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1. EXECUTIVE SUMMARY

CHAPTER 1 – EXECUTIVE SUMMARY

This chapter summarizes key findings and recommendations developed during the Triennial Performance Audit (TPA) of the Transportation Agency for Monterey County (TAMC) for the period defined as:

- Fiscal Year 2007/08,
- Fiscal Year 2008/09, and
- Fiscal Year 2009/10.

The Triennial Performance Audit was conducted in accordance with the processes established by the California Department of Transportation, as outlined in the *Performance Audit Guidebook for Transit Operators and Regional Transportation Planning Entities*, as well as *Government Audit Standards* published by the U.S. Comptroller General. The Triennial Performance Audit includes four elements:

1. Assess compliance requirements,
2. Follow-up of prior performance audit report recommendations,
3. Review Regional Transportation Planning Agency’s functions, and
4. Craft findings and recommendations.

According to the California Department of Finance, the county was home to an estimated 435,878 residents in 2010. The Transportation Agency for Monterey County is the Regional Transportation Planning Agency (RTPA) for Monterey County. As the designated RTPA for Monterey County, TAMC is responsible for a wide variety of actions supporting a continuous, comprehensive, and coordinated planning process in its area of jurisdiction, including Monterey County and the 12 incorporated cities in the county (Carmel-by-the-Sea, Del Rey Oaks, Greenfield, Gonzales, King City, Marina, Monterey, Pacific Grove, Sand City, Soledad, Seaside, and Salinas). TAMC is responsible for identifying regionally significant projects and developing funding strategies to address them. In this regard, TAMC is responsible for the development of a Regional Transportation Plan (RTP) and Regional Transportation Improvement Program (RTIP). TAMC is also responsible for administering Transportation Development Act (TDA) funds, including both State Transit Assistance (STA) funds and Local Transportation Funds (LTF). The administration of these funds requires the establishment of a Social Services Transportation Advisory Council, implementation of a public participation process appropriate for Monterey County, annual recommendations for productivity improvements for publicly-funded transit operators, completion of an annual fiscal audit of all LTF claimants, and conducting an annual TDA Article 8 “unmet needs” public process.

Compliance

For the current audit term, TAMC did not meet the test of compliance with respect to the Transportation Development Act (TDA) regulations with respect to the following:

1. Some transit operators within the county failed to submit independent fiscal audits to the State Controller in a timely manner.

Prior Recommendations

The prior audit – completed in 2008 by Moore & Associates for the three fiscal years ending June 30, 2007 – prescribed three recommendations:

1. Prepare a bilingual transit guide for Monterey County.
Implementation Status: No longer applicable.
2. Hold audit workshops with transit operators.
Implementation Status: No longer applicable.
3. Introduce a policy limiting allocation of LTF monies to operators not in compliance with TDA regulations.
Implementation Status: No longer applicable.

Findings

The following finding applies to the Transportation Agency for Monterey County:

1. Some operators continue to submit independent fiscal audits to the State Controller beyond the stipulated deadlines.

Recommendations

Given the only finding is related to oversight of operators that will be consolidated into Monterey-Salinas Transit in the next audit term, we do not offer any recommendations.

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2. AUDIT SCOPE AND METHODOLOGY

CHAPTER 2 – AUDIT SCOPE AND METHODOLOGY

The Triennial Performance Audit (TPA) of the Transportation Agency for Monterey County covers a three-year period ending June 30, 2010. The California Public Utilities Code requires all RTPAs to conduct an independent Triennial Performance Audit in order to be eligible for Transportation Development Act (TDA) funding.

The audit is designed to be an independent and objective evaluation of the Transportation Agency for Monterey County as the designated RTPA for Monterey County. The audit has four primary goals:

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

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

The TPA is intended to be a high-level review of performance evaluating the efficiency and effectiveness of the RTPA. The audit of the Transportation Agency for Monterey County included four related tasks:

1. Review of compliance with the TDA requirements and regulations.
2. Assess the implementation of recommendations presented in prior performance audits.
3. Examination of the following functions:
 - Administration and management,
 - Transportation planning and regional coordination,
 - Claimant relationship and oversight,
 - Marketing and transportation alternatives, and
 - Grant applications and management.
4. Recommendations to address opportunities for improvement based on analysis of the information collected and the review of the RTPA's major functions.

The methodology for this audit included a site visit on January 27, 2011. During the site visit, Moore & Associates toured TAMC offices, met with management staff, examined financial and statistical reports, and reviewed relevant planning documents and reports.

The audit team also followed-up with TAMC staff subsequent to the site visit to obtain additional data and discuss initial findings.

The audit report is comprised of six chapters divided among three sections:

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

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3. PROGRAM
COMPLIANCE

CHAPTER 3 – PROGRAM COMPLIANCE

This section examines TAMC’s compliance with the Transportation Development Act and relevant sections of California’s Public Utilities Commission code. An annual certified fiscal audit confirms TDA funds were apportioned in conformance with applicable laws, rules, and regulations. Although compliance verification is not a TPA function, several specific requirements concern issues relevant to the performance audit. The TPA findings and related comments are delineated in Exhibit 3.1.

Compliance was determined through discussions with TAMC staff as well as a physical inspection of relevant documents, including the fiscal audits for each year of the triennium. Also reviewed were planning documents, Overall Work Program (OWP), and other related documentation.

For the current audit term, TAMC did not meet the test of compliance with respect to the Transportation Development Act (TDA) regulations with respect to the following:

1. Some operators failed to submit independent fiscal audits to the State Controller within the specified timeframe.

Exhibit 3.1 Transit Development Act Compliance Requirements

REQUIREMENT	REFERENCE	COMPLIANCE	COMMENTS
All transportation operators and city/county governments which have responsibility for serving a given area, in total, claim no more than those Local Transportation Fund moneys apportioned to that area.	PUC 99231	In compliance.	
The RTPA has adopted rules and regulations delineating procedures for the submission of claims for facilities provided for the exclusive use of pedestrians and bicycles.	PUC 99233, 99234	In compliance.	
The RTPA has established a Social Services Transportation Advisory Council. The RTPA must ensure that there is a citizen participation process that includes at least an annual public hearing.	PUC 99238, 99238.5	In compliance.	Given all TDA funds are allocated to transit, there is no need for the SSTAC to meet regularly.
<p>The RTPA has annually identified, analyzed, and recommended potential productivity improvements that could lower the operating costs of those operators within the RTPA’s jurisdiction. Recommendations include, but are not being limited to, those made in the performance audit.</p> <ul style="list-style-type: none"> • A committee for the purpose of providing advice on productivity improvements may be formed. • The operator has made a reasonable effort to implement improvements recommended by the RTPA, as determined by the RTPA, or else the operator has not received an allocation that exceeds its prior year allocation. 	PUC 99244	In compliance.	
The RTPA has ensured that all claimants to whom it allocates TDA funds submit to it and to the State Controller an annual certified fiscal and compliance audit within 180 days after the end of the fiscal year.	PUC 99245	Finding.	Some operators submitted fiscal audits beyond the State-mandated 180-day window.

REQUIREMENT	REFERENCE	COMPLIANCE	COMMENTS
The RTPA has designated an independent entity to conduct a performance audit of operators and itself (for the current and previous triennia). For operators, the audit was made and calculated the required performance indicators, and the audit report was transmitted to the entity that allocates the operator’s TDA moneys and to the RTPA within 12 months after the end of the triennium. If an operator’s audit was not transmitted by the start of the second fiscal year following the last fiscal year of the triennium, TDA funds were not allocated to that operator for that or subsequent fiscal years until the audit was transmitted.	PUC 99246, 99248	In compliance.	
The RTPA has submitted a copy of its performance audit to the Director of the California Department of Transportation. In addition, the RTPA has certified in writing to the director, that the performance audits of operators located in the area under its jurisdiction have been completed.	PUC 99246	In compliance.	
The performance audit of the operator providing transportation services shall include, but is not limited to, a verification of the operator’s cost per passenger, operating cost per vehicle service hour, passengers per vehicle service mile, and vehicle service hours per employee, as defined in Section 99247. The performance audit shall include, but is not limited to, consideration of the needs and types of passengers being served and the employment of part-time drivers and the contracting with common carriers of persons operating under a franchise or license to provide services during peak hours, as defined in subdivision (a) of Section 99260.2.	PUC 99246	In compliance.	

REQUIREMENT	REFERENCE	COMPLIANCE	COMMENTS
The RTPA has established rules and regulations regarding revenue ratios for transportation operators providing services in urbanized and new urbanized areas.	PUC 99270.1, 99270.2	In compliance.	
The RTPA has adopted criteria, rules, and regulations for the evaluation of claims filed under Article 4.5 of the TDA and the determination of the cost effectiveness of the proposed community transit services.	PUC 99275.5	In compliance.	
State Transit Assistance funds received by the RTPA are allocated only for transportation planning and mass transportation purposes.	PUC 99310.5, 99313.3, Prop 116	In compliance.	
The amount received pursuant to Public Utilities Code Section 99314.3 by each RTPA for State Transit Assistance is allocated to the operators in the area of its jurisdiction as allocated by the State Controller.	PUC 99314.3	In compliance.	
<p>If TDA funds are allocated to purchases not directly related to public or specialized transportation services, or facilities for exclusive use of pedestrians and bicycles, the Regional Transportation Planning Agency has annually:</p> <ul style="list-style-type: none"> • Consulted with the Social Services Transportation Advisory Council (SSTAC) established pursuant to Public Utilities Code Section 99238; • Identified transit needs, including: <ul style="list-style-type: none"> - Groups who are transit-dependent or transit-disadvantaged, - Adequacy of existing transit services to meet the needs of groups identified, and - Analysis of potential alternatives to provide transportation services; 	PUC 99401.5	In compliance.	

REQUIREMENT	REFERENCE	COMPLIANCE	COMMENTS
<ul style="list-style-type: none"> • Adopted or re-affirmed definitions of “unmet transit needs” and “reasonable to meet”; • Identified the unmet transit needs and those needs that are reasonable to meet; and • Adopted a finding that there are no unmet transit needs, that there are no unmet needs that are reasonable to meet, or that there are unmet transit needs including needs that are reasonable to meet. <p>If a finding is adopted that there are unmet transit needs, these needs must have been funded before an allocation was made for streets and roads.</p>			
<p>The RTPA has submitted to an audit of its accounts and records by the County auditor, or a certified public accountant, for each fiscal year. The RTPA must transmit the resulting audit report to the State Controller within 12 months of the end of each fiscal year, and the audit must be performed in accordance with the Basic Audit Program and Report Guidelines for California Special Districts prescribed by the State Controller. The audit shall include a determination of compliance with the Transportation Development Act and accompanying rules and regulations. Financial statements may not commingle the State Transit Assistance fund, Local Transportation Funds, or other revenues or funds of any city, county or other agency. The RTPA must maintain fiscal and accounting records and supporting papers for at least four years following fiscal year close.</p>	CCR 6642	In compliance.	

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4. PRIOR AUDIT RECOMMENDATIONS

CHAPTER 4 – PRIOR AUDIT RECOMMENDATIONS

This section reviews and evaluates the implementation of the prior Triennial Performance Audit recommendations and determines degree of implementation. This objective assessment is to provide assurances that the Transportation Agency for Monterey County has made quantifiable progress toward improving both the efficiency and effectiveness of its functions.

The prior audit, completed in 2008 by Moore & Associates – for the three fiscal years ending June 30, 2007 – prescribed three recommendations:

1. [Prepare a bilingual transit guide for Monterey County.](#)

Discussion: The prior auditor recommended TAMC take responsibility for overseeing the development of a regional transit guide including information on all transit services operating in the county.

Progress: Given the efforts to consolidate all services in the county under a single provider (Monterey-Salinas Transit), TAMC decided it was not a cost-effective use of its resources to develop such a transit guide. Consolidation will be complete in May 2011 at which point MST will be responsible for all transit service and its transit guide will be the de facto regional transit guide for the county.

Implementation Status: No longer applicable.

2. [Hold audit workshops with transit operators.](#)

Discussion: This recommendation was based on findings that some south county operators had difficulty with reporting performance and financial data to the appropriate agencies in a timely manner. The prior audit recommended TAMC work with the operators to create simple monthly reporting spreadsheets to assist the operators with the task of properly recording all data. It also recommended TAMC staff meet with operators and train them on how to use the sheets and report data accurately.

Progress: TAMC recognized the difficulty the Cities were having reporting data and worked directly with the City of Soledad to improve their reporting. TAMC subsequently began requiring the City to provide it with monthly performance reports. Given the impending consolidation of service, this recommendation is no longer relevant.

Implementation Status: No longer applicable.

3. Introduce a policy limiting allocation of LTF monies to operators not in compliance with TDA regulations.

Discussion: The prior audit included the recommendation that TAMC should develop a policy wherein those operators who fail to submit Transit Operator Financial Transaction Reports to the State Controller would not receive their LTF allocations until they do so.

Progress: This recommendation is no longer applicable given the upcoming consolidation of service. Once service is consolidated, all TDA monies will be sent to MST, who will be responsible for operating and administering service in the south county communities.

Implementation Status: No longer applicable.

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5. FUNCTIONAL REVIEW

CHAPTER 5 – FUNCTIONAL REVIEW

A functional review of the Transportation Agency for Monterey County determines the extent and efficiency of the following functional activities:

- Administration and management,
- Transportation planning and regional coordination,
- Claimant relationship and oversight,
- Marketing and transportation alternatives, and
- Grant applications and management.

Administration and Management

The Transportation Agency for Monterey County (TAMC) is the Regional Transportation Planning Agency (RTPA) for Monterey County. As the designated RTPA for Monterey County, TAMC is responsible for a wide variety of actions supporting a continuous, comprehensive, and coordinated planning process in its area of jurisdiction, including Monterey County and the 12 incorporated cities in the county (Carmel-by-the-Sea, Del Rey Oaks, Greenfield, Gonzales, King City, Marina, Monterey, Pacific Grove, Sand City, Soledad, Seaside, and Salinas). TAMC is responsible for identifying regionally significant projects and developing funding strategies to address them. In this regard, TAMC is responsible for the development of a Regional Transportation Plan (RTP) and Regional Transportation Improvement Program (RTIP). TAMC is also responsible for administering Transportation Development Act (TDA) funds, including both State Transit Assistance (STA) funds and Local Transportation Funds (LTF). The administration of these funds requires the establishment of a Social Services Transportation Advisory Council, implementation of a public participation process appropriate for Monterey County, annual recommendations for productivity improvements for publicly-funded transit operators, completion of an annual fiscal audit of all LTF claimants, and conducting an annual TDA Article 8 “unmet needs” public process. The agency is the designated Local Transportation Commission, RTPA, Congestion Management Agency (CMA), and Service Authority for Freeways and Expressways (SAFE) for Monterey County.

TAMC has 14 employees overseen by the Executive Director. TAMC is governed by a Board of Directors comprised of one elected official from each of the 12 incorporated cities, five Monterey County Supervisors, and six *ex officio* members representing AMBAG, Caltrans, the Monterey Bay Unified Air Pollution Control District, the Monterey-Salinas Transit District, the City of Watsonville (in neighboring Santa Cruz County), and the Monterey Peninsula Airport District. The Board generally meets on the fourth Wednesday of each month. The Board is responsible for reviewing and adopting key documents including:

- Triennial Performance Audits,

- TDA claims,
- Fiscal and compliance audits,
- Regional Transportation Plan,
- Regional Transportation Improvement Program,
- Overall Work Program and Budget, and
- “Unmet transit needs” process findings.

The Board also has a number of committees that assist in developing policy and reviewing/providing direction with respect to TAMC projects and initiatives:

- Executive Committee,
- Rail Policy Committee (RPC),
- Technical Advisory Committee (TTAC),
- Social Services Transportation Advisory Committee (SSTAC), and
- Bike and Pedestrian Facilities Advisory Committee (BPC).

The Executive Committee is comprised of six Members: the TAMC Chair, Vice Chair, second Vice Chair, the immediate past TAMC Chair, a City representative, and a County representative. The TAMC Chair and Vice Chair serve as the Chair and Vice Chair (respectively) of the Committee. The Executive Committee meets on the first Wednesday of every month and is tasked with reviewing the annual operating budget, and providing guidance to the Executive Director on financial and personnel matters.

The Rail Policy Committee is composed of TAMC Board members from the Cities of Salinas, Marina, Sand City, Seaside, and Monterey; Supervisorial District 1, Supervisorial District 2, Supervisorial District 4, and Supervisorial District 5. The Chair also appoints one representative to the Committee from South Monterey County, which is either the District 3 Supervisor or a voting TAMC Board member from one of the South Monterey County Cities. The TAMC Chair may also appoint ex-officio members to the Committee as needed to include but not be limited to Monterey-Salinas Transit (MST), Association of Monterey Bay Area Governments (AMBAG), City of Watsonville, Caltrans, the National Steinbeck Center, and the Monterey County Hospitality Association (MCHA).

The Technical Advisory Committee has 19 members, representing each of the twelve cities in Monterey County, Monterey County Public Works, Monterey County Planning, Caltrans, the Monterey-Salinas Transit District, the Fort Ord Reuse Authority, the Monterey Bay Unified Air Pollution Control District (MBUAPCD), and AMBAG. The TAC is responsible for providing input regarding how federal and state funds should be spent on transportation projects in Monterey County. The Committee also provides input on transportation planning documents, including the Regional Transportation Plan and the Transportation Improvement Program.

The Bicycle and Pedestrian Facilities Advisory Committee meets monthly to provide input to Monterey County decision-makers regarding pedestrian and bicycle transportation infrastructure, safety, and maintenance. The committee has 22 members, representing the five supervisorial districts, each of the twelve cities in Monterey County, the Fort Ord Reuse Authority, MBUAPCD, the Monterey Peninsula Regional Park District, the North County Recreation and Park District, and the Velo Club. The Committee also has non-voting representatives from Monterey County Public Works, AMBAG, Caltrans, California State University Monterey Bay (CSUMB), Monterey County Health Department, Salinas Public Works, and the Pebble Beach Resort.

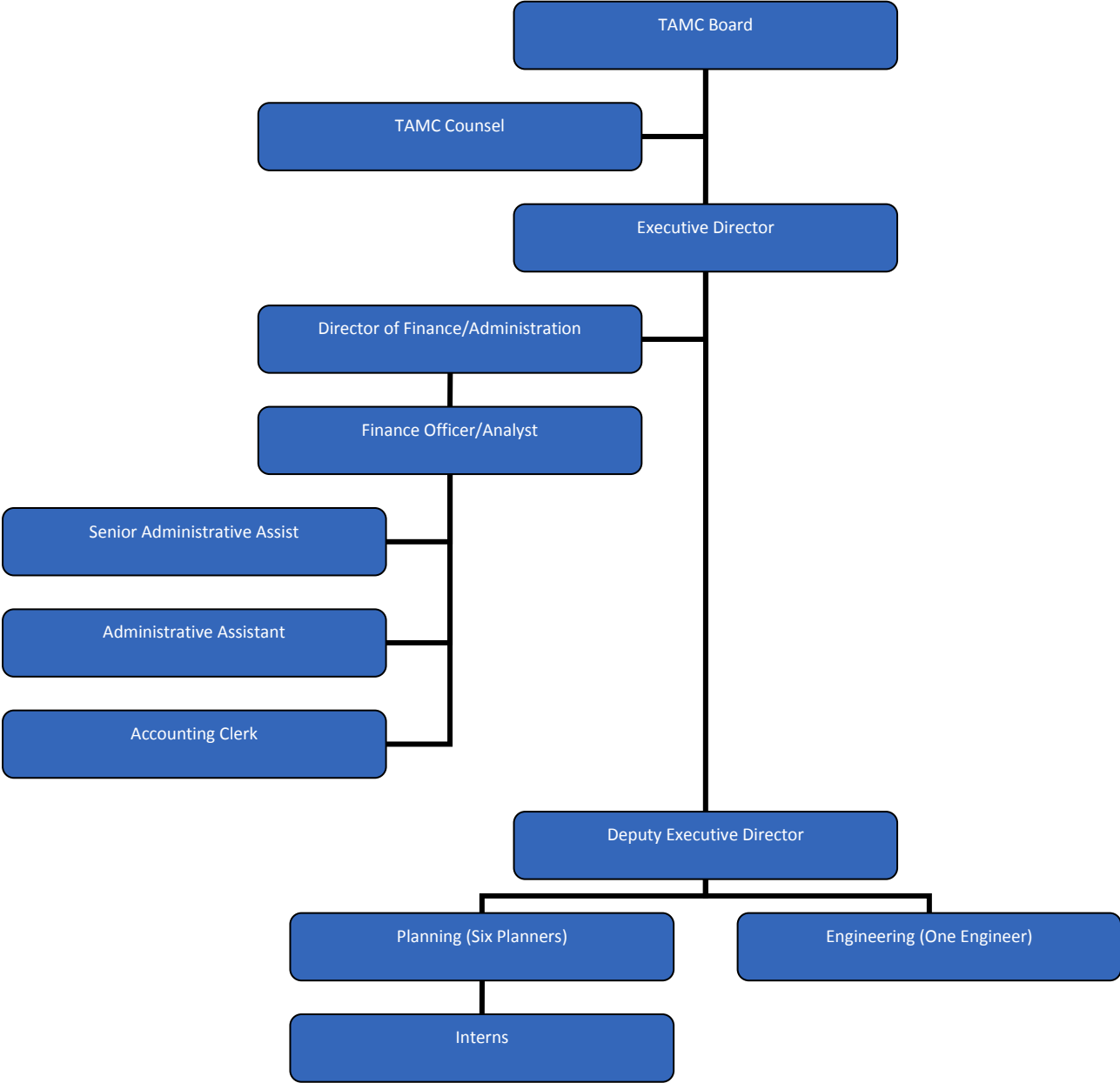
The SSTAC is statutorily-required (PUC Section 99238 and 99238.5) and addresses the needs of those dependent upon transit to meet their basic mobility needs. The SSTAC generally has met seven months a year and is responsible for representing the needs of mobility-disadvantaged populations in the transit planning and development process.

The composition of the SSTAC is prescribed by law and includes:

- Potential transit user who is 60 years of age or older.
- Potential transit user who is handicapped.
- Local social service providers for seniors.
- Social service transportation provider.
- Local social service provider for persons of limited means.
- Local consolidated transportation service agency.

Monterey-Salinas Transit also has a Mobility Advisory Committee (MAC) with many of the same members as TAMC's SSTAC. The MAC is larger and meets six times each year to discuss the same issues covered by the SSTAC. As a result, TAMC is working to designate the MAC as the SSTAC and stop holding duplicative meetings. MST is currently better-positioned to be responsible for the unmet needs process given it is the designated CTSA and also has mobility management personnel on staff.

Exhibit 5.1 TAMC Organizational Chart



TAMC staff prepares an annual Overall Work Program (OWP) that details all projects planned for the upcoming year and ties them to funding sources. The OWP clearly ties projects to the agency’s goals and objectives – illustrating how each project will ensure they are achieved. The document is regularly amended across the course of the year, based on changes in revenue or expenses. The OWP is the primary document guiding TAMC activities within a given year. The OWP also governs the agency’s operating structure, with staffers assigned to specific projects within the same area of specialization (i.e., bike/pedestrian, transit, etc). Staff has regular visioning sessions

with the Board wherein they discuss TAMC priorities and progress in achieving agency goals and objectives.

Transportation Planning and Regional Coordination

The Regional Transportation Plan (RTP) serves as the backbone for all transportation planning activities in Monterey County. State law mandates TAMC adopt and regularly update an RTP for the Monterey County “region.” Following adoption, TAMC must submit the RTP to the California Transportation Commission (CTC) and Caltrans. The purpose of the RTP is to establish regional goals, identify present and future needs, deficiencies, and constraints, analyze potential solutions, estimate available funding and propose investments.

Regional Transportation Plan Guidelines were last updated in April 2010 to reflect the passage of SAFETEA-LU and planning requirements of SB 375. The new guidelines require RTPAs to update their RTPs at least every five years, however the RTPAs in the Monterey Bay Area have chosen to update their plans on a four year cycle. The Regional Transportation Improvement Program (RTIP) is defined as a constrained four-year prioritized list of all transportation projects that are proposed for federal, state and local funding. The RTIP is developed and adopted by TAMC and is updated every two years. It is consistent with the RTP and it is required as a prerequisite for Federal funding.

The current RTP for Monterey County was adopted in 2010 and focuses on three essential elements guiding the regional transportation planning process:

- Mobility and accessibility;
- Environment and Community; and
- Financial Feasibility.

The RTP contains a policy element detailing the significant challenges facing the region as well as the following regional goals:

- Provide a network of road and highway facilities that provides for the safe, efficient movement of people and goods within Monterey County.
- Expand, improve, and maintain facilities for pedestrians and bicyclists that accommodate safe, convenient, and accessible bicycle and pedestrian transportation across Monterey County.
- Provide public transportation that increases mobility and improves quality of life in Monterey County
- Provide viable rail facilities for commuters and travelers that accommodate convenient, reliable and accessible rail transportation to and from Monterey County, enhancing mobility and access of the transportation network.

- Maximize use of existing infrastructure and resources by administering, implementing, or encouraging the employment of measures that reduce peak-hour demand on regional transportation infrastructure.
- Provide an integrated and Americans with Disabilities Act (ADA)-compliant transportation system that is responsive to the special needs of all seniors and Persons with disabilities.
- Develop a multi-modal regional transportation system that complements and enhances the natural and social environment of the Monterey Bay region.
- Implement and encourage projects that enhance safety.
- Achieve transit, bicycle, and pedestrian-supportive land use development through promotion and coordination with county land use jurisdictions.
- Solicit broad public input in developing regional and local transportation plans, projects and funding.
- Secure sufficient funding to meet the countywide regional transportation needs over the next twenty years.

Claimant Relationship and Oversight

As the designated RTPA and a source of transportation-related knowledge (as well as the conduit through which transportation funding passes), TAMC interacts frequently with its TDA claimants. Staff clearly understands the important role it plays in oversight of TDA funds for transit operators. TAMC is extremely careful to follow all regulations with regard to the amount of LTF money it claims for administrative purposes, and did not exceed its maximum claim during the audit period.

Given issues identified in the prior Triennial Performance Audit, TAMC has begun requesting monthly performance data from the City of Soledad. In addition, staff turnover at some claimant cities has necessitated some training from TAMC staff regarding how to file claims for TDA funding.

Staff also developed a list of specific rules governing the use of TDA funds in its Policies and Procedures Manual. TAMC also provides operators with all of the documentation and information necessary to properly complete their TDA claims in a timely and accurate manner. TAMC regularly updates the funding marks it provides to its claimants to ensure they are as accurate as possible. In the event operators fail to claim their TDA funds, TAMC reminds them at regular intervals.

Unmet transit needs hearings are required by the TDA in counties where claims can be made for streets and roads. TAMC conducts the annual unmet transit needs process in consultation with the statutorily required Social Services Transportation Advisory Council (SSTAC). Based upon a review of documentation and public testimony, TAMC makes a determination whether there are unmet transit needs that are reasonable to

meet. A resolution of the findings is then adopted by the Board of Directors. In recent years, however, all funds have gone to transit, leaving none left for unmet needs or streets and roads.

Marketing and Transportation Alternatives

TAMC has a dedicated website with information about the agency's mandate and administration (Board, committees, staff, responsibilities, etc), planning (RTP, planning studies, rail planning), and programs (development impact fees, call boxes, etc). The site is informative and easy to navigate, with access to nearly everything produced by TAMC staff of relevance to the public.

TAMC also publishes an annual report and distributes it to all Monterey County households. The annual report provides a summary of planning initiatives, the status of projects, and updates on emerging technologies. The Executive Director is actively involved in the community, working to enhance TAMC's visibility and educate the community about transportation issues. TAMC also distributes media releases on a project/accomplishment-specific basis.

TAMC staff also conducts significant public outreach on a project-specific basis. These efforts include responding to public inquiries, interviews with media, appearances on local television programs, and convening public meetings. TAMC televises all Board meetings on public access television channels. All materials are also produced in Spanish given the county's demographics.

Grant Applications and Management

One of TAMC's key responsibilities is to apply for and manage transportation-related grants for the region. TAMC staff works with the Technical Advisory Committee, Social Services Transportation Advisory Council, and Board to identify potential projects which are then included within the OWP. TAMC staff then identifies grant opportunities and write grants regularly, based on needs identified in the OWP. Staff reviews projects included within the OWP to ensure grants are appropriate given their scope and that matching funds are available should the grant be awarded. Staff actively monitors existing contracts to ensure projects/contracts are on schedule and deliverables meet the promised scope. Staff strictly adheres to the FTA manual in managing the grants process. Staff is responsible for regional scoring and eligibility determinations for FTA Section 5310 grants, assists 5310 applicants with their grants and makes sure the funds received through those grants will support the Coordinated Human Services Plan. TAMC also supports MST with their FTA Section 5311 (rural operating funds) and 5311f (intercity transit) grants and annually adopts a Program of Projects for the Section 5311 program.

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6. FINDINGS AND RECOMMENDATIONS

CHAPTER 6 – FINDINGS AND RECOMMENDATIONS

Following discussions with TAMC staff, analysis of program performance, and a review of program compliance and function, Moore & Associates has identified the following finding:

1. Some transit operators failed to submit independent fiscal audits to the State Controller in a timely manner.

Given the only finding is related to oversight of operators that will be consolidated into Monterey-Salinas Transit in the next audit term, we do not offer any recommendations.