Shop, Las Vegas, NV

Chapman Boulder Showroom, Las Vegas, NV

Hyatt BBQ, Incline Village, NV

Lyon County Animal Services Office Building, Silver Springs, NV

Wuksachi Deck, Sequoia National Park, CA

Eric Kuhn

Project Technician, Collaborative Design Studio

Education

- University of Colorado-Denver: Master of Architecture (pending)
- University of Virginia: Bachelor in Architecture (2012)
 - Graduated with Honors
 - Design Excellence Award - 2012
 - VSAIA 'Temporary Permanence' Competition Winner - 2012

Organizations

- American Institute of Architects Associate Member

Background

Eric joined our staff in September of 2012 following a summer internship with us. In addition to supporting project managers in production of Schematic Design, Design Development and Construction Documents on numerous projects, he has lead the graphic production drawing efforts in the office for public meetings and presentations. His unique skill set, combined with his design sense, provides the office and clients with invaluable and thorough insight.

Eric led one of the three A/E teams during the NDOT Statewide Facility Assessment and Master Plan project, and visited approximately one-third of the NDOT-owned facilities in the state and compiled the deficiency data for each.



Eric Kuhn

Project Technician, Collaborative Design Studio

Selected Projects

Nevada Dept. of Transportation Statewide
Facilities Assessment, Statewide, NV

Nevada Dept. of Transportation Deficiency
Analysis Report, Statewide, NV

Nevada Dept. of Transportation
Headquarters Master Plan, Carson City, NV

University of Nevada, Reno Joe Crowley
Student Union T.I.'s, Reno, NV

University of Nevada, Peavine Hall, Reno, NV

UNR Living Learning Community Courtyard,
Reno, NV

Alpine County Government Center,
Markleeville, CA

Peak 7 Lodge, Breckenridge, CO

Cal Neva Resort, Crystal Bay, NV

Snow Hut Lodge, Park City, UT

Keystone Mountain Lodge, Keystone, CO

Heavenly East Peak Lodge, Lake Tahoe, NV

Domain Hotel Renovations, Sunnyvale, CA

Kenmore Methodist Church, Buffalo, NY

Sequoia & Kings Canyon National Park
Grant Grove Lodge

Grand Canyon Yavapai Resort, Grand
Canyon, AZ

Grand Canyon Desert View Properties,
Grand Canyon, AZ

Harrahs Lake Tahoe Guestroom &
Convention Center Renovations, Stateline,
NV

Harvey's Lake Tahoe Suite Renovations,
Stateline, NV

Weber Residence Remodel, Incline Village,
NV

Lyon County Animal Services Facility, Silver
Springs, NV

Stephen Peck, PE, PMP, CPSWQ, QSD/P

Principal/Senior Consulting Engineer, Cardno

Education

MS, Civil & Environmental Engineering, Rutgers University
BS, Civil Engineering, Union College

Registration

California Civil Engineer #65113
Nevada Registered Civil Engineer #16993
New Jersey Professional Engineer, 42511
Hawaii, Professional Engineer, 15197

Certifications

Project Management Professional (PMP), 1622866
Certified Professional in Storm Water Quality (CPSWQ), No. 878
CASQA Qualified QSD/QSP:
Qualified SWPPP Developer/Planner; #22715



Background

Mr. Peck has over 25 years of experience in civil and environmental engineering. He has extensive knowledge and experience on capital improvement projects (CIPs), public works projects, and environmental improvement projects (EIPs). Mr. Peck's diverse project experience includes "cradle to grave" efforts. Through Mr. Peck's recent public and private work history, he has coordinated and worked with many local, regional, state, and federal agencies in the western United States. These agencies include: Bureau of Reclamation, US Forest Service, US Fish and Wildlife Service, US Army Corp of Engineers, California Tahoe Conservancy, Tahoe Resource Conservation District, Tahoe Regional Planning Agency, California Regional Water Quality Control Board, California Department of Transportation (Caltrans), California Department of Fish and Game, and California State Parks.

Selected Projects

- *Principal Civil Engineer – City of South Lake Tahoe – South Lake Tahoe, California*

Mr. Peck was responsible for management, oversight, and delivery of all capital improvement projects performed and/or implemented by the City of South Lake Tahoe. On a project level, Mr. Peck directed projects from initial concept through final construction. Mr. Peck's project duties included project planning/concept design; preliminary cost estimating and scheduling; acquisition of funding; development of

project basemaps; coordination with land surveyors; development of preliminary project plans; coordination with property owners within the project area; coordination with utility companies, funding agencies, and regulatory agencies; development of construction documents; acquisition of permits; bidding and awarding of construction contracts; construction inspection and oversight; and construction close-out documentation. He was also responsible for easement negotiations and acquisitions. During Mr. Peck's 3.5-year tenure at the City of South Lake Tahoe, he acquired over 100

Stephen Peck, PE, PMP, CPSWQ, QSD/P

Principal/Senior Consulting Engineer, Cardno

Selected Projects, cont'd.

easements and constructed over \$8 million in improvements following federal and state guidelines.

- *Project Manager – Al Tahoe Blvd. Safety and Mobility Project – South Lake Tahoe, California*

Mr. Peck was the project manager and lead civil engineer for preliminary planning, preliminary design, environmental compliance review/documentation, 90% design, 100% design/construction documentation, permitting, land acquisition, and construction bid support for a Class 1 bike trail along Al Tahoe Boulevard. The project was a continuation of the efforts associated with the South Tahoe Middle School Connectivity Plan's preferred alternative to improve non-motorized mobility in the vicinity of the middle school. The project was funded through an Active Transportation Program federalized grant and, as such, required following the Caltrans Local Assistance Procedures Manual, which included a Right-of-Way Certification and approval of the project by both Caltrans and the California Transportation Commission.

- *Project Manager – Hell Hole Workstation – Placer County, California*

Mr. Peck is the project manager for the development of a USFS workstation building and worker campground at Hell Hole Reservoir. Cardno was retained by the Placer County Water Agency as part of their FERC hydroelectric license condition implementation (development of the workstation was a condition of the license). The project entails the development of a building to house USFS staff personnel (sleeping/living areas) along with facilities to support storage and maintenance of

equipment. Additionally, in the vicinity of the site, existing non-developed worker campsites exists to support remote construction efforts at the Hell Hole Reservoir. As part of the project, the campsites will be formalized and include campground amenities, such as parking spurs, trailer connections (water, sanitary, and electric), and a group picnic area. Cardno is responsible for the initial project planning, concept planning, environmental documentation, engineering design, permitting, construction bidding, and construction oversight of the project.

- *Project Manager/Engineer – Waste Management Facility Development – Carson City, Nevada*

Mr. Peck was the project manager and lead designer/engineer for this commercial development project in Carson City. The project consisted of planning and design of an approximate 5-acre commercial development. The development was for the main storage and repair facility for waste management operations in the Carson City region. The design required parking and access for a variety of different vehicles and, additionally, site planning for the regional repair facility to be housed in the building on the site. The planning and design required water, sanitary sewer, ADA access, traffic circulation, grading, and storm drainage design, along with the development of a technical drainage study. The project further required direct and continual contact with a larger design team, including architects, electrical engineers, and mechanical engineers, along with the property owners to ensure progress schedule milestones were met and that all design elements did not conflict with one another.

Brian E. McRae, PE, QSD/QSP

Senior Consultant, Cardno

Education

BS, Civil Engineering, California Polytechnic University, (1995)

Registration

Professional Civil Engineer, California, No. 59100

Professional Civil Engineer, Nevada, No. 14393

Organization

American Society of Civil Engineers (Past President)

American Public Works Association

International Erosion Control Association

Kit Carson Youth Cycling (Board Member, President)

Tahoe Area Mountain Bikers Association

Carson City “Muscle Powered” Bicycle and Pedestrian Mobility Advocacy Group



Background

Mr. McRae has more than 24 years of civil and environmental engineering and planning experience. He specializes in managing large multifaceted design projects involving numerous professional disciplines and guiding them through complex permitting environments. He has a solid professional history of delivering projects efficiently, meeting and exceeding the goals and expectations of public and private clients alike. Mr. McRae takes pride in designing projects that achieve full functionality and performance while maintaining a subtle quality in aesthetic. Mr. McRae’s professional experience has focused on planning, design, and implementation of transportation facilities, recreation facilities, bike trails, campgrounds, day-use/picnic areas, stormwater quality facilities, water/wastewater, and commercial and municipal site design.

Selected Projects

- *Senior Consulting Engineer – Spooner Frontcountry Improvements Visitor Center and Day-use Facilities – Spooner State Park, Glenbrook, Nevada*

Mr. McRae led the design and engineering management for the renovation of this visitor center, group pavilion and recreation area, concession buildings, picnic area, summer and winter trailhead, fishing pier, non-motorized boat launch, associated parking and access, and public water system at Spooner Lake State Park, Nevada. Mr. McRae

managed the civil design, surveying, and geotechnical investigation, permitting, environmental documentation, water system design, US Forest Service (USFS) coordination efforts, and Nevada Department of Transportation (NDOT) permitting for this project.

- *Senior Consulting Engineer – Eastwood Visitor Information Site Renovation – Huntington Lake, California*

Mr. McRae led the design and engineering management of the renovations of this visitor information center, powerhouse overlook,

Brian E. McRae, PE, QSD/QSP

Senior Consultant, Cardno

and picnic area at Huntington Lake. Renovations include the design of automobile and RV parking and picnic sites; new water supply and distribution to the site; and Americans with Disabilities Act (ADA)–compliant access for picnic sites, parking, concession buildings, and overlook. Mr. McRae managed the USFS coordination efforts and Caltrans permitting for this project.

- *Project Manager / Principal-in-charge – Incline Village General Improvement District Skier Services Building, Diamond Peak Ski Resort – Incline Village, Nevada*

Mr. McRae led civil site, grading, utility, and best management practice (BMP) design for new Skier Services Building at Diamond Peak Ski Resort. He coordinated surveying, geotechnical investigations, permitting, and construction oversight. He provided parking design and BMPs for over 600 spaces and handicap access between the new building and the Base Lodge at Diamond Peak.

- *Project Manager – Tahoe Valley Greenbelt and Storm Water Improvement Project – South Lake Tahoe, California*

Mr. McRae led the project design and development of the 30% plans for this multi-benefit recreation and stormwater quality project. The project combines public open-space and recreation amenities with stormwater improvements in an urban/wildland pocket interface in South Lake Tahoe.

- *Project Manager / Principal-in-charge – Village Boulevard Low Impact*

Development Project (LID) – Incline Village, Nevada

Mr. McRae provided civil and environmental review and oversight for the Nevada Tahoe Conservation District's LID project located along Village Boulevard in Incline Village, Nevada. The project entailed construction of multiple rain garden infiltration ponds, bioswales, and bioretention.

- *Project Engineer / Manager – Village Boulevard & Mill Creek Water Quality Improvement Project, Washoe County Public Works – Incline Village, Nevada*

Mr. McRae provided project design and management of a watershed-wide stormwater quality, erosion control project for the Village Boulevard and the Mill Creek area of Incline Village. Improvements included, large stormdrain conveyance, surface swales and ditches, multiple infiltration basins with vegetative treatment, and bioswales.

- *Project Manager / Engineer – Sierra Shores Resort – South Lake Tahoe, California*

Mr. McRae managed civil site, grading, utility, and BMP design for the redevelopment and construction of an eight-unit high-end lakefront development in South Lake Tahoe. He coordinated surveying, geotechnical investigations, permitting, and construction oversight. The project also entailed a shorezone protection plan and a Caltrans intersection renovation at the project entrance.

Mark Gookin, PE, CFM, QSD/QSP

Senior Consultant, Cardno

Water Resources & Environmental Engineering

Education

BS, Civil Engineering, San Diego State University, 1988
 Graduate Studies Fluvial Processes, Industrial Pretreatment,
 Bio-Remediation

Registration

Professional Engineer: CA C50160, NV 12345, ID 13608
 Certified Floodplain Manager: QSD/QSP CASQA #22974

Organization

Floodplain Management Association (former Chair)
 Nevada Water Resources Association
 APWA
 ASCE
 National Association of State Floodplain Managers
 ACEC (Past President of the NV Chapter, National Director)



Background

Mr. Mark Gookin has 32 years of hydrology and hydraulic experience, has managed large water resources and environmental teams, and has served as project manager or principal for many of the largest stormwater quality projects in Northern Nevada and California including over \$100 million in constructed facilities. Mr. Gookin has authored and presented over 30 technical papers related to stormwater quality, flood control, drainage and resource protection for the Floodplain Management Association, Nevada Water Resources Association, American Public Works Association (APWA), American Society of Civil Engineers (ASCE), and the National Association of State Floodplain Managers. He is Past Chair of the Floodplain Management Association.

Selected Projects

- *Project Principal – Nevada Department of Transportation (NDOT) Statewide US Environmental Protection Agency (EPA) National Pollutant Discharge Elimination System (NPDES) Audit Support – Nevada*
 Mr. Gookin was responsible for overseeing the evaluation of NDOT stormwater practices including stormwater pollution prevention plan (SWPPP) development, construction specifications, construction SWPPP inspection, maintenance yards and

equipment facility conditions and facility stormwater plans. Facilities and construction sites were reviewed statewide, including sites in Ely and Elko. Pre-audit inspection overseen by Mr. Gookin matched observations made by EPA during their inspection.

- *Project Manager / Principal – NDOT Lake Tahoe Environmental Improvement Project (EIP) Phases I-III Master Plan for Erosion Control & Stormwater Management – Nevada*
 Mr. Gookin has served as principal and project manager for the vast majority of

Mark Gookin, PE, CFM, QSD/QSP

Senior Consultant, Cardno

Water Resources & Environmental Engineering

NDOT stormwater quality master planning, environmental studies, design, and permitting efforts for the Nevada portion of the Lake Tahoe Basin over the past 15 years. Construction completed to date has totaled over \$70 million in stormwater quality improvements. Work spanned from 1997 to 2012.

- *Project Principal – Caltrans District 3 Tahoe Area Stormwater Quality Services – California*

Mr. Gookin was project principal and quality control lead for Caltrans' Tahoe Basin task assignments. Work included evaluating the pollutant load reduction model (PLRM) and its relevance for assessing achievement of total maximum daily load (TMDL) requirements for Caltrans projects. Work has included all facets of Caltrans' stormwater design efforts in the Tahoe Basin with an emphasis on EIP efforts. Assignments includes eight task efforts encompassing approximately 24 miles of stormwater quality and EIP improvements on State Route 89 in El Dorado County as well as an additional assignment covering approximately one mile of EIP work on US50 near Echo Lake. Mr. Gookin is responsible for assigning quality control staff and ensuring appropriate project resources. Awards: Tahoe Regional Planning Agency (TRPA) Best in the Basin, 2009

- *Project Manager – RTC of Washoe County Facility SWPPPs / Spill Prevention, Control, and Countermeasure (SPCC) Plans – Reno, Nevada*

Mr. Gookin served as project engineer developing and managing day-to-day activities for evaluation of RTC's facilities in view of SWPPP and SPCC requirements and the development of the necessary plans for

RTC's Villanova and Sutro facilities.

- *Project Manager – City of Reno SPCCs – Reno, Nevada*

Mr. Gookin led updates to the City's Corporate Yard, Police Department, Reno-Stead WRF, Mira Loma Park, Idlewild Park, and Rosewood Lake maintenance facilities. Mr. Gookin performed training of City Staff Spring 2015 and is scheduled for Fall 2020 for the most recent update.

- *Project Manager / Engineer – Recology SWPPP Implementation – Oregon and California*

Mr. Gookin evaluated contemplated permanent best management practice (BMP) implementation at multiple sites in California and Oregon. The work has included challenging sites with multiple discharge points and constraints. The work included coordination with Recology staff, construction cost estimate evaluation, and recommended revisions to design components.

- *Project Manager – NDOT Lake Tahoe Stormwater Monitoring Program – Lake Tahoe, Nevada*

Mr. Gookin led NDOT's stormwater monitoring in the Tahoe Basin from 2005 to 2012. The work included sampling and analysis plan (SAP) development including safety and QA procedures, monitoring equipment setup, data collection and analysis and reporting.

- *Project Manager – NDOT Carson Stormwater Monitoring Program – Carson City, Nevada*

Mr. Gookin led monitoring of the newly constructed Carson Bypass freeway improvements. The work included SAP development including safety and QA procedures, monitoring equipment setup, data collection and analysis and reporting.

Ivan Trujillo, PE

Project Engineer, Cardno

Education

B S, Civil Engineering, University of Nevada, Reno

Registration

Professional Engineer, California, #90596

Affiliations

American Society of Civil Engineers

Background

Mr. Trujillo is a civil engineer with experience in engineering design, drafting, and project management. He specializes in the use of AutoDesk/AutoCAD software for the preparation of design and construction drawings for civil and environmental improvement projects. He has broad project experience, including the development of alternatives; concept plans; 30, 60, and 90 percent design plans; construction documents; technical specifications; and cost estimates. In addition to Mr. Trujillo's design development experience, he has supported Federal Energy Regulatory Commission (FERC) relicensing and compliance of hydroelectric facilities engaging in environmental studies and documentation. He has managed multi-model access projects, Americans with Disabilities Act (ADA) compliance projects, bike trail projects, and recreational improvement projects.



Selected Projects

- *Assistant Project Manager – Lake Tahoe Blvd. Class 1 Bike Trail Project – South Lake Tahoe, California*

Mr. Trujillo helps manage this project, which will provide non-motorized connectivity linkage (Class 1 bike trail) to existing facilities between Viking Way and Highway 50/89 Intersection in South Lake Tahoe. The project required Cardno to develop concept level alternative, preferred alternative, 60% design, 90% design, construction documents, environmental documentation (i.e., California Environmental Quality Act [CEQA], National Environmental Policy Act [NEPA], and Tahoe Regional Planning Agency [TRPA]), project

permitting and construction bid support. The project is funded through a Caltrans federalized grant, and, as such, the project required following the Caltrans Local Assistance Procedures Manual (LAPM).

- *Project Engineer – Eastwood Visitor Center Rehabilitation – Sierra National Forest, Huntington Lake, California*

Mr. Trujillo assisted in the development of design plans for the Southern California Edison (SCE) Eastwood Visitor Center Rehabilitation Project through the preliminary design level. The project includes a parking lot with picnic sites and a rehabilitated building, including a new roof, walls, and interpretive signage.

Ivan Trujillo, PE

Project Engineer, Cardno

Selected Projects, cont'd.

- *Project Engineer – Al Tahoe Boulevard Safety & Mobility Project – South Lake Tahoe, California*

Mr. Trujillo was the lead design engineer for the project, which proposed a Class 1 (shared-use) Bike Trail along Al Tahoe Boulevard. The project was a continuation of the efforts associated with the South Tahoe Middle School Connectivity Plan's preferred alternative to improve non-motorized mobility in the vicinity of the middle school. The project is funded through an Active Transportation Program federalized grant, and, as such, the project required following the Caltrans LAPM. The efforts concluded with an approved CEQA and NEPA document, Caltrans authorization to commence and final construction documents.

- *Project Engineer – Union Valley Bike Trail – Eldorado National Forest, California*

Mr. Trujillo is working with Sacramento Municipal Utility District (SMUD) to finalize the design of an approximately 6-mile-long bike trail as part of the Federal Energy Regulatory Commission (FERC) license implementation for the Upper American River Project (UARP). Mr. Trujillo has assisted in the feasibility analysis and conceptual design of reroute alternatives. Furthermore, he developed a 3-D visualization of the

potential reroute, which aided in the selection of the preferred alignment for the new bike trail segment. Mr. Trujillo is currently the lead design engineer for this project. Construction is anticipated to begin in Fall 2020.

- *Staff Engineer – City of Reno Drainage Improvements – Reno, Nevada*

Cardno is designing drainage improvements for the project area, which has an undersized mainline storm drain system consisting almost exclusively of 12-inch-diameter pipes. Mr. Trujillo developed an outfall evaluation memo and is responsible for the development of design plans.

- *Staff Engineer – Dry Creek Habitat Enhancement Project – Sonoma County, California*

The Sonoma County Water Agency contracted with Cardno for the design of habitat improvements. The goal of the project is to enhance channel and riparian conditions on lower Dry Creek to benefit juvenile life stages of coho salmon and steelhead trout, which will aid in their recovery within the region. Mr. Trujillo has developed 30 percent design plans for Reaches 1 and 2a of Dry Creek.

Parker Johnson, EIT

Senior Staff Engineer, Cardno

Education

B S, Civil Engineering, California State University, Sacramento

Registration

Engineer-in-Training, California, 2019

Background

Mr. Johnson has over six years of experience in the construction/engineering industry and has supported project teams on wide variety of public, private, and federal projects. During college, he worked for a heavy civil contractor as a project engineering intern, performing project cost estimating and construction management. He worked on projects for public agencies (e.g., Caltrans, City of Citrus Heights, and County of Sacramento), private clients (e.g., XL Construction and Unico Engineering), and federal clients (e.g. NAVFAC and US Army Corps of Engineers). Since joining Cardno, Mr. Johnson has supported the project team with plan set development, design, drafting, surveying, cost estimate development, specifications development, stormwater sampling, report development, and project management on various restoration engineering and Federal Energy Regulatory Commission (FERC) license implementation and compliance projects.



Selected Projects

- *Staff Engineer – Eastwood Visitor Information Site Rehabilitation Project – Sierra National Forest, California*

Cardno is currently working with Southern California Edison (SCE) on a FERC license implementation project on Huntington Lake. The project includes redesigning and upgrading an existing visitor information site, installing a waterline (from a different facility 0.5 mile away), installing slope protection, and creating accessible overlook areas. Mr. Johnson's work on the project has included producing 90 percent design drawings, technical specification development, quantity takeoff and verifying material quantities, and developing a cost estimate.

- *Project Manager – Ski Run Center Water Quality Sampling/Reporting – South Lake Tahoe, California*

Cardno recently completed working with RGG Enterprises, Inc on a stormwater quality monitoring project to ensure stormwater quality requirements are being met at a commercial center located in South Lake Tahoe, CA. Mr. Johnson's responsibility on the project included project management, stormwater sampling, laboratory testing coordination, data analysis, and report development.

- *Staff Engineer – Tahoe Valley Stormwater and Greenbelt Improvements Project – South Lake Tahoe, California*

Cardno is currently working with the City of South Lake Tahoe on an environmental

Parker Johnson, EIT

Senior Staff Engineer, Cardno

Selected Projects, cont'd.

improvement project to improve stormwater quality and drainage, create pedestrian access, improve recreation, and beautify the city in the Tahoe Valley area. Mr. Johnson's responsibility on the project included traffic analysis, concept plan development, and producing preliminary engineering drawings to support permitting efforts.

- *Staff Engineer – Lake Tahoe Boulevard Class I Bicycle Trail Project – South Lake Tahoe, California*

Cardno is currently working with the City of South Lake Tahoe on a project to provide safe, non-vehicular transportation in South Lake Tahoe between the commercial “Y” area and the High School. Mr. Johnson's responsibility on the project included basemap development, alternatives development, and producing preliminary engineering drawings to support permitting efforts.

- *Staff Engineer – Al Tahoe Boulevard Safety and Mobility Project – South Lake Tahoe, California*

Cardno is currently working with the City of South Lake Tahoe on a project to provide alternative, safe, non-vehicular transportation in the vicinity of the South Tahoe Middle School. Mr. Johnson's responsibility on the project included basemap development, concept plan development, and producing preliminary engineering drawings to support permitting efforts.

- *Staff Engineer – Spooner Frontcountry Improvements Project – Douglas County, Nevada*

Cardno is currently working with the Nevada Division of State Parks to completely overhaul and upgrade the Spooner Frontcountry recreation area adjacent to Spooner Lake. Cardno's role on the project is to survey the project area and to provide a complete civil design package for the proposed improvements. Mr. Johnson's responsibilities on the project included site surveying, basemap development, and 30% design development.

- *Staff Engineer – Sunset Campground Upgrade Project – Eldorado National Forest, California*

As part of Sacramento Municipal Utility District's (SMUD) FERC license implementation and compliance, Cardno is working to completely rehabilitate an existing 132-site campground on Union Valley Reservoir. Some highlights of the project include overlaying the existing roadway; constructing new roads and campsites; and installing storm drain facilities, a new water tank and water distribution system, a sanitary sewer system, bathrooms, and a shower building. Mr. Johnson's responsibilities on the project have included research, 60% design development, 95% design development, specifications development, and verifying material quantities/cost estimating.

Melanie Green, AICP, QSD/P

Senior Project Scientist, Cardno

Education

- MS, Watershed Science, Colorado State Univ., 2003
- BS, Applied Biology, Georgia Inst. of Technology, 1995

Certifications

- 40-hour USACE Wetland Delineation Certification, Wetland Training Institute, 2016
- American Institute of Certified Planners (AICP), No. 028732, 2015
- California Notary Public, No. 2051299, 2013
- Qualified Developer and Practitioner of Stormwater Pollution Prevention Plans (QSD/QSP), No. 22314, 2011
- Certified Professional in Erosion and Sediment Control (CPESC), No. 6120, 2010
- 40-hour Hazardous Waste Operations and Emergency Response (HAZWOPER), since 1999

Organizations

- American Planning Association, NV Chapter, 2015-Present
- Lake Tahoe Leadership Graduate, 2013-2014
- Lake Tahoe Interagency Monitoring Program Co-chair, 2009-2012

Background

Ms. Greene brings 15 years of expertise as a water resource specialist and environmental planner for the preparation of National Environmental Policy Act (NEPA) and California Environmental Quality Act (CEQA) documentation and associated fieldwork, data collection, analysis, and mitigation monitoring and reporting programs. She has experience working with and engaging diverse, and at times divergent, groups of stakeholders to define core values, visioning statements, goals and policy frameworks, and developing open and transparent public engagement strategies, including effective methods for scoping and public outreach and the timely dissemination of data-supported and fact-based information to explain complex and at times controversial projects and plans. Ms. Greene's approach to project planning focuses on collaboration and transparency, comprehensively collecting, documenting and responding to oral and written public comments, followed by presentation of clear responses, results, findings and recommendations from such outreach efforts to regulatory and community institutions, leaders, and decision-making bodies.



- American Planners Association – Green Team, 2008–2009
- Lake Tahoe Snapshot Day Committee, 2001–2004
- California Alpine Resort Environmental Cooperative, 2001–2004
- Lake Tahoe Environmental Education Coalition, 1999–2003

Melanie Greene, AICP, QSD/P

Senior Project Scientist, Cardno

Selected Projects

Planner and Scientist – Environmental Planning, Review and Clearance Projects – California and Nevada

Ms. Greene prepares public noticing and outreach documents and plans and participates in design charrettes, public workshops, scoping, and town hall meetings to provide individualized and transparent communications with stakeholder group representatives, regulatory staff, and boards and commissions. She prepares CEQA-compliant initial studies (ISs), negative declarations (NDs), mitigated negative declarations (MNDs), and environmental impact reports (EIRs) with expertise in hydrology, water quality, groundwater, geology, soils, seismic, hazardous materials, and cumulative effects analyses. She also prepares NEPA documentation, including categorical exclusions and environmental assessments (EAs), and the water quality, hydrology, groundwater, geology, soils and seismic resource sections of environmental impact statements (EISs). Specific projects, current and dating back to 2004, include:

Alpine County, CA

- Bear Creek Jurisdictional Impact Determination and Repair Project conceptual designs, CWA 404/401 Authorizations and Streambed Alteration
- Municipal Public Utility District (MPUD) Access Road Culvert/Crossing Repair Emergency Project NEPA and project funding authorizations and permitting (USACE Regional General Permit #8, CWA Section 401 WQC, and CDFW Emergency LSA)

Bureau of Land Management, Inyo District and Lahontan Water Board

- Bishop Mill IS/MND/EA

City of South Lake Tahoe, CA

- Tahoe Valley Greenbelt and Stormwater Improvement Project IS/MND/IEC
- Lake Tahoe Boulevard Shared-use Trail Project IS/ND/IEC
- Al Tahoe Safety and Mobility Project IS/ND/IEC and Permit Acquisition

Southern California Edison, CA

CWA 404 and 401 Permit Acquisition, Monitoring and Reporting and CDFW Stream and Lake Bed Alteration Agreements for Various Federal Energy Relicensing Commission (FERC) and Hydropower Infrastructure Operations and Maintenance Projects

Douglas County, NV

- Martin Slough Multimodal Trail Project CWA 404 and 401 Permit Acquisitions
- Martin Slough Trailhead Grant for Douglas County RTP Grant Application and Award

Douglas Gadow, PE, SE

Senior Principal Engineer

Forbes-Linchpin Structural Engineering

Education

- M.S., Engineering, Structural Emphasis, UC Berkeley
- B.S., Civil Engineering, Structural Emphasis, Seattle University

Registrations

Structural Engineer: CA (#5096), UT NV, HI
Civil Engineer: CA (#64994), WA, CO, NV

Organizations

- California Preservation Foundation
- Association for Preservation Technology
- Structural Engineering Institute
- ASCE-7 Snow Load Committee, Voting Member
- Int'l. Concrete Repair Institute
- American Wood Council
- Calif. Governor's Office of Emergency Services - Safety Assessment Program

Background

Mr. Gadow is founder of Linchpin Structural Engineering, Inc. Mr. Gadow has worked on many projects in both the private and public sectors. Additionally, he has worked on numerous projects located in national and state parks. He has experience seeing projects of all sizes through from pre-design to design development including production of full construction drawings and specifications, and construction phase services. He is responsible for the structural engineering of new residential



homes, remodels and repairs as well as commercial and public structures. He has provided engineering services to local fire and utility districts, the forest service, numerous ski-resorts, as well as countless individual homeowners, builders and developers. He has also provided forensic consulting services to insurance companies, public agencies and attorneys. Mr. Gadow's professional interests include zip-lines and treehouses, historic preservation, structural failures, unique and unusual structural issues, and seismic analysis and rehabilitation.

Douglas Gadow, PE, SE

Senior Principal Engineer

Forbes-Linchpin Structural Engineering

Selected Projects

On-Call Historic Structural Engineer for California State Parks, 2017-2022.

Provides a variety of structural engineering services for the Northern Service Center of California State Parks on their vast inventory of historic buildings and structures, through an on-call services contract similar to an IDIQ. Linchpin was selected from a variety of finalists from throughout California via a qualifications-based selection. Projects include bridges, restroom facilities, buildings, and other structures. Occasionally, new construction services are provided via the contract for local projects.

Reyman Brothers Construction Headquarters Storage, Reno, NV, 2019.

Mr. Gadow was the principal in charge of this 2,300 square foot storage space. Construction consists of steel frame and light-gauge steel walls. Other walls were concrete tilt-up for fire safety and noise control. The project required the coordination of pre-manufactured metal building construction and engineering with the designs of the site-constructed, reinforced concrete walls and foundations. Mr. Gadow is the principal in charge.

Alder Creek Trail Bridges, Tahoe National Forest, 2017.

Provided structural design construction documents and calculations for two USFS trail pedestrian trail bridges along the historic Emigrant Trail. Bridges were designed in collaboration with the local Truckee Trails Foundation's builder and utilized steel girders with timber decking and railings. The bridges' spans are 65 and 73 feet and are designed for local snow loads in addition to pedestrian loads. Mr. Gadow is the principal in charge.

Hell Hole Workstation, Tahoe National Forest, 2020.

Forbes-Linchpin is the structural engineer for the new Hell Hole work station in Tahoe National Forest. The project is a collaboration between the Forest Service and Placer County. The building will be wood-framed construction, and have bunk capacity. Mr. Gadow is the principal in charge. Forbes-Linchpin is a sub-consultant to Collaborative Design Studio.

Alison Hall, PE, CPD, LEED AP BD+C Principal Mechanical Engineer Ainsworth Associates Mechanical Engineers

Education

- Master of Science, Mechanical Engineering, University of Nevada, Reno
- Bachelor of Science, Mechanical Engineering, University of Nevada, Reno

Registrations

Professional Engineer:

- California: # M36909
- Nevada: # 021194
- Texas: # 121301
- Arizona: # 68221
- Utah: # 11136957-2202
- Oregon: #94338PE

Organizations

- American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE)
- American Society of Plumbing Engineers (ASPE)
- Society of Fire Protection Engineers (SFPE)



Background

Ms. Hall has over 11 years of experience in HVAC and Plumbing design, Geothermal Wellfield design, and building energy modeling. Ms. Hall has been a Principal of the firm since 2018.

The focus of Ms. Hall's education has been in the Thermal Sciences.

As a design engineer, Ms. Hall has performed thorough energy analyses on buildings of various sizes using energy analysis software including Carrier HAP, Energy Pro, Energy Plus, and DOE-2's eQUEST.

Ms. Hall also has experience in the area of energy analysis and measurement and verification of high-efficiency equipment performance as well as continuing education with AutoCAD MEP and Revit software, and building energy modeling.

Ms. Hall is responsible for HVAC and plumbing system design and oversight, geothermal wellfield design, building energy modeling, report writing, specification writing and construction administration.

Alison Hall, PE, CPD, LEED AP BD+C
Principal Mechanical Engineer
Ainsworth Associates Mechanical Engineers

Selected Projects

**NEVADA DEPARTMENT OF TRANSPORTATION, ELKO MAINTENANCE FACILITY
SPRAY BOOTH PRELIMINARY DESIGN FIELD STUDY**

Alison was the Design Engineer for a study to investigate several options for paint spray facilities at the Elko Maintenance Facility, including remediation of the existing paint spray room, installation of a new pre-fabricated spray booth within the existing spray room, and installation of a new stand-alone building spray booth similar to what currently exists at the NDOT District II Facility on Galletti Way. The study included equipment selection and equipment cost statements for the new stand-alone paint spray booth building.

**NEVADA DEPARTMENT OF TRANSPORTATION, BIG SMOKY MAINTENANCE STATION
STORAGE BUILDING ADDITION**

Alison was the Design Engineer for an extension to an existing maintenance station in Big Smoky Nevada. Existing heating hot water systems were reused and expanded to include new hydronic unit heaters and piping with expansion fittings for the new building square footage. Plumbing building modifications included new trench drains for the new building area, as well as repair to existing floor drain system in half of the maintenance area. The floor drain system repair required a new sump pump to take the drainage to the site sewer mains.

**NEVADA DEPARTMENT OF TRANSPORTATION, CARSON YARD
BOILER AND LABORATORY MAKE UP AIR UNIT**

Alison was Principal in Charge on this Boiler and Lab Make Up Air Unit project at the NDOT Carson Yard. This project involved demolition of three older boilers, and replacement of two of these boilers with new, high efficient boilers. These boilers also provided system redundancy that was not present originally. Pump, unit heater and piping replacements also included in this project provided the facility with a completely upgraded hydronic system. The lab make up air unit component of the project included reconfiguration of the existing make up air unit to only serve the laboratory.

Joey Ganser, PE

Principal of Engineering
PK Electrical, Inc.

Education

- Bachelor of Science, Electrical Engineering, Rochester Institute of Technology

Registrations

Professional Engineer:

- CA, 19761
- NV, 21011
- MT, 31023
- UT, 8984945-2202

Organizations

- Illuminating Engineering Society of North America, Member
- Associated General Contractors, Member



Background

Mr. Ganser began his career as a designer and estimator for a large electrical contractor. After a few years of learning how design affects the bidding process, he realized he wanted to focus on design. In 2007, he joined PK Electrical, Inc. as an electrical designer. In 2010, Mr. Ganser, P.E. was promoted and now supervises fourteen designers in addition to doing his own designs.

Selected Projects

Nevada Department of Transportation – Needs Assessment – Lovelock Maintenance Facility; Lovelock, Nevada.

Project Manager. This project was to study the electrical and telecommunications feasibility for a new NDOT Maintenance Station which will include 4-6 new maintenance bays. The new construction will include a utility transformer, power

distribution system, site lighting, site access control, interior lighting, exterior lighting, receptacles, HVAC equipment connections, shop equipment connections, telecom equipment, powered overhead doors, radio infrastructure, fiber optic telecom infrastructure, and detailed construction cost estimating.

Joey Ganser, PE

Principal of Engineering

PK Electrical, Inc.

Selected Projects, cont'd.

**Nevada Department of Transportation –
Beowawe Road Maintenance Facility;
Crescent Valley, Nevada. *Project Manager.***

This project was for a new 8,760 sq ft maintenance shop. The facility consisted of two drive through bays, two drive in and back out bays, welding bay, lube, air compressor and supporting office space. A manual transfer switch was included for a future owner-supplied generator connection. Highlights of the electrical design include interior lighting, emergency egress lighting, lighting controls, vehicle lift connection, fuel station, mechanical engineering coordination and civil engineering coordination. The 4-acre site included perimeter lighting and building mounted lighting with emergency egress, new NV Energy utility service, new AT&T telephone service, fuel station, vehicle wash bay control system design, and operable gate infrastructure for future installation. Construction cost was \$3.9 million.

**City of Carson – Carson City Fleet
Maintenance Facility Expansion Design;
Carson City, Nevada. *Engineer of Record.***

This project was for a new 7,000 sq ft building expansion. The expansion housed two maintenance bays, one wash bay, parts/storage room, locker room, restroom, and office space. The existing interior telecom cabinet needed to be relocated to the new

space because the existing two-story office located within the existing building was being demolished. The exterior telecom service to the building also needed to be relocated. Our design included lighting and controls for the entire facility, new power distribution and branch circuits for building addition and new mechanical equipment in the existing facility, new fire alarm system, new communication systems design in both the existing facility and the building addition, including voice/data, CCTV, security/intrusion detection, and access control systems. Construction costs were \$1.4 million.

**Nevada Department of Transportation –
Ely Wash Station; Ely, Nevada. *Engineer
of Record.***

This project is to replace an existing vehicle wash rack and provide other site improvements at the Ely Maintenance Station. The electrical scope primarily consists of sitework including power and data for the new C-Cure controlled vehicle gate, the vehicle wash rack building (power to the building, lighting, and power for a unit heater), and site lighting at the vehicle gates and vehicle wash rack. We are specifying and providing a connection for the in-slab electric heat, which is partitioned such that if one part fails, the entire system is not a loss. There is one heating system per pad.

Frank Fernandez

Managing Director Cumming

Education

- Bachelor of Science, Building Construction, University of Florida, Gainesville, FL

Certifications

- California General Contractors License, Class B, #996176

Organizations

- American Society of Professional Estimators

Military Service

Communications Engineer, Fort Gordon, GA; Honor Graduate; Rank of Specialist, Served 8 Years Reservist.

Background

Frank has more than 26 years of experience in the construction industry. With experience serving as a Project Engineer, Estimator, Senior Project Manager, Chief Estimator, Procurement and Purchasing, Director of Preconstruction, Project Executive, and Business Development, Frank brings a wealth of valuable experience to the team. He has performed cost estimating services for projects within multiple sectors, and has supported projects involving new construction, building infrastructure assessments, renovation, and repair/replacement studies.

His professional background includes a variety of contract formats including: Design Build,



Integrated Form of Agreement, Integrated Project Delivery, Program Management, Lump Sum, CM Agency, CM at Risk and GMP contracts. His building experience includes Corporate Commercial Campuses, Hospitality & Entertainment Facilities, Sports Facilities, Parking Garages, Critical Facilities, Healthcare, Education, and Courthouses. Since joining Cumming, Frank has provided leadership across all sectors..

Frank Fernandez

Managing Director

Cumming

Selected Projects

Nevada Army National Guard, Harry Reid Readiness and Training Center - Field Maintenance Shop Reno/Addition, Stead, NV

Alameda-Contra Costa Transit District, Richmond Yard Reactivation Program Sacramento, CA

CA Dept. of Motor Vehicles, Reno/ Replacement Study, Sacramento, CA

California Conservation Corps, Auberry Service Center Study, Auberry, CA

California Conservation Corps, New Residential Center w-Admin-Educ-Housing-Rec-Warehouse Facilities, Greenwood, CA

City of Lompoc, Maintenance Facility, Lompoc, CA

County of Santa Clara, Review 22 Projects for FY2016 Capital Improvements, Santa Clara, CA

Fairfield Transportation Center, Facility Expansion - New Parking Structure, Fairfield, CA

Miami Intermodal Ctr., New Elevated People Mover Train Station, Miami, FL

Mono County Dept. of Public Works, South County Administration Facilities Assessment (3 Properties), Mammoth Lakes, CA

Sacramento Area Sewer District, North Area Corporation Yard- Administration Building Renovation, Roseville, CA

Sacramento Municipal Utilities District, Corporate Yard, Sacramento, CA

Sacramento Municipal Utility District - East Campus Operations Center, New Vehicle Charging Station, Sacramento, CA

Sacramento Regional Transit District, Evergreen St. Property Condition Assessment with Warehouse & Storage Buildings, Sacramento, CA

Sacramento Regional Transit, New Horn Road Light Rail Sta., Sacramento, CA

SACRT, Downtown Station 7th and Capitol, Sacramento, CA

Solano Co./Travis AFB, New Base Civil Engineering Complex Program Validation, Fairfield, CA

Turlock Irrigation District, Palm Street Operations Complex, Turlock, CA

VA Medical Center, Expand Maintenance Facility, Fresno, CA

John P. Pruyn, ASLA

Principal Landscape Architect, CEO

High West Landscape Architects

Education

- Bachelor of Landscape Architecture, Louisiana State University, Baton Rouge, Louisiana, 1991

Registrations

Landscape Architect:

- California: # 4568
- Nevada: # 630

Background

Mr. Pruyn has 20 years experience in landscape architecture, providing landscape design, master planning for private, commercial and public projects, project management, construction administration and construction observation services.

Selected Projects

Truckee Tahoe Airport Terminal Project

Complete build of a new terminal and associated improvements to the property. Landscape improvements included planting that is drought tolerant, low maintenance, and wind resistant to avoid issues with aviation.

Placer County Water Authority Maintenance and Operations Building

New operations building to support Martis Camp, Lahontan and Shaffers Mill Developments. The main design feature here was to screen the facility from Shaffer Mill Road with native trees and shrubs. Stone and mounding was also used to create the buffers natural appearance.

Northstar Community Services District Building

New facility for offices and support facilities. Complementary native mountain planting and demonstration garden plantings with water conservation themes, and drainage design were utilized to create this design higher on the mountain.



Truckee Tahoe Airport Office and Warehouse Building

New 20,000 square foot building for office space and car rental. Complete landscape design with complementary landscape with the terminal building. The concept of the motion of the planting design was taken from the nearby Truckee River..

Truckee Tahoe Airport Terminal Building Expansion

Current project for construction Spring 2021. This project expands the building's offices, lobby, dining area and parking lot. This expansion will impact the landscape design, expand the parking lot and the stormwater capabilities.

Kacy M. Roeder

Landscape Designer

High West Landscape Architects

Education

- Master of Landscape Architecture, University of Colorado, Denver, Denver, Colorado, 2017.
 - Study Abroad Program – A Temporal Landscape Transect, France
- Bachelor of Science, Environmental Sciences and Ecological Design, University of Vermont, Burlington, Vermont, 2010.
 - Study Abroad Program – Healthcare in a Developing Country, Kenya

Awards

- CU Denver Ofc. of Global Ed. Scholarship 2017
- Sigma Lamda Alpha Honor Society 2017
- Colorado Garden Foundation Scholarship 2016
- Klyde Warren Park Travel Scholarship 2015

Experience

Landscape Designer - High West Landscape Architects, Truckee, CA. July 2017 to Present. Landscape Design and Master Planning for Private, Commercial, and Public Projects, Site Analysis and Research, Site Design, Construction Document Drafting, Communication with Clients and Professionals, Office Administration, Employee Training.

Landscape Architecture and Planning Intern - City of Denver Parks and Recreation, Denver, CO. October 2016 to May 2017. Project Management for Public Projects, Construction Observation, CAD Detail Standardization, Master and City Planning, Government Level Coordination.

Landscape Architecture Intern - High West Landscape Architects, Truckee, CA. June 2016 to




August 2016. Landscape Design and Master Planning for Private and Public Projects.

Graduate Research Assistant - CU Denver College of Arch and Planning, Denver, CO. October 2015 to May 2016. LAAB Accreditation, Office Administration, Faculty and Student Exhibits, Master Planning and Alternative Building Practices.


Landscape Architecture Intern - Acanthus Studio, Kings Beach, CA. May 2015 - August 2015. Landscape Design for Private Projects, Design and Construction, Communication with Clients and Contractors.

Current licensure information accessed at:


<https://search.dca.ca.gov/>



LANKENAU, TODD BENSON
LICENSE NUMBER: [C 32925](#) LICENSE TYPE: ARCHITECT
LICENSE STATUS: CURRENT ⓘ EXPIRATION DATE: SEPTEMBER 30, 2021
SECONDARY STATUS: N/A
CITY: RENO STATE: NEVADA COUNTY: OUT OF STATE ZIP: 89521



MCRAE, BRIAN EDWARD
LICENSE NUMBER: [59100](#) LICENSE TYPE: CIVIL ENGINEER
LICENSE STATUS: CLEAR ⓘ EXPIRATION DATE: JUNE 30, 2021
SECONDARY STATUS: N/A
CITY: CARSON CITY STATE: NEVADA COUNTY: OUT OF STATE ZIP: 89703



GOOKIN, MARK WILLIAM
LICENSE NUMBER: [50160](#) LICENSE TYPE: CIVIL ENGINEER
LICENSE STATUS: CLEAR ⓘ EXPIRATION DATE: JUNE 30, 2021
SECONDARY STATUS: N/A
CITY: RENO STATE: NEVADA COUNTY: OUT OF STATE ZIP: 89511



PECK, STEPHEN HOWARD

LICENSE NUMBER: [65113](#) **LICENSE TYPE:** CIVIL ENGINEER
LICENSE STATUS: CLEAR ⓘ **EXPIRATION DATE:** SEPTEMBER 30, 2021
SECONDARY STATUS: N/A
CITY: GENOA **STATE:** NEVADA **COUNTY:** OUT OF STATE **ZIP:** 89411



GADOW, DOUGLAS LUTHER

LICENSE NUMBER: [5096](#) **LICENSE TYPE:** STRUCTURAL ENGINEER
LICENSE STATUS: CLEAR ⓘ **EXPIRATION DATE:** JUNE 30, 2021
SECONDARY STATUS: N/A
CITY: TRUCKEE **STATE:** CALIFORNIA **COUNTY:** NEVADA **ZIP:** 96161



GADOW, DOUGLAS LUTHER

LICENSE NUMBER: [64994](#) **LICENSE TYPE:** CIVIL ENGINEER
LICENSE STATUS: CLEAR ⓘ **EXPIRATION DATE:** JUNE 30, 2021
SECONDARY STATUS: N/A
CITY: TRUCKEE **STATE:** CALIFORNIA **COUNTY:** NEVADA **ZIP:** 96161



HALL, ALISON DIANE

LICENSE NUMBER: [36909](#) **LICENSE TYPE:** MECHANICAL ENGINEER
LICENSE STATUS: CLEAR ⓘ **EXPIRATION DATE:** JUNE 30, 2022
SECONDARY STATUS: N/A
CITY: RENO **STATE:** NEVADA **COUNTY:** OUT OF STATE **ZIP:** 89502



GANSER, JOSEPH E

LICENSE NUMBER: [19761](#) **LICENSE TYPE:** ELECTRICAL ENGINEER
LICENSE STATUS: CLEAR ⓘ **EXPIRATION DATE:** DECEMBER 31, 2021
SECONDARY STATUS: N/A
CITY: RENO **STATE:** NEVADA **COUNTY:** OUT OF STATE **ZIP:** 89511



TRUJILLO, IVAN

LICENSE NUMBER: [90596](#) **LICENSE TYPE:** CIVIL ENGINEER
LICENSE STATUS: CLEAR ⓘ **EXPIRATION DATE:** DECEMBER 31, 2021
SECONDARY STATUS: N/A
CITY: SPARKS **STATE:** NEVADA **COUNTY:** OUT OF STATE **ZIP:** 89436



PRUYN, JOHN P

LICENSE NUMBER: [4568](#) **LICENSE TYPE:** LANDSCAPE ARCHITECT
LICENSE STATUS: CLEAR ⓘ **EXPIRATION DATE:** MARCH 31, 2021
SECONDARY STATUS: N/A
CITY: TRUCKEE **STATE:** CALIFORNIA **COUNTY:** NEVADA **ZIP:** 96161

5. TIMING REQUIREMENTS

5. Timing Requirements

We are prepared to begin work immediately and to proceed without interruption through the completion of our work. We have prepared the following schedule of events and approximate timelines for each, enabling us to complete our work prior to the end of the year. We can adjust this as required to fit the ESTA schedule.

ESTA Transit Operations Facility
Proposed Project Schedule

Activity	Sept.		October				November				December				January			
	21	28	5	12	19	26	2	9	16	23	7	14	21	28	4	11	18	25
Contract Award	♦																	
Design and Engineering Start		♦																
TASK 1: FINAL PLAN AND SPECIFICATIONS																		
1.1 Conceptual Design Review			█	█	█													
1.2 Field Topo/Utility Survey of Selected Site			█	█	█	█												
1.3 Final Plans			█	█	█	█												
1.4 Cost Estimates and Milestone Schedule						█	█											
1.5 Final Plan Submittal																		
1.6 ESTA Review							█	█										
TASK 2: CONSTRUCTION BID DOCUMENTS																		
2.1 Contract Documents										█	█	█	█					
2.2 Construction Cost Estimates and Schedule													█					
2.2a Construction Documents Submittal																		
2.3 Permitting and Review																		
2.4 ESTA Review																		

6. FEES

Please see separate Fixed Fee Proposal.

6. FEE PROPOSAL

Fixed-price proposal of \$197,828 for the work described in “Proposed Exhibit ‘A’” and broken down as follows. This fee proposal assumes that the project is a single-story, Type V-I, site-built stick-framed structure with hip roof and slab-on-grade foundation. Building Area is approximately 2,500 square feet (as defined in CBC, a variance of +/- 10% is provided) and a project area of up to 24,000 square feet (0.55 acres). The anticipated development cost is \$1,200,000 according to ESTA. It is understood that this is not a LEED project.

Task 1: Final Plan and Specifications

Milestone 1.1 - Conceptual Design	\$13,536
Conceptual Design Review - Architectural (24 hours principal, 80 hours staff)	\$9,440
Conceptual Design Review - Mechanical, Electrical, Plumbing, LV, Sprinkler	\$2,196
Meeting with ESTA, correspondence/coordination with Design Team	\$1,900
Milestone 1.2 - Site Topographic Survey and Mapping	\$5,476
Civil and surveyor (Note that survey work will be completed at prevailing wage rates.)	\$4,526
Architectural coordination with Design Team, ESTA, access and scheduling	\$950
Milestone 1.3 - Revisions to Conceptual Design	\$32,672
Conceptual Design Review Package - Architectural, including overall site review, coordination of <i>Conceptual Design Review Package</i> to be submitted to ESTA. (25 hours principal, 145 hours staff)	\$15,075
Conceptual Design Review Package - Civil (Note: the more extensive Civil Utility Plan is provided as part of Milestone 1.4)	\$1,612
Conceptual Design Review Package - MEP/FP	\$6,588
Conceptual Design Review Package - Low Voltage and IT	\$6,250
Conceptual Design Review Package - Landscape Architecture	\$3,147

Milestone 1.4 - Civil Utility Plans	\$4,800
--	----------------

Civil Engineering	\$2,976
Architectural (coordination)	\$506
Electrical and Plumbing (coordination)	\$1,318

Milestone 1.5 - Final Plan Submittal to ESTA (Design Development Phase)	\$29,644
--	-----------------

Final Plan - Architectural (12 hours principal, 200 hours staff)	\$18,320
Final Plan - Mechanical, Electrical, Plumbing	\$8,784
Final Plan - Landscape Architecture	\$2,540
Final Plan - Civil (see Milestone 1.4, above)	N/A

Task 2: Construction Bid Documents

Milestone 2.1 - Pre-Permitting Coordination Meetings	\$3,020
---	----------------

Architectural (Project Lead) (12 hours principal, 20 hours staff)	\$3,020
(Participation of other consultants is part of fees listed elsewhere)	N/A

Milestone 2.2 - Contract Documents	\$76,720
---	-----------------

1.1: Contract Documents - Architectural (72 hours principal, 160 hours staff)	\$21,520
1.2: Contract Documents - Landscape Architecture	\$12,230
1.3: Contract Documents - MEP	\$10,980
1.4: Grading, Drainage, and Erosion Control Plans - Civil	\$5,704
1.4: Grading, etc. Plans - Architectural coordination (4 hours principal, 16 hours staff)	\$2,020
1.4: Civil design of on-site sewage treatment (septic tank and leach field)	\$1,860
1.5: Specifications - Architectural and bidding/contract documents (20 hours principal, 40 hours staff)	\$5,600
1.5: Specifications - Civil	\$3,968
1.5: Specifications - Mechanical, Electrical, Low-Voltage, Plumbing and Fire Protection	\$6,588

1.5: Specifications - Low Voltage and IT \$6,250

Milestone 2.3 - Construction Cost Estimates \$13,380

Opinion of probable construction cost - Civil \$1,488

Opinion of probable construction cost (assumes Class 3) - Architectural, coordination of consultants \$7,500

Opinion of probable construction cost - MEP \$4,392

Milestone 2.4 - Project Schedule \$4,295

Detailed construction schedule in critical path format (12 hours principal, 35 hours staff) \$4,295

Meeting with ESTA to review Final Plans; one round of response to written questions (6 hours principal, 16 hours staff) \$2,020

Milestone 2.3 - Permitting and Review \$12,264

Architectural (34 hours principal, 50 hours staff) \$7,990

Permitting Review - Mechanical, Electrical, Plumbing \$3,074

Permitting Review - Landscape \$1,200

Billings would be provided at the completion of each Milestone as well upon completion of the topographic mapping (completion and delivery) and 50%, 85%, and 100% levels of Construction Document preparations.

Construction Administration (construction period site visits) was not included in the RFP and are not included in this scope. We assume that services will be acquired by ESTA by negotiation; the project will be subject to our standard Agreement clause “Design without Construction Phase Services.”

Optional costs (not included in the above fee) include:

Renderings at \$2,500 to \$5,000 each

Presentation drawings for community or stakeholder meetings at \$TBD

Physical models, at cost to be determined based on size and detail

Conditions

1. An Agreement for Professional Services based on the *AIA Document B101, Standard Form of Agreement between Owner and Architect, 2017 Edition*. All terms and conditions of Document B101 are incorporated into this agreement as though fully set forth. Negotiated conditions may have an impact on pricing structure.
2. This proposal is valid for thirty (30) days only.
3. Coordination and submission to governmental agencies over and above those ministerial reviews included in this scope of work will not be completed without additional compensation, such as building code modifications or planning approvals (entitlements).
4. Review(s) by the client representative is/are noted in the schedule and scope of work. Additional time and fee will be required should any review by the client representative be delayed.
5. Should the project pause between Tasks or should the Contract be terminated, a start-stop fee and/or termination fee will apply.
6. Billings shall be on a monthly basis, as work is completed, at the beginning of each month following the month for which work was completed. Fees are due and payable upon presentation of invoice. Invoices for projects will be emailed as a PDF file to the Owner's billing or accounts receivable manager, or to the Owner's representative. Original copies are available upon request.
7. Additional services when requested by the Owner or Architect will be invoiced monthly at our current hourly rates, which are attached.
8. Reimbursements shall be billed at 1.1 times direct cost. Reimbursements include but are not limited travel costs, reprographics both in-house and by third-party service providers, and shipping.
9. Contract documents, including survey, are instruments of service and provided for the non-exclusive, one-time use of the client. Intellectual property, including copyright, remains with the professional.

Exclusions

1. Allowance for alternative construction options (see Milestone 1.3): time and materials.
2. Landscape design beyond the 24,120 square foot site. Development of irrigation plans, as these were not identified in the RFP, but the scope does include the review of the design-build irrigation system by the Landscape Contractor.
3. Contract Administration, including construction period site visits, punch walk, responses to RFIs from Contractors, meetings at job site, value engineering, constructability review, structural observation, punch-list development, review of applications for payment, close-out, etc. These are available as additional services.

4. Geotechnical investigations, testing, reporting, and engineering. The current *California Building Code* requires for a geotechnical investigation to be performed for commercial structures, although the AHJ may allow for default bearing values to be utilized for a single-story Type V structure on a flat lot. The proposed consultant would be Sierra Geotechnical Services, Inc., of Mammoth Lakes.
5. Storm Water Pollution Prevention Program/Plan, per RFP.
6. Subsurface water investigations, investigations related to well-water, percolation testing, and any testing for septic systems, on-site stormwater catchment design and/or testing of the aforementioned. The proposed consultant would be Sierra Geotechnical Services, Inc., of Mammoth Lakes.
7. Utility relocation (per RFP), additional services required (such as new transformers, photovoltaic systems, storm drainage), this includes both the design of and coordination of such items.
8. Any additional meetings with AHJs that are not identified, any public meetings or presentations not identified, and public relations communications are Additional Services.
9. Historical resources, environmental investigations (including, but not limited to Phase I & II ESA, CEQA, NEPA), as these were not identified as part of the requested scope.
10. Storm Water Pollution Prevention Program, Low Impact Development, etc.
11. Detailed cost estimating. The design team will provide an Opinion of Probable Cost as its estimate, but has no control over the pricing made by Contractors and Suppliers. Additional, higher-level cost estimating and quantity surveying (e.g., take-offs) may be provided by Leland Saylor Associates.
12. Security design, including perimeter containment, CCTV, electronic locking systems, keycards, biometric controls, audio visual (AV) design, and similar. Any “Special systems” not identified in this RFP response.
13. Furniture, Fixtures and Equipment (FF&E).
14. Value Engineering or Constructability Review efforts, redesign beyond that provided in the Scope, changes in project conditions following Client approval.
15. Third-party review comment responses not included.
16. Application fees, review fees, permit fees, and any other fees associated with submittal to governmental entities and/or utility providers.

**Eastern Sierra Transit Authority Transit Operations Facility RFP
Staff Hourly Rates for 2020**

Architectural

Principal	\$195
Senior Staff	\$160
Designer	\$145
Administrative/Clerical	\$85

Civil Engineering and Surveying

Engineering - Principal	\$210
Engineering - Senior	\$180
Engineering - Staff	\$150
Project Management - Principal	\$192
Project Management - Senior	\$180
Project Management - Staff	\$144
Hearings/Project Representation - Principal	\$192
Hearings/Project Representation - Senior	\$180
Hearings/Project Representation - Staff	\$144
Project Coordination - Principal	\$192
Project Coordination - Senior	\$168
Project Coordination - Staff	\$132
Legal Description - Principal	\$192
Legal Description - Senior	\$180
Legal Description - Staff	\$144
Calculation - Principal	\$192
Calculation - Senior	\$180
Calculation - Staff	\$144
Design - Principal	\$192
Design - Senior	\$180
Design - Staff	\$144
Boundary Determination - Principal	\$192
Boundary Determination - Senior	\$180
Boundary Determination - Staff	\$156
Boundary & Map Research	\$126
Construction Supervision/Inspection - Principal	\$192

Stayner Architects

Construction Supervision/Inspection - Senior	\$180
Construction Supervision/Inspection - Staff	\$144
Drafting	\$114
Survey - One-Man Crew	\$192
Survey - Two-Man Crew	\$282
Survey - One-Man Crew (Prevailing Wage)	\$240
Survey - Two-Man Crew (Prevailing Wage)	\$408
Expert Witness (including Standby) - Principal	\$300
Expert Witness (including Standby) - Senior	\$240
Clerical	\$78
Travel Time	\$204

Structural Engineering

Principal	\$180
Drafting	\$90

Mechanical, Electrical, Plumbing Engineering

Client Executive / Market Director	\$300
Project Executive	\$270
Senior Engineer Technical Specialist	\$252
Senior Engineer III	\$240
Senior Engineer II	\$222
Senior Engineer	\$192
Project Engineer II	\$180
Project Engineer	\$156
Engineer	\$144
Senior Designer Technical Specialist	\$228
Senior Designer III	\$216
Senior Designer II	\$198
Senior Designer	\$180
Project Designer II	\$168
Project Designer	\$156
Designer IV	\$144
Designer III	\$138
Designer II	\$132
Designer	\$120

Senior Medical Equipment Planner	\$234
Medical Equipment Planner	\$168
Sr. Commissioning Authority/Engineer	\$222
Project Commissioning Authority/Engineer	\$168
Commissioning Authority/Engineer	\$144
Senior Construction Administrator	\$186
Construction Administrator	\$150
Senior Virtual Design Coordinator	\$126
Virtual Design Coordinator	\$120
Virtual Design Technician	\$102
Administrative Assistant	\$90

Landscape Architecture

Principal	\$192
Designer / Administrative	\$108

10 September 2020

Phil Moores
Executive Director
Eastern Sierra Transit Authority (ESTA)
(760) 872-1901, Ext. 12
pmoores@estransit.com

RFP - Transit Operations Facility Project Architectural and Engineering Services
Electronic via email, print copy via USPS

1. COVER LETTER AND INTRODUCTION

Dear Mr. Moores,

Thank you for the opportunity to respond to the Request for Proposals for the Eastern Sierra Transit Authority's Transit Operations Facility Project at the Bishop Airport. Stayner Architects is a small, family-owned architectural practice in Los Angeles with a long history in the Eastern Sierra, specifically in and around the Bishop area.

The project is an approximately 2,500 square foot, single-story transit operations building, grading and drainage engineering, paved parking lot, utilities engineering, septic system, and landscaping. It is our understanding that the total project cost is not to exceed \$1,200,000 with an assumption that approximately \$120,000 will be set aside for contingency.

This proposal has been organized as directed by the RFP:

1. Cover Letter (beginning this page);
2. Qualifications and Experience (pg. 3-14);
3. Technical Approach and Scope of Work (pg. 15-20);
4. Staffing and Subconsultants (pg. 22 and attached);
5. Timing Requirements (pg. 23); and,
6. Fee Proposal (see pg. 24 and separate PDF of pages 25-28).

We are pleased to submit our team's qualifications and experience as a partner with Triad/Holmes Associates Civil Engineering, William Koh & Associates Structural Engineering, IMEG Corp. Mechanical/Electrical/Plumbing Engineering, and Boundless Landscape. We look forward to the opportunity to discuss our qualifications and capabilities with you at your earliest convenience. Our team brings a unique combination of knowledge and experience to this project, including multiple projects completed and currently under construction in Inyo County, CA.

Due to both the current pandemic conditions as well as the relative remoteness of Bishop, we should also highlight our ability and success in collaborating remotely and in-person with client and oversight authorities. As a small practice, each of our projects is directly overseen by at least one firm principal as well as a dedicated project manager. At the same time, equal with firms many times our size, we leverage current technology such as cloud-based Autodesk 2021 Revit Building Information Modeling (BIM) software, virtual reality simulation (Iris VR), and digital collaboration workflows with our consultants.

It would be a privilege to continue working in Bishop, as well as to support the work of the Eastern Sierra Transit Authority and the potential expansion of operations at the Eastern Sierra Regional Airport. Please do not hesitate to reach out if we can provide any additional information or responses to this proposal.

Respectfully submitted,

Christian Stayner, AIA, NCARB, Architect (California)
Principal, Stayner Architects

2. QUALIFICATIONS AND EXPERIENCE

The team is led by Stayner Architects with Triad/Holmes Associates providing Surveying and Civil Engineering Services, William Koh & Associates providing Structural Engineering Services, IMEG Corp. providing Mechanical/Electrical/Plumbing Services (and fire protection performance specifications), and Boundless Landscape providing Landscape Architecture Services. Additional consultants available on an as-needed basis include Sierra Geotechnical Services, Inc. for soils and geotechnical, if required, and Leland Saylor Associates for second-level review of construction cost data.

Stayner Architects (Los Angeles, CA)

Design Team Lead, Architect

Stayner Architects is a second-generation, family-owned and operated full-service architecture firm based in Los Angeles, California. We are licensed to practice architecture in California, New Mexico, Arizona, Oregon, Hawaii, and Texas. Our portfolio includes projects of all types and scales, for a variety of private, institutional, and governmental clients. These include single and multi-family residential projects, academic facilities and campus master plans, office buildings and shopping malls, and neighborhood redevelopment initiatives.

Since our founding in 1973, Stayner Architects has grown from a boutique practice with a regional focus to a design-development firm with national reach. We have proven expertise in architectural design, strategic development and planning, product design and branding, and construction. We work closely with city and state governments, and consult for companies and nonprofits across the country.

Our experience ranges from ground-up, new construction structures to the adaptive reuse of historic structures. Our most recent work focuses on public-benefit clients and partnerships. Additionally, over the past several decades Stayner Architects has also been the developer of approximately half of our architectural projects. We are licensed contractors in California and maintain a small construction crew as well as an off-site fabrication facility near our offices in Los Angeles. Combined, this development and construction expertise provides us with a holistic understanding of the issues and concerns faced by our clients in the course of the project, from early development stages through to construction and operational considerations.

Stayner Architects is currently working with Deep Springs College, in Inyo County, on two projects: a 6,000 SF dining hall and commercial kitchen, and a 3,200 SF three-unit faculty apartment building. These projects—which are the first new-construction buildings commissioned by the college in several decades—have allowed the firm to build on a relationship that began when Christian Stayner, Principal and Managing Partner of Stayner Architects, attended the college between secondary school and university. Through these projects we have established a close working relationship with applicable County, City, and State agencies, including Inyo Building and Safety, CalFire, Inyo Planning, Inyo Environmental Health, Great Basin Unified Air Pollution Control District, among others, and are well-versed in pertinent regulations and legislation.

Our experience in Bishop goes back much further: in the 1920s, Christian’s grandmother lived in Bishop owned and operated the Kittie Lee Inn. In the 1980s our practice designed First Church at the corner of Line and Grandview, which still stands.

Our portfolio includes a number of office projects, including our recently completed Parrot House Workspace, part of a larger development that we have designed, constructed, and now operate in Echo Park. Our firm has extensive Building Information Management (BIM) capabilities that are rarely seen in smaller practices. We utilize Autodesk Revit for all of our projects. Additionally, we have integrated virtual reality (VR) and remote collaboration into our workflow to respond to the emerging needs of the practice and our partners in light of ongoing social distancing requirements.

Stayner Architects holds a Professional Liability insurance policy with XL Catlin (Rated A, XV) for \$1,000,000 per claim and \$1,000,000 annual aggregate, which next renews on 8/24/2023, as well as Commercial Liability, Auto Liability, and statutory Worker Compensation policies. All Subconsultants are similarly insured. Survey work on-site will be provided at prevailing wage rates as determined by the Director of Industrial Relations (DIR), State of California, for public works projects. Stayner Architects is in the process of completing its certification and/or recertifications as a Small Business Enterprise (SBE), Small Local Business Enterprise (SLBE), and Disadvantaged Business Entity (DBE).

Christian Stayner: [California Architects License C-37583](#); AIA Member #38115705

Gilbert Stayner: [California Architects License C-7586](#)

Stayner Properties, Inc.: [General Contractor B-553495](#) (Note for disclosure, not a solicitation for contracting services)

Triad/Holmes Associates (Bishop, CA and Mammoth Lakes, CA)

Survey and Civil Engineering

Triad/Holmes Associates (THA) is a full-service civil engineering and land surveying firm that has been providing professional services in California for over 30 years with extensive experience in both land development and public works infrastructure projects. THA's services encompass all phases of project development including feasibility studies, planning, design, construction support services, and all aspects of surveying and mapping. The firm serves a broad range of private and public sector clients through seven offices with a combined staff of over 70 employees. Offices are presently located in the Eastern Sierra, the San Francisco Bay Area, the Central Coast, and Napa Valley.

THA's engineers and surveyors are experienced in a wide variety of projects and utilize the latest CAD systems and design software. Final products can be delivered in either electronic or hard copy format as required by the Client. The firm also employs the latest inter-office communication technology.

THA has established an excellent reputation within its service areas. The company communicates and works closely with its Clients, consulting teams, and public agencies to develop creative solutions and deliver high quality products. The firm's broad regional experience continues to contribute to its extensive knowledge and information base, making THA an invaluable engineering and surveying resource.

An additional list of project qualifications has been attached to the end of this document.

Marie Pavlovsky: [California Registered Civil Engineer 90878](#)

Thomas Platz: [California Registered Civil Engineer 41039](#)

Andrew Holmes: [California Registered Land Surveyor 4428](#)

William Koh & Associates (Woodland Hills, CA)

Structural Engineer

William Koh & Associates provides services covering creative architectural engineering including structural analysis and design of buildings and other structures. Schematic structural systems for cost estimates, final design and working drawings, structural specifications and on-site observations during construction are included in these services. The firm provides the

efficient and economical structural system, which reflects the architectural concept of the project. The firm is the structural engineer for Stayner Architects' current Boarding House and Triplex projects at Deep Springs College. Representative civic projects include:

U.C. Irvine, Science Library (Engineer: Ove Arup, Architect: James Sterling, Michael Wilford), an 8 story steel moment frame building with concrete metal floor deck system.

Robertson Branch Library (Architect: Steven Ehrlich), a two story building with masonry, steel and timber construction. (Publication, architecture May, 1998)

Los Feliz Branch Library (Architect: Barton Phelps Associates), a two story building with masonry, steel and timber construction. (Publication, architecture September, 1999, architecture October, 1995)

Pasadena Christian School – Library/ Science Building (Architect: Jeffrey M. Kalban & Associates), a one story timber construction.

Encino Tarzana Branch Library (Architect: Steven Ehrlich), a one story building with timber, masonry and steel construction. (Publication, Architectural Record, May, 2004)

Westwood Branch Library (Architect: Steven Ehrlich), a two story steel building with a two story underground concrete parking garage. (Publication, Architectural Record, May 2006)

William Koh: [California Licensed Structural Engineer 3473](#)

William Koh: [California Licensed Civil Engineer 36715](#)

IMEG Corp. (Pasadena, CA Office)

Mechanical Engineering, Electrical Engineering, Plumbing Engineering

With a history that dates back over 100 years, IMEG Corp. grew from several firms coming together under one unifying vision: people-centered engineering. As a national engineering and design consulting company we've intentionally localized our focus to serve carefully chosen regions and markets, allowing us to put relationships and communities first, without sacrificing expertise.

Our specialties are high-performing building systems, infrastructure, program management and construction-related services, but our secret to success is found in our deep bench of 1,500 team members. For us, people-centered engineering is about more than the people we serve — it's representative of the engaged employee culture we've worked hard to create. We believe in

investing in our people and their professional futures through continuous training, community involvement and the ability to develop a niche specialty.

Paul Dong: California [Registered Mechanical Engineer M29768](#) (Mechanical, Plumbing)

Hanriet Abrahamian: [California Registered Electrical Engineer 21088](#)

Boundless Landscape (Oakland, CA)

Landscape Architecture

Boundless Landscape is an emerging landscape architecture practice that combines the energy and enthusiasm of a new studio with many years of experience. The firm was formed by principal Laura Jerrard to create distinctive landscapes for residential, public and hospitality clients.

Boundless Landscape provides complete landscape architectural services, including master planning, site planning and design, permitting, construction management and post-construction consultation.

Whether they reflect solitude or abundance, landscapes carry deep meaning, echoes from millennia of our animal experience. Boundless Landscape embraces the contradictions of contemporary life, designing landscapes that speak to our lizard brains while addressing the demands of our modern world. We collaborate with architects, engineers, ecologists and artists, bringing an informed perspective on ecological functions to create landscapes that will endure. We collaborate with our clients, translating everything from dreams to detailed teaching programs into landscapes that inspire. We express the best aspects of each program and site through innovative informed design.

Prior to establishing Boundless Landscape, for 20 years Laura Jerrard was an associate of Lutsko Associates, which was the landscape architect for the Inyo National Forest Interagency Visitor Center just outside of Lone Pine.

Laura Jerrard: [California Licensed Landscape Architect 4945](#)

Leland Saylor Associates (Walnut Creek, CA)
Additional cost estimating and cost consulting as required

Leland Saylor Associates is a certified DVBE based in San Francisco and Los Angeles with over 30 years experience in cost analysis and construction management focusing on education, civic and transit projects, as well as other publicly funded projects. Public construction projects are more complex than ever, with issues ranging from bond funding and financing to technology infrastructure and community outreach that put huge demands on an agency's resources and require skills and expertise few possess. LSA's team of dedicated professionals have worked on literally thousands of schools, hundreds of civic and justice complexes, and dozens of large-scale transit and public works projects, bringing commitment, accuracy, and attention to detail that is unmatched in the industry.

Design Phase Estimating Pioneers in the field, LSA continues to develop innovative approaches to the business of Cost Estimating. With hundreds of projects estimated each year, from small remodels to billion dollar building programs, LSA has the most accurate, up to date cost information for your type of project and geographical location. Our years of experience and database of thousands of actual construction projects enables us to accurately gauge the impact of design options on cost, schedule and quality of a project. Jeff Saylor is Senior Project Manager for LSA.

STAYNER ARCHITECTS
REPRESENTATIVE RECENT PROJECTS

Please also see our website at www.staynerarchitects.com. Additionally, we can provide additional examples of projects between 1971 for office, corporate headquarters, light industrial and transit/fleet management, masterplanning, public-private partnerships, etc.



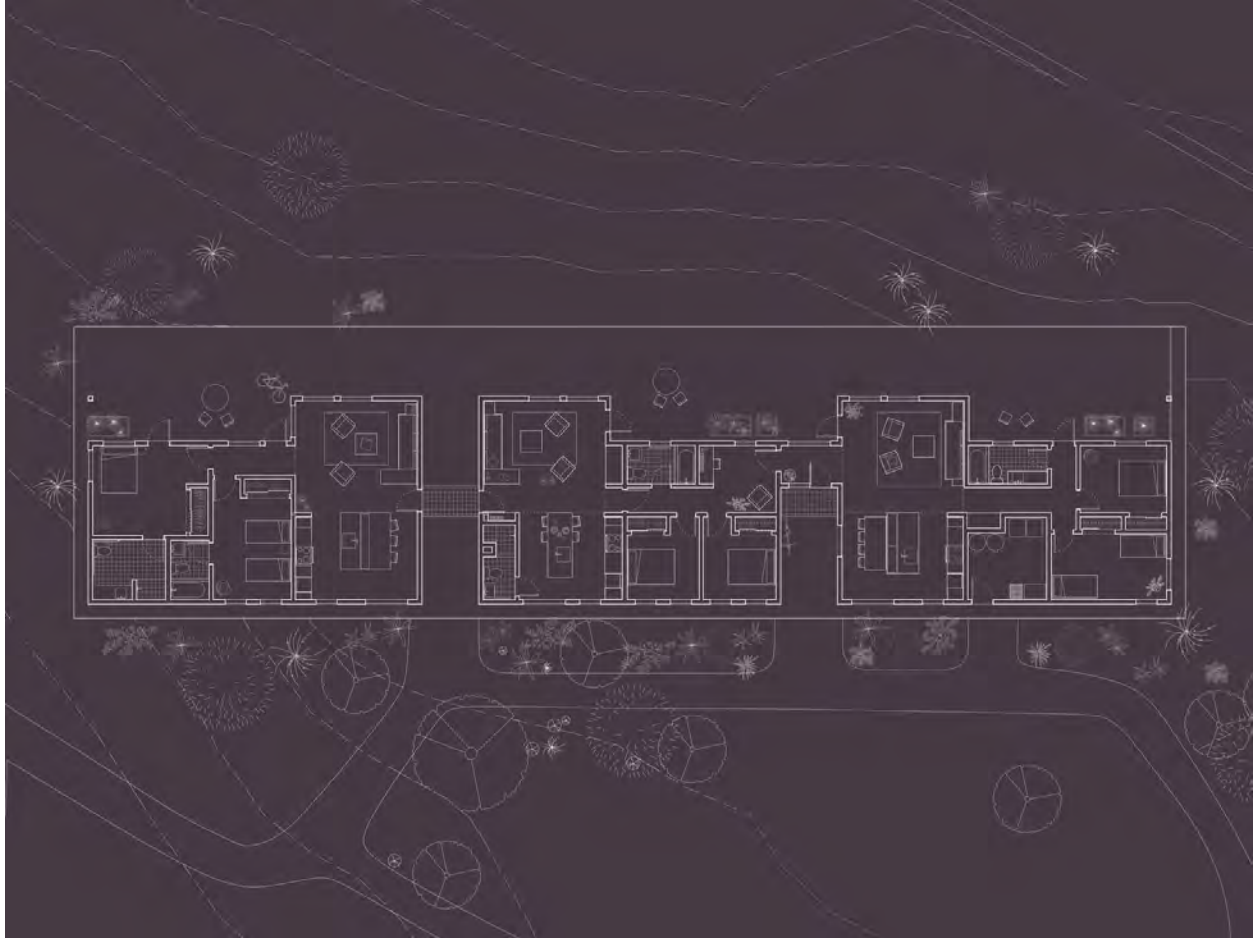
Deep Springs College Boarding House

Commercial Kitchen, Dining Hall, Conference, Lounge, Offices, Storage

6,000 SF

Bishop, CA

Date: 2017-2020



Deep Springs College Faculty Residence

Multi-unit Residential

3,200 SF

Bishop, CA

Date: 2017-2020

Budget: \$5M (combined)

Owner: Trustees of Deep Springs College, a 501(c)3 non-profit organization

Scope of Work: Programming, Space Planning, Comprehensive Architectural Services, Interior Design, Entitlement Coordination, BIM, Constructability, Project Scheduling, Construction Methods, Agency Review, Sustainable Design, Contract Administration, Lighting Design, Design of Food Service and Food Manufacturing, Landscape

Client Contact: Padraic MacLeish, Director of Operations, Deep Springs College: (760) 279-3869, padraicm@deepsprings.edu, HC 72 Box 45001, via Dyer, NV 89010



Echo Park Development

Multi-unit Commercial: Office, Commercial kitchen, Restaurant, Conference, Storage

Los Angeles, CA

Date: 2016-2019

The Eastern Sierra Transit Authority (ESTA) Transit Operations Facility Project Request for Proposals

Stayner Architects Proposal

September 2020

Page 11 of 29

Budget: Approximately \$2.5M, including building and tenant improvements

Owner: Big City Bricks, LLC

Scope of Work: Comprehensive Architectural Services, Earthquake Seismic Retrofit (Masonry building), General Contracting, Branding, Space Planning, Financial Modeling, Operations Design, Commercial Kitchens and Food Service Design, Branding, Merchandising, Signage and Graphic Design, Agency Reviews and Approvals, Conditional Use Permits, Project Scheduling

Client Contact: Jason Goldman, co-owner of Big City Bricks, LLC (building owner), Tilda, LLC (tenant), Etti, LLC (tenant): jason@etti-la.com, (213) 458-6656, 1507 N. Echo Park Avenue, Los Angeles, CA 90026.



Tamarindo Restaurant & Mercadito Mezcal Bar

San Clemente, CA

Date: 2014-2019

Budget: Approximately \$1.35M construction, not including real estate

Owner: Resendiz, Inc.

Scope of Work: Comprehensive Architectural Services, Entitlements (Conditional Use, Architectural Review), BIM, Interior Design, Branding, General Contracting, Graphic Design, Commercial Kitchen Design

Client Contact: Sarah Resendiz, Tamarindo, Inc.: (714) 640-7973,
sarah@eat-tamarindo.com, 110 South El Camino Real, San Clemente, CA 92673.



The Desert Wave: Historic Miles C. Bates House and Hospitality Complex

Hotel & Event Space

Palm Desert, CA

Date: 2018-2020

Budget: Historic restoration and grounds: approximately \$1.2M; New construction: approximately \$750,000

Owner: Palm Desert Wave House, LLC

Scope of Work: Historic preservation of National Register of Historic Places-listed building (Secretary of the Interior's Standards), Comprehensive Architectural Services, Site and Landscape Design, Conditional Use/Architectural Review/Historic Review at

City Level, Hospitality Design, Residential Design, Project Scheduling, Financial Modeling, Operational Design, Interior Design, Graphic Design, Branding and Website. Contact: Cora Gaugush, City of Palm Desert, Department of Public Works: (760) 776-6490, cgaugush@cityofpalmdesert.org, 75-510 Fred Waring Drive, Palm Desert, CA 92260.

Recent & Current Client References for Stayner Architects

References for other consultants on the Design Team are available upon request.

1. Padraic MacLeish, Project Manager, Deep Springs College: (760) 872-2000.
Services provided: Programming, Space Planning, Comprehensive Architectural Services, Interior Design, Entitlement Coordination, BIM, Constructability, Project Scheduling, Construction Methods, Agency Review, Sustainable Design, Contract Administration, Lighting Design, Design of Food Service and Food Manufacturing, Landscape
2. Jason Goldman, Owner, Big City Bricks, LLC: (213) 458-6656.
Services provided: Comprehensive Architectural Services, Earthquake Seismic Retrofit (Masonry building), General Contracting, Branding, Space Planning, Financial Modeling, Operations Design, Commercial Kitchens and Food Service Design, Branding, Merchandising, Signage and Graphic Design, Agency Reviews and Approvals, Conditional Use Permits, Project Scheduling
3. Sarah and Pedro Resendiz, Owners (Property Developer and Business Owner), Tamarindo Restaurant: (714) 640-7973
Services provided: Comprehensive Architectural Services, Entitlements (Conditional Use, Architectural Review), BIM, Interior Design, Branding, General Contracting, Graphic Design, Commercial Kitchen Design

3. TECHNICAL APPROACH AND SCOPE OF WORK

This proposal is based on the assumption that the project is a single-story, Type V-I, fully-sprinklered, site-built stick-framed structure with hip roof and slab-on-grade foundation. No elevator will be required. Building Area is anticipated to be approximately 2,500 square feet (as identified in the RFP and defined in CBC, a variance of +/- 10% is provided) and a project area of up to 24,000 square feet (0.55 acres). For clarity, the following Scope of Work includes/incorporates a Proposed Schedule with Project Milestones.

Our technical approach to the design and engineering of the Eastern Sierra Transit Authority's new Transit Operations Facility will be informed by the following considerations:

1. Focusing on construction cost management at each step and by leveraging our current construction-cost knowledge in the Eastern Sierra (see below) as well as expertise in identifying alternative construction techniques that may reduce labor and/or materials costs;
2. Making use of the schematic design efforts already undertaken by ESTA and developing them further;
3. By identifying the ESTA's current operational requirements and future needs;
4. Utilizing technology for efficiencies of collaboration and communications during this period of social distancing;
5. By carefully scheduling and coordinating the activities called for in the RFP so that certain tasks are accomplished simultaneously, in order to meet the limited design timeline for the project;
6. By making use of our firm's experience in identifying potential opportunities for environmental and operational sustainability, considerations for extreme weather adaptability (such as wildfire, intense storms and increased heat), etc.;
7. Utilizing nearby meetings/visits, including during construction, for other concurrent projects in order to control development costs;
8. And by developing a project that is optimized for construction and operations.

Note: in order to control design costs, improve efficiency for this project, and utilize known construction cost data, our proposal assumes utilizing some existing design work (including baseline conditions for architectural and structural, civil, and MEP design & coordination) that has been completed for a similar hipped roof, single-story, Type V, slab-on-grade structure of approximately 3,200 square feet currently under construction on the Deep Springs College campus east of Bishop. Both projects have similar proportions, a sloped roof, and assume a double-loaded corridor arrangement. With a refined and coordinated BIM (building information

model) already in place for the project, we can efficiently integrate new information and client comments to adapt the model to the site and project brief.

PROPOSED EXHIBIT “A” *Scope of Work and Work Plan*

Task 1: FINAL PLAN AND SPECIFICATIONS

Milestone 1.1 - Conceptual Design Review: Beginning October 1, 2020, representatives of the Design Team will review and further develop the preliminary draft (schematic) plans prepared by County Staff that have been provided as an attachment to the RFP. The Design Team Lead will conduct an on-site kick-off meeting with ESTA staff in early October in parallel with survey activities. The goal of the meeting will be to establish the functional requirements, cost conditions, design criteria, operational needs, construction considerations, existing conditions, and site improvement issues that will impact the completed project, including its development timeline, budget, and construction approach.

Milestone 1.2 - Site Topographic Survey and Mapping: Concurrent with the design development identified in Milestone 1.1, we will complete a topographic survey of the site and tie in the easterly portion of the existing bus yard for access to the new building. Additionally, we will prepare a topographic map of the project site area east of the bus yard. The existing power poles and communications tower will also be located as part of the survey. We will also locate the sewer and water facilities closest to the site for connection design. Internally a CAD file of the survey work will be used to prepare a site plan and as the basis of the Construction Documents, which will be used internally by the Design Team.

- 1.1. Fieldwork would be scheduled in mid-October 2020 with documentation expected by the end of that month (concurrent with review of Conceptual Design). Note that survey field work will be completed at prevailing wage rates.

Milestone 1.3 - Revisions to Conceptual Design: Based on the initial meeting with ESTA staff, the Design Team will identify design criteria, costs and existing conditions, constructability considerations, building and site improvement issues.

- 1.2. The Design Team will advise ESTA on adjustments to the schematic plans and propose further development of the project’s layout, aesthetics, objectives, and

limiting conditions. The Design Team will conduct an initial review of the relevant codes and regulations for their effect upon the project development and construction. For example: California Building Code, federal and state Accessibility, Green Code, Energy Code, Inyo County Zoning Ordinance, Urban-Wildfire Interface Code, Title 14 Fire Safe Regulations (fire access), Mechanical Code, Plumbing Code, Electrical Code, and NFPA-13 and 72.

- 1.3. Optional: Upon request from the ESTA, the Design Team can investigate, evaluate and recommend alternative construction strategies such as prefabricated/factory-fabricated building assemblies (e.g., trusses, structural insulated panels), mass/engineered timber, or volumetric modular construction in place of site-built framed construction. An allowance has been provided in the design budget for this investigation. Should significant savings in schedule and/or construction cost be identified, the Design Team will present these findings and recommendations to ESTA for evaluation. Should this require a significant departure from the assumptions above, an adjustment of schedule and/or fee may be required.
- 1.4. The Design Team will study the existing site conditions to identify possible site issues related to the location and orientation of the proposed building and other site considerations such as parking, ingress and egress, zoning setbacks, etc.
- 1.5. We will provide ESTA with a package proposed adjustments to the draft plans, as a *Conceptual Design Review Package*. Due to the compressed schedule for this project, we propose that this take place during mid-November 2020 with a virtual/video meeting with representatives of the Design Team to present the *Conceptual Design Review Package* and answer questions. The approval of this *Conceptual Design Review Package* by ESTA will establish the basis upon which the Design Team will develop the Final Plan for submission to ESTA under Milestone 1.5, below.

Milestone 1.4 - Civil Utility Plans: In parallel with the development of the *Conceptual Design Review Package*, we will prepare sewer and water plans to serve the site from the closest location possible to the proposed building. The plans will also include the location of a backflow device as well as a fire hydrant (it does not appear that there is an existing hydrant near the site); coordinate hydrant requirements with CalFire and/or Bishop Rural Fire Protection District. These activities will include assistance in the new service

application for utility company service (power, telephone) in anticipation of “Milestone 2.1,” below.

Milestone 1.5 - Final Plan Submittal to ESTA (Design Development Phase): In late December 2020 we will provide a *Final Plan Package* for submission to ESTA. We anticipate that review and approval would take place during the first week of January 2021. The *Final Plan Package* will include the following items:

1.6. **Final Plans** (e.g., Design Development):

- 1.6.1. Final building and site plans describing the building on the site as well as internal conditions. The following items will be included in the final plans with general dimensions: offices, hallways, conference rooms, server room(s), fare counting room, employee break areas, dispatch areas, restrooms, general storage rooms, vehicle parking, utility areas, and public access areas.
- 1.6.2. Final conceptual grading and drainage plan showing the site improvements.
- 1.6.3. Mechanical, Electrical, Plumbing, and Low-Voltage plans showing general layout of these elements and initial specifications of equipment to be utilized.
- 1.6.4. Landscape plan showing Design Development-level resolution of planting and hardscape strategies.

1.7. **Cost Estimate:** We will provide an initial cost estimate (“opinion of probable construction cost”) based on the final plan design for the project required as Item 1.4 of the RFP. Assumptions include: a “Design-Bid-Build” project delivery method with prevailing wage requirements, construction occurring within 2021 (cost escalation/adjustment), construction inspections by Inyo County only, and other assumptions identified in conversation with ESTA regarding financing conditions for the project.

1.8. **Milestone Schedule:** We will develop a construction schedule identifying milestones for the project.

ESTA Review: Upon receipt of the final plan package noted above (3 physical copies and 1 digital copy), representatives ESTA will review the final plan submittal and provide written comments for incorporation into final design documents. In order to keep to the timeline

proposed by the RFP, we request that this review take place in early January with authorization to proceed issued by the second week of January.

Task 2: CONSTRUCTION BID DOCUMENTS

Milestone 2.1 - Pre-Permitting Coordination Meetings: In parallel with ESTA Review (above), and during the first week of January, we propose up to two days of meetings in Bishop and Independence with representatives of ESTA, Inyo County Building & Safety, Inyo County Planning, CalFire, and utility suppliers.

Milestone 2.2 - Contract Documents (§1.1, RFP p. 4): We will prepare the following contract bid documents and specifications for the project (“Final Plans”):

- 1.1. **Architectural Contract Documents:** General notes relating to the application of the California Building Code, Green Code, Energy Code, and Fire Code; illustrations of general site planning and parking, with vehicular ingress and egress; plan views, including roof plan, floor plan, dimension plan, reflected ceiling plan, lighting plan, egress and fire safety plans; representative cross-sections of the building; primary interior and exterior elevations.
- 1.2. **Landscape Contract Documents:** site plans, planting plans, irrigation plans, and the related construction details, with a focus on water conservation, native plantings, and natural conditions. Site plan includes grading, drainage, paving, walls, fences, site and landscape lighting, and the layout of the aforementioned components. Planting plans include plant species and the quantities, quality, sizes, and locations of proposed plants. Any irrigation will be defined in its basic components to be designed by others and reviewed by the landscape architect of record.
- 1.3. **Mechanical, Electrical, Plumbing, Fire Protection, and Low-Voltage Contract Documents:**
 - 1.3.1. Mechanical systems, including HVAC;
 - 1.3.2. Plumbing systems including waste/vent, hot/cold water, storm;
 - 1.3.3. Fire protection performance design;
 - 1.3.4. Electrical systems including power, lighting power;
 - 1.3.5. Fire alarm performance design; and,

1.3.6. Title-24 Energy Code calculations with envelope design coordination (Climate Zone 16).

- 1.4. **Civil Contract Documents:** Grading, Drainage and Erosion Control Plans for the new building, ADA access and connection to the access road. We will provide a final grading and drainage plan as part of the construction documents. We will also provide an erosion and sediment control plan as required by Inyo County. Septic tank and leach field design. Design of driveways, curbs, gutter, fencing and gates.
- 1.5. **Specifications:** We will prepare specifications for the project in CSI Masterspec format needed as part of the construction bid documents. Our specifications will include: Architectural, Mechanical, Electrical, Plumbing, sitework concrete, HMA paving, Earthwork, Water, Sewer and other sitework construction materials used to construct the project. They will also include the standard bidding and contract documents, general conditions, and any special provisions. ESTA will be responsible for providing certain items and information, such as draft form of Proposed Contract for Construction, required bidding procedures, etc.

Milestone 2.3 - Construction Cost Estimates (§1.2, RFP p. 5): An estimate of probable construction costs at a Class 3 level. This will include estimates of material and labor costs, but it will not constitute a quantity survey. This estimate will be prepared by our in-house General Contracting operations based on preliminary, non-binding bidding from subcontractors as well as published construction cost data, and may be supplemented with efforts by a third-party cost estimator (LSA) as needed. Given the limited commercial construction in Inyo County, the bidding conditions from the Deep Springs construction will provide true cost data to be incorporated into the evaluation. We see such efforts as an important communication tool with the Client to proactively identify concerns and variables that may occur during construction.

Milestone 2.4 - Project Schedule (§1.2, RFP p. 5): A construction schedule in critical path format will be developed for ESTA and will provide the level of detail typical of a project of this size and scope.

ESTA Review: Upon submission of the Final Plans or Contract Documents, including Construction Cost Estimate, and Project Schedule (§1.4, RFP p. 5), we propose a meeting at the end of January with ESTA. Review by ESTA would begin February 1 with concurrent submittal of materials for permitting and County review. (Note that utility service coordination has been

moved to earlier in the process than identified in the RFP, although additional submittals may be made at this time.)

Milestone 2.3 Permitting and Review (§1.3, RFP p. 5): Upon ESTA approval of 100% CDs, the Design Team will submit documents to Inyo County Building & Safety for plan check and permit approval. The Design Team will respond to plan check comments until approval. The Design Team will assist ESTA in applying for utility service connections/relocations/additions and/or approvals. At this time it is anticipated that the Agencies Having Jurisdiction for which applications or review may be required are the following: Inyo County Building Department, Inyo County Planning Department (sign-off only), Great Basin Unified Air Pollution Control District (sign-off only), CalFire (Urban-Wildlands Interface Code, hydrants and access), Bishop Airport (informal).

4. STAFFING AND SUBCONSULTANTS

Brief resumes of project team members, including proof of professional registration(s), license(s), and certificates are attached at the end of this document.

Christian Stayner, AIA, NCARB, LEED-AP, Architect (Stayner Architects)
Jon Anthony, Project Lead (Stayner Architects)
Rebecca Fitzgerald, Project Manager (Stayner Architects)
Paul Giese, Construction Manager (Stayner Architects)
John Going, Project Manager (Stayner Architects)
Marie Y. Pavlovsky, Civil Engineer (Triad/Holmes)
William Koh, Structural Engineer (William Koh & Associates)
Paul Dong, Mechanical Engineer (IMEG)
Akshar Patel, EI, Mechanical Designer (IMEG)
Hanriet Abrahamian, PE, Electrical Engineer (IMEG)
Donaldo Gecoso, Electrical Design Engineer (IMEG)
Kay Magallanes, Plumbing Design Engineer (IMEG)
Muhaned “Moe” Aziz, RCDD, CNIDP, Technology and Low Voltage Engineer (IMEG)
Laura Jerrard, Landscape Architect (Boundless Landscape)

5. TIMING REQUIREMENTS

The project lead and consulting firms are staffed and capable of the identified project schedule for the development of this project (four months, October 1, 2020 to February 1, 2021). We have included a Proposed Schedule and identification of Project Milestone dates in the Scope of Work (Section 3, above). Should this availability substantially change prior to September 24, we will alert ESTA.

6. FEES

Please see the fixed-price fee proposal attached as a separate PDF (“under separate sealed cover”). The PDF password is: ESTA2020 and logs entries. The fixed-price fee proposal is organized by milestone and includes a listing of staff hourly rates and other costs, as requested by the RFI.

Christian Stayner

AIA, NCARB: CA,
NM, HI, TX, AZ,
OR

California General
("B") Contractor

M.Arch I
(Professional),
Harvard Graduate
School of Design

B.A. Human
Rights and Urban
Development
Theory, Harvard
College

Principal; Managing Partner

Christian Stayner, Managing Partner of Stayner Architects, is a licensed architect and general contractor with fifteen years' experience in architectural design, project and construction management, and development. His expertise includes designing and managing projects from conception through ongoing operations, and works across scales, from campus master planning to single-family homes. He has consulted for governmental and non-governmental agencies, academic and cultural institutions, and private corporations. Christian has held academic appointments at the University of Michigan's Taubman College, Woodbury University's School of Architecture, and at Arizona State University's Herberger Institute for Art and Design. His research focuses on geographies of architectural materials including production networks, infrastructures, and logistics. His work has been exhibited at the Venice Architecture Biennale, California College of the Arts, the University of Virginia, Woodbury University, and the Istanbul Museum of Modern Art. Before taking on his current role at Stayner Architects, he worked as an architect in Rotterdam and New York City for firms including Office for Metropolitan Architecture and Thomas Phifer & Partners.



Stayner Architects
A: 1461 Echo Park
Avenue
Los Angeles, CA
90026
T: +1 213 484 0224

Jon Anthony

B.Arch
(Professional),
Syracuse
University

Creative Director

Jon Anthony, Creative Director at Stayner Architects, has a professional degree in architecture from Syracuse University. Jon manages in-house graphic design, web development, and branding for Stayner Architects' projects. He has expertise in design development, construction document production, coordination, and written specifications. Jon has held academic appointments at Syracuse University. His research interests include issues of 2- and 3-D representation across multiple mediums, and multisensory design. He's played a leading role on projects including the Deep Springs College Dining Hall and Faculty Triplex, Tamarindo Restaurant and Mercadito, and Tilda Wine. Before joining Stayner Architects, Jon worked as a designer in New York City for firms including Snøhetta, Young Projects, and SPORTS Collaborative.



Stayner Architects
A: 1461 Echo Park
Avenue
Los Angeles, CA
90026
T: +1 213 484 0224

Rebecca Fitzgerald

Associate AIA,
NCARB: CA

M.Arch I
(Professional), SCI-
Arc

B.A. Literature &
Language, Reed
College

Project Manager

Rebecca Fitzgerald, Project Manager at Stayner Architects, has a professional degree in architecture from the Southern California Institute of Architecture. She has expertise in strategic pre-design, design development, construction document production, and coordination, and has worked extensively on multi-family affordable housing projects, and academic and cultural institutions. Rebecca currently holds an academic appointment at SCI-Arc. Her research interests include land-use and management, data analysis, and the intersection of ecology, aesthetics, and urbanism. Her work has been exhibited at the Venice Architecture Biennale, the A+D Museum, and the Buenos Aires International Biennial of Architecture. She has worked as an architectural designer in New York City, New Orleans, and Los Angeles for firms including LevenBetts, Office of Jonathan Tate, and Rios Clementi Hale Studios.



Stayner Architects
A: 1461 Echo Park
Avenue
Los Angeles, CA
90026
T: +1 213 484 0224

Paul Giese

B.A. Design,
University of
Florida

Construction Manager

Paul Giese, Construction Manager at Stayner Architects, has a bachelor's degree in design and eight years' experience in architectural design and construction administration. He has expertise in comprehensive oversight of architectural construction from pre-development through ongoing operations. His interests include finding creative, efficient ways to introduce high-quality design and detailing to projects, working closely with contractors and builders to anticipate opportunities and coordinate among subsystems. Paul plays a leading role in managing the firm's off-site fabrication facility and staging area, which includes a CNC machine, and oversees the interface between shop drawings, mock-up fabrication, and on-site construction.



Stayner Architects
A: 1461 Echo Park
Avenue
Los Angeles, CA
90026
T: +1 213 484 0224

John Going

M.Arch I
(Professional),
Harvard Graduate
School of Design

B.A. Architecture,
University of
California, Berkeley

Project Manager

John Going, Project Manager at Stayner Architects, has a professional degree in architecture from Harvard Graduate School of Design. He has expertise in architectural design and strategic development, and performs financial modeling for in-house development projects. John currently holds an academic appointment at Woodbury University's School of Architecture. He has played a leading role on projects including the restoration of the National Historic Register-listed Miles C. Bates House, in Palm Desert, California, and design of a new-construction hospitality campus on site. He has worked as an architectural designer in New York City and Los Angeles.



Stayner Architects
A: 1461 Echo Park
Avenue
Los Angeles, CA
90026
T: +1 213 484 0224

William Koh and Associates

Structural Engineers
6043 Tampa Avenue, Suite 200
Tarzana, California 91356
818 342 1125
william@williamkohassociates.com
www.williamkohassociates.com

SERVICES:

The firm provides creative architectural engineering including structural analysis, design of buildings, other structures and the efficient structural system, which reflects the architectural concept of the project.

William Koh, S.E.

LICENSE: California C.E. (#36715), S.E. (#3473)

PROFESSIONAL SOCIETIES: Structural Engineers Association of Southern California

EDUCATION:

BS in Architectural Engineering, 1980
California Polytechnic State University, San Luis Obispo.
MS in Civil Engineering, 1982
Massachusetts Institute of Technology, Cambridge.

PARTIAL LIST OF EXPERIENCE:

William Koh & Associates, Project Engineer, in charge of the structural analysis and design: 1987 to Present

Engineering Professor at California State University at Northridge. - Design of Wood Structures- 1985 to 1989

John A. Martin & Associates, Project Engineer, in charge of the structural analysis and design: 1984 to 1987

Kurily and Szymanski, Project Engineer, in charge of the structural analysis and design: 1982 to 1984

Partial list of projects from William Koh & Associates, 1987 to Present

Academic

University Elementary School at UCLA (Architect: Barton Phelps Associates), a 2 story masonry wall with composite metal deck system. (*Publication, Architecture July, 1994*)

St. Mathew's School (Architect: Jeffrey M. Kalban & Associates), one story administration office building and two story science classroom buildings. Timber construction.

Loyola Marymount Law School (Engineer: Ove Arup, Architect: Frank Gehry & Associates), 6 story steel moment frame building with concrete metal floor deck system.
Scripps Ocean Atmospheric Research Facility at University of California of San Diego (Architect: Barton Myers Associates), three buildings with steel and timber construction. (*Publication, Architecture March, 1996*)

Curtis School (Architect: Jeffrey M. Kalban & Associates), one story buildings with a gymnasium with timber construction.

Camino Nuevo (Architect; Daly, Genik), Two story building, timber and steel construction. (*Publication, Architectural Record, February, 2001*)

Sinclair Pavilion – Art Center College of Design, Pasadena, California (Architects: Hodgetts and Fung) – one story steel, masonry and metal deck construction. (*Publication, Architecture April, 2002*)

Aragon Elementary School (Architect: John Friedman Alice Kimm) – two story timber construction with concrete subterranean garage. (*Publication, Architecture September, 2006*)

Marshall Primary Center (Architect: Studio Works, Robert Mangurian, Maryann Ray) – two story timber construction with concrete subterranean garage.

California State University Los Angeles – Intimate Theater (Architect: Jeffrey M. Kalban & Associates), one story buildings with steel and masonry construction.

California State University Northridge – Arbor Court (Architect: Halley Ellis Devereaux), one story buildings with steel and masonry construction.

Institutional

Children Institute International (Architect: Barton Myers Associates), a 2 story steel, masonry, concrete, and wood frame building. (*Publication, Architecture July, 1994, a+u, November 1995*)

Warner Park Pavilion (Architect: Jeffrey M. Kalban & Associates), an amphitheater with masonry and steel construction.

Pan Pacific Park (Architect: Jeffrey M. Kalban & Associates), One story building with double gymnasium with steel and masonry construction.

Millennium Community Center (Architect: Kerl Yoo), Thirteen story steel building with 5 story underground parking structure. (*Publication, Architecture and Culture August, 2005, Korea*)

KangByun Church (Architect; Kerl Yoo), Seven story with steel and concrete building. (*Publication, Korean Architects February, 1995*)

Cabrillo Marine Aquarium (Architect: Barton Phelps Associates), a 2 story steel building with masonry and timber construction.

The Church Of Our Saviour (Architect: John Dale), a one story steel building with timber construction. (*Publication: L.A Architecture, September 2004*)

Los Angeles Museum of the Holocaust (Architect: Belzberg Architects), a two story concrete structure. (*Publication, Architectural Record, June 2011*)

Civic

U.C. Irvine, Science Library (Engineer: Ove Arup, Architect: James Sterling, Michael Wilford), an 8 story steel moment frame building with concrete metal floor deck system.

Robertson Branch Library (Architect: Steven Ehrlich), a two story building with masonry, steel and timber construction. (*Publication, architecture May, 1998*)

Los Feliz Branch Library (Architect: Barton Phelps Associates), a two story building with masonry, steel and timber construction. (*Publication, architecture September, 1999, architecture October, 1995*)

Pasadena Christian School – Library/ Science Building (Architect: Jeffrey M. Kalban & Associates), a one story timber construction.

Encino Tarzana Branch Library (Architect: Steven Ehrlich), a one story building with timber, masonry and steel construction. (*Publication, Architectural Record, May, 2004*)

Westwood Branch Library (Architect: Steven Ehrlich), a two story steel building with a two story underground concrete parking garage. (*Publication, Architectural Record, May 2006*)

Residential

Schetter Residence (Architect: Moore Ruble Yudell), a two story wood frame building.

Desert House (Architect: Angelil / Graham Architecture), a two story buildings with steel and timber construction. (*Publication, GA Houses 48, 1996*)

Hergott/Shepard House (Architect: Michael Maltzan), a two story building with timber and steel construction. (*Publication, Architectural Digest, October, 1999, The Un-Private House by the Museum of Modern Art, New York, 1999*)

Beverly House (Architect; Daly, Genik), Two story building, timber and steel construction. (*Publication, Architectural Record, March 2002*)

Slot Box House (Architect: Daly, Genik), Three story with timber, masonry and steel building. (*Publication, Metropolis June, 1999*)

Mush House (Architect: Studio 0, 10), a three story building with timber and steel building. (*Publication, A Vivre numero 58*)

Ehrlich Residence (Architect: John Friedman Alice Kim Architects), a two story building with steel and timber construction. (*Publication, Interior Design, February 2006*)

Hill House (Architect: Johnston Marklee Architects), a three story building with steel, concrete and timber construction. (*Publication, Architecture, January 2002*)

Miscellaneous

Ivan Reitman Productions Office (Architect: Barton Myers Associates), a 3 story steel, masonry, concrete and wood frame with a subterranean garage. (*Publication, interiors, April, 1995, IARCA, March, 1996*)

Chonan High Speed Train Station (Architect: Kerl Yoo, KunWon Architect), 3 story steel frame building. (*Publication, architecture and culture, July, 1994*)

Club Sugar (Architect; John Freedman Alice Kimm), One story timber and masonry building. (*Publication, Architectural Record, September, 1999*)

Brix Restaurant (Architect; Central Office of Architecture), One story timber and steel building, (*Publication, Progressive Architecture April, 1992, Los Angeles Times Magazine, August, 1991*)

Paul Dong, PE, LEED AP

MECHANICAL ENGINEER



Paul has more than 34 years of experience and specializes in municipal facilities, including community centers and libraries. His work involves design, coordination, agency plan check, and construction administration as a lead engineer and project manager. His experience includes designing engineering systems and elements, such as HVAC, plumbing, steam, heat recovery, and fire protection. Paul is also responsible for the coordination, design, development, written specifications, cost estimates, construction observation, energy compliance, and equipment selection for mechanical engineering projects.

PROJECT HIGHLIGHTS

- Deep Springs College, Deep Springs, CA, 2,900-sf Triplex Facility Residence
- Deep Springs College, Deep Springs, CA, Dining Hall
- City of Los Angeles, CA, New 34,000-sf Operations Valley Bureau/Traffic Division Building and 70,000-sf Parking Structure: \$15M
- City of Los Angeles, CA, New 500,000-sf Police Headquarters Facility - LEED Gold
- City of Los Angeles, CA, 54,000-sf New Olympic Area Police Station - LEED Silver
- City of Los Angeles, CA, 54,000-sf New Hollenbeck Police Station - LEED Gold
- City of Los Angeles, CA, Fire Station No's 4,13,21, and 65 Infrastructure Upgrades and Renovations
- City of Pasadena, Department of Water & Power, Pasadena, CA, 35,000-sf Office Building, Warehouse and 66-Vehicle Parking Facility: \$45M
- City of Pasadena, Department of Water & Power, Pasadena, CA, 100 kW Solar Panel Parking Canopy Installation
- The BLOC, Los Angeles, CA, Energy Audit
- The BLOC, Los Angeles, CA, Renovation & Modernization of a Retail, Office, and Hotel Development

Experience

34 Total, 12 with IMEG

Education

University of Arizona,
M.S. Energy Management

Tongji University, Shanghai, M.S.
Development of Heat Exchangers in HVAC

Tongji University, Shanghai,
B.S. HVAC Engineering

Registrations

Professional Engineer 2000
California (M29768), Nevada, Florida

Accreditations

LEED Accredited Professional

Affiliations

ASHRAE

Akshar Patel, EI

MECHANICAL DESIGNER



Akshar's vast mechanical engineering expertise includes HVAC and mechanical system design for seismic upgrades, energy conservation, energy efficiency and sustainability. Akshar is also responsible for the coordination, design, development, specification writing, cost estimating, construction observation, and equipment selection of mechanical projects and has provided this expertise both new and existing education, healthcare, commercial, and municipal facilities.

PROJECT HIGHLIGHTS

- Deep Springs College, Deep Springs, CA, 2,900-sf Triplex Facility Residence
- Deep Springs College, Deep Springs, CA, Dining Hall
- DEA Los Angeles, Los Angeles, CA, ASHRAE Energy Audits
- Los Angeles County Office of Education, Downey, CA, ASHRAE Energy Audits
- Lakewood Sheriff Station, Whittier, CA, Remodel & Renovation
- Hollenbeck Police Station, Los Angeles, CA, New Facility
- Los Angeles Count of Education Chiller Upgrade Project, Downey, CA, Renovation & Upgrade
- ICE/DRO Operation Command Center, Laguna Niguel, CA, Renovation

Experience

4 Total, 4 with IMEG

Education

Cal State University Los Angeles,
MS Mechanical Engineering

Registrations

EIT

Hanriet Abrahamian, PE

ELECTRICAL ENGINEER



Hanriet has more than 14 years of experience in designing engineering systems and elements including power, lighting, fire alarm, and performing medium and low voltage feeder calculations. She has designed electrical systems for aviation, commercial, industrial, educational, military, and public/institutional facilities. Hanriet is responsible for the coordination, design, development, written specifications, cost estimates, construction observation, energy compliance and equipment selection for electrical engineering projects. Hanriet's experience also includes site evaluation and reports.

PROJECT HIGHLIGHTS

- Aerospace Corporation, Torrance CA, HVAC Replacements / Upgrades
- Lockheed Martin Aeronautics Corporation, Palmdale, CA, Plant 42, Site 2 Critical Infrastructure Upgrade
- Lockheed Martin Aeronautics Corporation, Palmdale, CA, Site 2 Boiler Replacement
- Los Angeles Department of Water & Power, Los Angeles, CA
- Naval Base Ventura County, CA, PH1162, PH1254, and PH1413 Renovation Design
- Southern California Edison SCE, Mammoth, CA, New Service and New Generator Design
- Vandenberg Air Force Base, CA, B2500 Low Tension Equipment Replacement

Experience

14 Total, 6 with IMEG

Education

California State University, Los Angeles
BS, Electrical Engineering

Registrations

Professional Engineer (21088)

Donaldo Gecoso

ELECTRICAL DESIGN ENGINEER



Donaldo brings over 21 years of engineering experience in electrical design. He has designed power and lighting for all areas with remodels and building additions. He is responsible for engineering design of electrical systems on assigned projects which includes preparations of plans and specifications, single line diagrams, Title 24 Compliance and calculations.

PROJECT HIGHLIGHTS

- Deep Springs College, Deep Springs, CA, 2,900-sf Triplex Facility Residence
- Deep Springs College, Deep Springs, CA, Dining Hall
- City of Los Angeles, Los Angeles, CA, 10,000-sf New Boyle Heights Sports Center - Pursuing LEED and Net-Zero Energy
- City of Pasadena, Pasadena, CA, 245 W. Mountain Emergency Diesel Generator Assessment
- County of Los Angeles, Downey, CA, Emergency Power Re-routing/Standalone Generator
- Metropolitan Water District of Southern California, Various, CA, Assessment and Improvements to 70 Existing Employee Homes Including Shared Facilities (3 Kitchens and 3 Lodging Facilities) Across 4 Pump Stations Locations
- GSA Building Los Angeles Superior Courts - Phase 2 – 8th floor Electrical Survey and Assessment
- GSA Building Philip Burton Federal Office – 6th floor Renovation
- CDCR CIM MHCF Building – New Correctional Facility Building
- Automotive Testing Lab – New Dynamometer Installation

Experience

21 Total, 11 with IMEG

Education

B.S. Electrical Engineering
Technological Institute of the Philippines,
Manila

Registrations

Registered Electrical Engineer
Lic # 22681, Philippines

Affiliations

USGBC

Kay Magallanes

PLUMBING DESIGN ENGINEER



Kay's responsibilities in the design phase include attending various design meetings with clients and other consultants, and writing specifications, basis of design, and project observation reports. She is also experienced in the construction phase including reviewing shop drawings, submittals, RFI's, and CO's.

PROJECT HIGHLIGHTS

- Deep Springs College, Deep Springs, CA, 2,900-sf Triplex Facility Residence
- Deep Springs College, Deep Springs, CA, Dining Hall
- Sunnyvale County Winter Shelter, Sunnyvale, CA
- Hollywood Courthouse, Hollywood, CA
- Lockheed, Palmdale, CA, B780 HVAC Replacement
- Lockheed Boiler Plant, Palmdale, CA
- Manhattan Village Parking Structure
- Raytheon, El Segundo, CA, Hi-Energy Lab, El Segundo, CA
- Raytheon, El Segundo, CA, Radar System Integration Lab
- Raytheon, El Segundo, CA, South Campus
- San Pablo Library, San Pablo, CA
- Southern California Edison Facilities (Kernville, Bishop, Ridgecrest), CA

Experience

18 Total, 6 with IMEG

Education

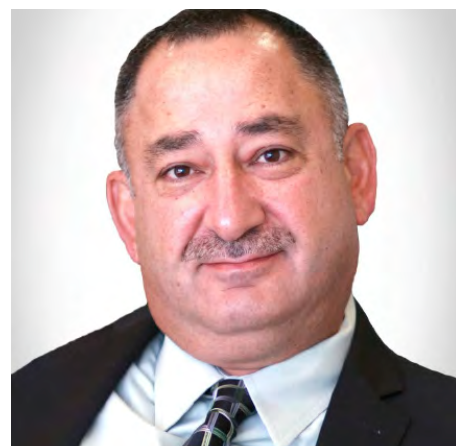
UCLA, Extension,
Plumbing System Design
ITT Technical Institute, AA in Applied
Science in Drafting Technology

Accreditations

ASPE- American Society of Plumbing
Engineers

Muhaned “Moe” Aziz, RCDD, CNIDP

TECHNOLOGY, LOW VOLTAGE ENGINEER



Moe has designed low voltage systems for over 30 years. He is responsible for the coordination, design, development, written specifications, cost estimates, construction observation, and equipment selection for low voltage engineering projects. Moe's responsibilities include day-to-day coordination with owners, architects, structural, mechanical, electrical and plumbing engineers. He is always present at project meetings during design and construction to provide the client with the best possible services and to ensure quality control.

PROJECT HIGHLIGHTS

- Richmond Bart Station, Richmond, CA, New Parking Structure, Telecommunications, Security & Fire Alarm
- City of Pasadena, CA, 100 kW Solar Panel Parking Canopy Installation
- Ronald Regan Federal Building, Los Angeles, CA, 11-story Building Signal System Renovation
- Van Nuys State Office Building, Van Nuys, CA, Security System Design including CCTV and Access Control
- Los Angeles International Airport (LAX), Los Angeles, CA
- Los Angeles International Airport (LAX), Los Angeles, CA, New Midfield Satellite Concourse
- Los Angeles International Airport (LAX), Los Angeles, CA, 1.5M-sf Core Terminal Expansion
- Los Angeles International Airport (LAX), Los Angeles, CA, Tom Bradley Terminal Renovation and Expansion
- Michael D. Antonovich Courthouse, Lancaster, CA, New 4-Story Courthouse Building with Fire Alarm System

Experience

30 Total, 15 with IMEG

Education

University of Technology, Iraq
B.S. Electrical Engineering
University of California, Los Angeles
Electrical Design and Construction Courses

Registrations

Registered Communications Distribution Designer (RCDD)
Certified Network Infrastructure Design Specialist (CNIDP)

Affiliations

Building Industry Consulting Service International (BICSI)

BOUNDLESS

LANDSCAPE

Boundless Principal **Laura Jerrard** grew up in the austere landscape of the midwestern United States. There she learned the power of geometry in the landscape, the immensity of the sky and nature's capacity to burst through human constraints. Her family lived periodically in East Anglia and Midlands of England where they visited gardens throughout the country every weekend. Laura saw some of the best partnerships between people and nature.

When Laura first visited California in her teens, its Mediterranean climate and dramatic landscapes were a revelation to her. After moving to the bay area and getting her Master's in Landscape Architecture, she was fortunate to work for almost 20 years at Lutsko Associates landscape, where she helped build the firm's reputation for contemporary design, elegant use of materials and environmental sensitivity. She founded Boundless Landscape in early 2019.



Education

MLA, U.C. Berkeley | 1997

PCC, California Culinary Academy, San Francisco, CA | 1988

BA, Indiana University, Bloomington, Indiana | 1982

Teaching Experience

Department of Landscape Architecture, CED, UC Berkeley, Berkeley, California, Lecturer | Fall 2012 – Spring 2014

Deep Springs College, Deep Springs Valley, California, Studio Instructor | Spring 2001

Triad Holmes Project Qualifications

Mammoth Highmark Hotel

Client: Drew Hild

Construction Scheduled for 2021

Triad/Holmes Associates is providing consulting engineering services for the 160-room hotel proposed at the existing Sierra Center Mall site on Old Mammoth Rd. Engineering services included stormwater retention design, sewer capacity study and grading and utility plan preparation.

Town of Mammoth Lakes Multi Use Facility

Client: HMC Architects

Design Completed in 2020

Triad/ Holmes Associates worked closely with HMC Architects and the Town of Mammoth Lakes on preparing the civil sitework improvement plans for the Multi Use Facility located at Mammoth Creek Park. THA was first involved with completing topographic survey and mapping of the site to develop the project base plan. THA prepared improvement plans including grading, drainage, site utility and stormwater control plans beginning with design development through construction documents. THA also prepared an interim site grading and utility relocation plan in order for the Town to obtain a contractor to complete a portion of the sitework prior to building construction.

Yotelpad

Client: Replay Destinations

Project construction on hold

Triad/ Holmes Associates prepared conceptual engineering, tentative mapping and civil site construction documents for the Yotel site at the corner of Minaret and Main in Mammoth. The proposed project consisted of a 144-room hotel/condo project with subsurface parking, a restaurant and bar on a 2.6 acre site. Engineering work included drainage study for stormwater retention, coordination with Mammoth Lakes Fire Dept on fire truck access, and coordination with MCWD on the sewer and water service points from Minaret as well as preparation of construction documents.

Triad Holmes Project Qualifications

Snowcreek VII

Client: Snowcreek Hilltop Development

Construction ongoing

Snowcreek VII is part of the Snowcreek project located in Old Mammoth. The project consists of 118-condominium units on a 22.8 acre site just north of Old Mammoth Road. Triad/Holmes Assoc has provided civil engineering documents including onsite and offsite improvement plan preparation, and also completed the tentative tract map and final mapping for phase 1 and phase 2A and 2B of the project. Construction survey staking has been provided and is ongoing during construction of rest of phase 2 and phase 3. Condominium plans were prepared by Triad for phase 1, 2A and 2B.

Graybear

Client: John Hooper

Construction completed 2018

Project consisted of 41 single family lots in three phases located adjacent to the Sierra Star golf course in Mammoth Lakes. Triad/Holmes Associates completed the tentative and final mapping of the three phases and prepared street, drainage and utility plans for the project.



QUALIFICATIONS AND EXPERIENCE IN SIMILAR PROJECTS

This table includes some selected projects that reflect the type of work that is required for this project. THA has designed many additional projects including Mammoth Trail segments 1 and 2, Main Street, and Shady Rest Trail. Further description of the below listed projects is included on the following pages.

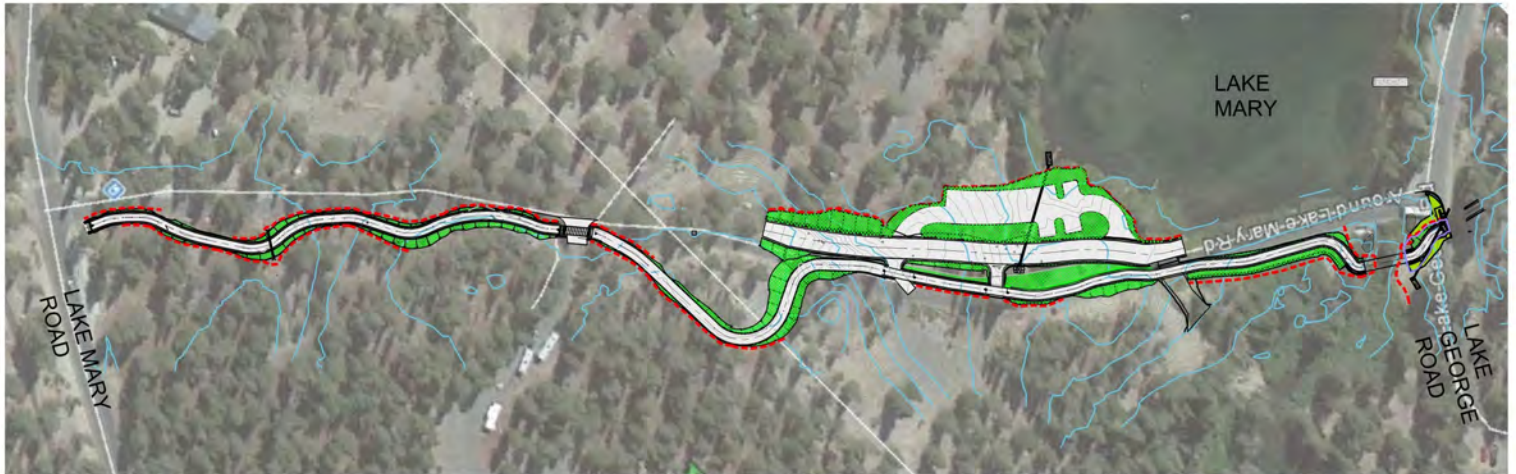
Public Projects			
Client Name	Project Title	Status	Project Description
Town of Mammoth Lakes	Lake Mary Road to Lake George Road Multi-Use Path	Construction Scheduled for 2016	Preparation of plans, specifications and cost estimate for a multi-use path along Lake Mary Loop Road.
HMC Architects	Town of Mammoth Lakes Police Station	Construction Scheduled for 2016	Preparation of grading, drainage, erosion control and site utility plans for 4,500 sf police station.
Town of Mammoth Lakes	Meridian Boulevard Rehabilitation Project	Construction Complete 2014	This project included a design for roadway rehabilitation, curbs and gutters, sidewalk, ADA ramps and access improvements, street lights, and minor drainage.
Town of Mammoth Lakes	Waterford Gap Closure Project	Construction Complete 2014	Design of path alignment crossing Mammoth Creek and floodplain with 225 feet prefabricated bridge.
Town of Mammoth Lakes	Sierra Park Road Safe Routes to School	Construction Complete 2012	This project moved an existing surface drainage course into a pair of underground pipes. This allowed room for pedestrian sidewalks as well as bike lanes along Sierra Park Road.
Town of Mammoth Lakes	Lake Mary Road Bike Path	Construction Complete 2011	Survey and Design for a Bike Path from the Village to Horseshoe Lake. Project included 2 tunnels, 14 bridges, Class 1 and 2 bike paths, roads, and associated improvements.
Town of Mammoth Lakes	Twin Lakes Parking	Construction Complete 2011	Improved parking facility adjacent to Twin Lakes, at intersection of Lake Mary Road, Mammoth Trail System and Mountain Bike Trail.
Town of Mammoth Lakes	North Street Parking and Connector	Construction Complete 2010	New Parking Lot at end of Sherwin Street for access to Mammoth Trail System.

Lake Mary Road to Lake George Road Multi-Use Path

Client: Town of Mammoth Lakes

Construction Scheduled for 2016

Triad/ Holmes Associates worked closely with the Town of Mammoth Lakes and USFS in preparation of Plans, Specifications and Estimate for a construction of a multi-use path from Lake Mary Road to Lake George Road, extending to Lake George Campground. This project included design of paved path, parking lot, retaining walls, one bridge, and minor drainage improvements.



Town of Mammoth Lakes Police Station

Client: HMC Architects

Construction Scheduled for 2016

Triad/ Holmes Associates worked closely with HMC Architects and the Town of Mammoth Lakes on refining the site plan and in preparation of Plans, Specifications and Estimate for the construction of the Police station south of the existing courthouse. The plans included grading, drainage, erosion control and site utilities to serve the police station. Retention facilities were designed to retain the 20 yr 1 hr storm event and grading was restrained due to an existing parking lot on the north and providing adequate cover for an existing water main to the south.

Meridian Boulevard Rehabilitation Project

Client: Town of Mammoth Lakes

Construction Completed 2014

This project included the construction of the much needed sidewalk on the north side of Meridian Boulevard from Minaret Road to Old Mammoth Road. The sidewalk increases safety for pedestrians as well as improves the aesthetics of this major roadway.

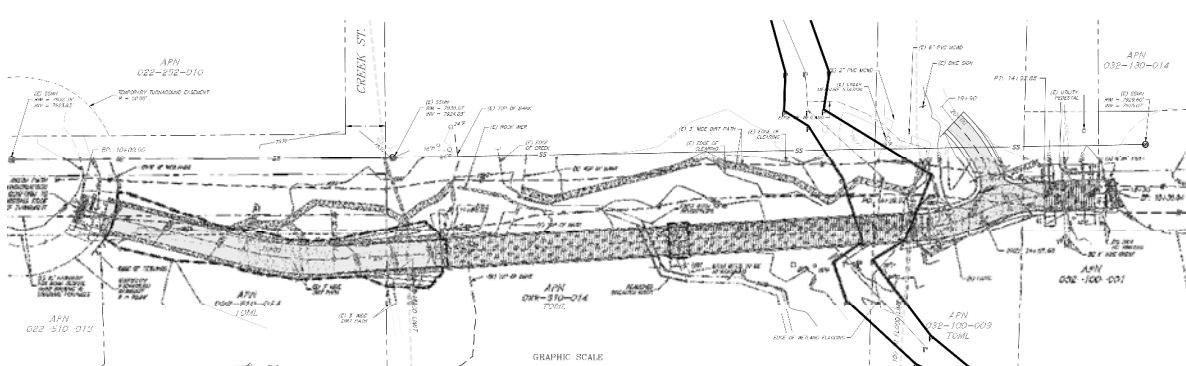
Other improvements include construction of curb and gutter, ADA ramps, and minor drainage installation. In addition, the driveways were brought up to Town standards which provided for some interesting surface drainage design. All aspects of the design and its challenges were solved by the THA flexible team and provided for easier construction phase.

Waterford Gap Closure Project

Client: Town of Mammoth Lakes

Construction Completed 2014

THA designed a paved path with two prefabricated bridges to connect Waterford Avenue. The challenges included alignment of the path and installation of bridge abutments around the existing waterline.



Lake Mary Road Bike Path

Client: Town of Mammoth Lakes

Construction Completed 2011



This project followed a more than 10 year process, starting with being shown in a Bike Path Master Plan prepared by Larry Johnston, followed by a successful grant application by the Town of Mammoth Lakes. Through many changes of Town directors, a recession and a stimulus process, this project continued to its very successful completion.



It grew over the years to include more connectors and a more refined design criteria. THA was the original engineer hired for the design, and continued to be the designer through the completion.

Through constant diligence of the Town Public Works department, and a very skilled construction contractor, the final product has met our expectations. This path is itself an attraction that improves experience of the Lakes Basin.



This attraction includes two tunnels, many bridges, brilliant views, and a quality interface with the existing natural terrain.

Included in the process were members of the US Forest Service, permits from the Lahontan Regional Water Quality Control Board, Fish and Game, and the US Army Corp.



Many of the retaining walls were of tie back design with a shotcrete surfacing constructed to match surrounding color and surface.

Sierra Park Road

Client: Town of Mammoth Lakes
Construction Completed 2012

This project removed an existing drainage ditch that was susceptible to infill by snow and dirt due to snow removal processes and placed drainage underground in two storm drainage pipes. This allowed room to install bike paths along both sides of Sierra Park Road, as well as parking along the east side of the road, plus curb and gutter and sidewalks on both sides of the road. These improvements straightened out the road, eliminating the potential for cars to travel into the now removed ditch.

This project increases safety for pedestrians on this road much travelled by students.



Twin Lakes Parking

Client: Town of Mammoth Lakes
Construction Completed 2011

This site had an existing parking area that was under-utilized. It is located at the Twin Lakes outlet, and at the intersection of Lake Mary Road with the Mammoth Mountain Bike Trail and the Towns Bike Path. The project goals were to allow for a bus pullout, simplify snow removal, provide pedestrian pathways to the adjacent path and make parking stalls obvious, even when unmarked. This was successfully accomplished by using a mixture of

asphalt and concrete surfaces, retaining walls, and sidewalks.

THAs maintained close communication with the Town of Mammoth Lakes incorporating additional ideas discovered during the design process. This helped achieve the goal of the best possible parking area for this location. Additional tasks performed by THA included topographic and construction survey.



North Street Parking Connector

Client: Town of Mammoth Lakes

Construction Completed 2011

This small project is part of the continued effort to connect all parts of the Mammoth Community to the Trail System. This also functions to limit travel across Aspen Creek to a bridge, as opposed to the boards that were previously laid across the creek. Also included in this connector is parking. With this parking there is handicapped accessibility.



This project was completed quickly and efficiently.

Clients / References:

Projects:

Meridian Blvd Rehabilitation Project:	2014
Lake Mary Road Bike Path:	2007-present
Twin Lakes Parking Improvements:	2011
Sierra Park Road SRTS:	2010
Lakeview Blvd Improvements:	2009

Reference:

Town of Mammoth Lakes
Haislip Hayes/ Jamie Robertson
P.O. Box 1609
Mammoth Lakes, CA 93546
760.934.8989
hhayes@ci.mammoth-lakes.ca.us

Projects:

June Lake Streets rehabilitation Project:	2014
June Lake Streetscape:	2008
Mono County Streets Rehabilitation Project:	2009 to Present
Mono County Landfill Remediation Surveys:	2006 to 2010

Reference:

Mono County Public Works
Garrett Higerd/ Paul Roten

P.O. Box 457
Bridgeport CA 93517
760.932.5440
proten@mono.ca.gov

Projects:

Bishop Street Projects:	2009 to 2014
Bus Stops Projects:	2010

Reference:

David Grah
Public Works Director
P.O. Box 1236
Bishop, CA 93515
760.873.8458
davegrah@ca-bishop.us

EASTERN SIERRA TRANSIT AUTHORITY

Minutes of Friday, August 14, 2020 Meeting

The meeting of the Board of Directors of the Eastern Sierra Transit Authority was called to order at 11:00 a.m. on Friday, August 14, 2020, via Zoom. The following members were present: Bob Gardner, Karen Schwartz, Jennifer Kreitz, Dan Totheroh, Jim Ellis, Jeff Griffiths, Bill Sauser and Cleland Hoff.

Public Comment	None
Executive Directors Report	Mr. Moores reported on ESTA activities and performance.
Financial Report FY 2019/20	Mr. Moores presented the 2019-20 financial report as of August 7, 2020.
Financial Report FY 2020/21	Mr. Moores presented the 2020-21 financial report as of August 7, 2020.
Op Report	Mr. Moores presented the Operations Report for June, 2020.
Title VI Policy Update	Moved by Director Kreitz and seconded by Director Totheroh to pass and adopt Resolution 2020-05, approving the ESTA's updated Title VI Policy Program, including the incorporated Public Participation and Language Assistance plans. Roll call vote taken. Motion carried 8-0
Equal Employment Opportunity Policy Update	Moved by Director Griffiths and seconded by Director Schwartz to pass and adopt Resolution 2020-08, the approval of ESTA's Equal Employment Opportunity Program. Roll call vote taken. Motion carried 8-0
State of Good Repair Application	Moved by Director Kreitz and seconded by Director Schwartz to approve Resolution 2020-06 approving ESTA's Fiscal Year 2020-21 State of Good Repair Project Lists. Roll call vote taken. Motion carried 8-0
CARES Funding Grant Application	Moved by Director Griffiths and seconded by Director Sauser to approve Resolution 2020-07 authorizing federal funding under the Section 5311 Program to support operations in Inyo and Mono Counties and to authorize the Executive Director to file and execute applications, certifications and assurances, contract agreements and request reimbursements in connection with the CARES Funding Grant.

	Roll call vote taken. Motion carried 8-0
FY 2020-21 Sustainable Transportation Planning Grants	Moved by Director Totheroh and seconded by Director Kreitz to approve Resolution 2020-09 authorizing the FY 2020-21 Sustainable Transportation Planning Grant in the amount of \$113,372.00 to fund ESTA's Short Range Transit Plan (approx. \$110K) and Coordinated Human Services Plan (approx. \$25K). Also, to authorize the LTC's Co-Executive Director and ESTA's Executive Director to sign the application, agreements, and amendments. Roll call vote taken. Motion carried 8-0
Strategic Business Plan	Moved by Director Sauser and seconded by Director Cleland to approve the ESTA Strategic Business Plan FY 21-23. Roll call vote taken. Motion carried 8-0
Consent Agenda: Approval of Meeting Minutes: June 12, 2020	Moved by Director Sauser and seconded by Director Ellis to approve the Consent Agenda Consisting of: Approval of Special Meeting Minutes of July 10, 2020. Roll call vote taken. Motion carried 8-0
Board Member Comments	Director Kreitz attended a LTC meeting. Caltrans reported Road data and 395 was flat, up on the 4 day weekend. Director Griffiths expressed thanks for the drivers working in a difficult situation.
Adjournment	The Chairperson adjourned the meeting at 12:10 p.m. The next regular meeting of the Eastern Sierra Transit Authority Board of Directors is scheduled for October 16, 2020 at 11:00 am. Check ESTA website for details on attending the meeting.

Recorded & Prepared by:

Linda Robinson
Board Clerk
Eastern Sierra Transit Authority

Minutes approved:



Staff Report

Subject: Medical Leave Extension
Prepared By: Phil Moores, Executive Director

BACKGROUND

ESTA's personnel rule 10.4 E requires Board approval for leave extensions beyond 30 calendar days. Leaves may not exceed one year.

DISCUSSION

Bus Operator Bob Jones has exhausted his FMLA that began July 27, 2020, and is requesting an extension for medical reasons. His expected return date is December 18, 2020. He is a long-term employee in good standing.

RECOMMENDATION

Approve leave extension request for Bus Operator Bob Jones up to December 18, 2020.