Coordinated Public Transit – Human Services Transportation Plan

AMADOR COUNTY

Final Report

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Nelson|Nygaard consulting associates

In association with:

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Chapter 1. Project Overview

Introduction

This Coordinated Public Transit Human Services Transportation Plan for Amador County is sponsored by the California Department of Transportation (Caltrans). It is part of a larger planning effort overseen by Caltrans on behalf of 23 counties in non-urbanized areas within the State of California.

The project has been completed in two phases: the first resulted in an Existing Conditions Report, which described existing transportation services and programs, and identified service gaps and needs. The second phase of the project focused on identification of potential strategies and solutions to mitigate those service gaps, and on developing a plan to implement those strategies. The results and key findings emerging from both phases of the planning process are documented in this Coordinated Plan.

As described further in this report, federal planning requirements specify that designated recipients of certain sources of funds administered by the Federal Transit Administration (FTA) must certify that projects funded with those federal dollars are derived from a coordinated plan. Caltrans serves as the designated recipient in non-urbanized areas of California for funds subject to this plan.[1] (See Figure 1-1)

These projects are intended to improve the mobility of individuals who are disabled, elderly, or of low-income status. This plan focuses on identifying needs specific to those population groups as well as identifying strategies to meet their needs.

Caltrans is sponsoring a statewide planning effort on behalf of the rural counties for whom the funds are intended so that potential sponsors of transportation improvements may access the funds.[2]

[1] The term " non-urbanized area" includes rural areas and urban areas under 50,000 in population not included in an urbanized area.
[2] Some plans in rural areas have been completed independently of this effort. Caltrans' website lists the status of the plans at: http://www.dot.ca.gov/hq/MassTrans/Coord-Plan-Res.html.

Figure 1-1 Caltrans Coordinated Planning for California Counties

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GIS Data Source: ESRI

Report Outline

This report is organized in seven chapters, as described below:

Chapter 1 presents an overview of the project, its sponsorship by Caltrans, and federal planning requirements established by the passage of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users, commonly referred to as SAFETEA-LU. In addition, it discusses federal and state roles in promoting coordination among public transit operators and human service transportation providers. It also describes the funding environment for transportation in rural California.

Chapter 2 summarizes the steps taken and the methodologies used to prepare the Coordinated Plan. It provides a description of the process, from initial contact through final plan.

Chapter 3 includes a demographic profile of Amador County, which was developed using data prepared by the US Census Bureau, the California Employment Development Department and other government agencies. This information establishes the framework for understanding the local characteristics of the study area, with an emphasis on the three population groups subject to this plan: persons with disabilities, older adults, and those of low-income status.

Chapter 4 documents the range of public transportation services that already exist in the area. These services include public fixed-route and dial-a-ride (paratransit) services, and transportation services provided or sponsored by other social service agencies. These were identified through review of existing documents, and through local stakeholder interviews.

Chapter 5 consists of the needs assessment. An important step in completing this plan includes the identification of service needs or gaps as well as institutional issues that limit coordinated transportation efforts in Amador County. The needs assessment provides the basis for recognizing where—and how—service for the three population groups needs to be improved.

The needs assessment for this plan was derived through direct consultation with stakeholders identified by the project sponsors, and through a review of existing documents and plans that also provide information on existing services and the need to improve them.

Chapter 6 presents and prioritizes a range of potential service strategies as identified by local stakeholders. These strategies are intended to mitigate the gaps discussed in Chapter 5. Identification and evaluation of strategies is an important element in the plan, as this step is required in order to access federal funding sources that could support their implementation.

Chapter 7 presents an implementation plan for the highest-ranked strategies. A potential project sponsor is identified, along with projected costs, potential sources of funds, and an overall assessment of how implementation of these strategies could address service gaps identified in Chapter 5.

SAFETEA-LU Planning Requirements

On August 10, 2005, President Bush signed SAFETEA-LU into law, authorizing the provision of $286.4 billion in guaranteed funding for federal surface transportation programs over six years through Fiscal year 2009, including $52.6 billion for federal transit programs.

Starting in Fiscal Year 2007, projects funded through three programs in SAFETEA-LU, including the Job Access and Reverse Commute Program (JARC, Section 5316), New Freedom (Section 5317) and the Formula Program for Elderly Individuals and Individuals with Disabilities (Section 5310) are required to be derived from a locally developed, coordinated public transit-human services transportation plan. SAFETEA-LU guidance issued by the Federal Transportation Administration (FTA) indicates that the plan should be a "unified, comprehensive strategy for public transportation service delivery that identifies the transportation needs of individuals with disabilities, older adults, and individuals with limited income, laying out strategies for meeting these needs, and prioritizing services."[3]

The Federal Transit Administration (FTA) issued three program circulars, effective May 1, 2007, to provide guidance on the administration of the three programs subject to this planning requirement.

These circulars can be accessed through the following websites:

http://www.fta.dot.gov/laws/circulars/leg_reg_6622.html	Elderly Individuals and Individuals with Disabilities
http://www.fta.dot.gov/laws/circulars/leg_reg_6623.html	Job Access and Reverse Commute
http://www.fta.dot.gov/laws/circulars/leg_reg_6624.html	New Freedom Program

This federal guidance specifies four required elements of the plan, as follows:

1. An assessment of available services that identifies current transportation providers (public, private, and non-profit).

2. An assessment of transportation needs for individuals with disabilities, older adults, and people with low incomes. This assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service.

3. Strategies, activities, and/or projects to address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery.

4. Priorities for implementation based on resources (from multiple program sources), time, and feasibility for implementing specific strategies and/or activities.

[3] Federal Register: March 15, 2006 (Volume 71, Number 50, page 13458).

Federal Coordination Efforts

Coordination can enhance transportation access, minimize duplication of services, and facilitate cost-effective solutions with available resources. Enhanced coordination also results in joint ownership and oversight of service delivery by both human service and transportation service agencies. The requirements of SAFETEA-LU build upon previous federal initiatives intended to enhance social service transportation coordination. Among these are:

- **Presidential Executive Order:** In February 2004, President Bush signed an Executive Order establishing an Interagency Transportation Coordinating Council on Access and Mobility to focus 10 federal agencies on the coordination agenda. It may be found at www.whitehouse.gov/news/releases/2004/02/20040224-9.html
- **A Framework for Action:** The Framework for Action is a self-assessment tool that states and communities can use to identify areas of success and highlight the actions still needed to improve the coordination of human service transportation. This tool has been developed through the United We Ride initiative sponsored by FTA, and can be found on FTA's website: http://www.unitedweride.gov/1_81_ENG_HTML.htm
- **Previous research:** Numerous studies and reports have documented the benefits of enhanced coordination efforts among federal programs that fund or sponsor transportation for their clients.[4]

State of California Coordination Efforts

Assembly Bill 120 (1979)

Since 1979, with the passage of the Social Services Transportation Improvement Act (Assembly Bill 120, Chapter 1120), initiatives to coordinate human service transportation programs in the State of California have been largely guided by state legislation, Under California Government code 15975, this law, commonly referred to as AB 120, required transportation planning agencies and county transportation commissions to:

- Develop an Action Plan for the coordination and improvement of social service transportation services.
- Designate a Consolidated Transportation Services Agency (CTSA) to implement the Action Plan within the geographic area of jurisdiction of the transportation planning agency or county transportation commission. CTSAs are considered eligible applicants of Transportation Development Act (TDA) Article 4.5 funds.
- Identify the social service recipients to be served and funds available for use by the consolidated or coordinated services.
- Establish measures to coordinate the services with fixed-route service provided by public and private transportation providers.
- Establish measures to insure that the objectives of the action plan are consistent with the legislative intent declared in Section 15951.

[4] Examples include United States General Accounting Office (GAO) reports to Congress entitled *Transportation Disadvantaged Populations, Some Coordination Efforts Among Programs Providing Transportation, but Obstacles Persist*, (June 2003) and *Transportation Disadvantaged Seniors—Efforts to Enhance Senior Mobility Could Benefit From Additional Guidance and Information*, (August 2004).

Senate Bill 826 (1988)

In 1988, Senate Bill 826 was introduced amending the AB 120. It required the establishment of

- Measures for the effective coordination of specialized transportation service from one provider service area to another.

And required that

- Transportation planning agencies and county transportation commissions shall every four years update the social services transportation inventory pursuant to Section 15973 and every two years shall update the action plan prepared pursuant to Section 15975 and submit these reports to the California Department of Transportation.

Assembly Bill 2647 (2002)

In 2002, Section 15975.1 was repealed, which no longer required the transportation planning agencies to submit an Action plan or inventory to the California Department of Transportation. The Department no longer has a role in the development of the Social Service Transportation Action Plan and will not be receiving information or reporting to the Legislature.

Role of Consolidated Transportation Service Agencies (CTSAs)

AB 120 authorized the establishment of CTSAs and recognizes them as direct claimants of TDA Article 4.5 funds. CTSAs are designated by Regional Transportation Planning Agencies (RTPAs) or, where RTPAs do not exist, by the local Transportation Commission. Very little guidance exists, however, as to expectations or the roles of the CTSAs. As discussed below, TDA law requires that any rural county intending to use some of its TDA funds for streets and roads purposes establish a Social Service Transportation Advisory Committee (SSTAC); representatives from the CTSA are required to participate on the SSTAC.

The CTSA has the potential to be the key instrument of Coordination efforts in rural counties.

The Amador County Transportation Commission (ACTC) has designated Amador Regional Transit System (ARTS) as the CTSA. The SSTAC plays an active role and meets at least bi-monthly and as needed to discuss transportation issues and to advise the TTC.

Funding Public Transportation in Rural California

Transportation funding in California is complex. Federal and state formula and discretionary programs provide funds for transit and paratransit services; sales tax revenues are also used for public transit purposes. Transportation funding programs are subject to rules and regulations that dictate how they can be used and applied for (or claimed) through federal, state and regional levels of government. Additionally, some funds for social service transportation come from a variety of non-traditional transportation funding programs including both public and private sector sources.

Another complexity with federal funding programs is the local match requirements. Each federal program requires that a share of total program costs be derived from local sources, and may not be matched with other federal Department of Transportation funds. Examples of local match which may be used for the local share include: state or local appropriations; non-DOT federal funds; dedicated tax revenues; private donations; revenue from human service contracts; toll revenue credits; private donations; revenue from advertising and concessions. Non-cash funds

such as donations, volunteer services, or in-kind contributions are eligible to be counted toward the local match as long as the value of each is documented and supported.

A review of federal, state and local funding programs for public transit agencies and social service providers is presented in Figure 1-3 at the conclusion of this chapter. The figure highlights the funding programs and their purpose, how funds can be used, who is eligible to apply and other relevant information. The funding matrix is broadly prepared and may include funding sources that do not apply to every rural county. More detailed information on funding sources commonly used by public transit agencies in rural counties is described in the following section.

Funding for public transportation in rural California counties is dependent primarily on two sources of funds: TDA funds generated through State of California sales tax revenues, and Federal Section 5311 funds intended for rural areas. These two funding programs are described in this chapter. A brief overview is provided of other funding sources that are available for public transit and social service transportation. Because the funding arena is complex and varied, this section on funding is not intended to identify all potential funding sources, but rather to identify the major sources of funding for public transit and human service transportation in rural California.

The three sources of federal funds subject to this plan (FTA Section 5316, 5317 and 5310), are described below. Caltrans serves as the designated recipient for these funds intended to be used in rural and small urbanized areas of the state. As designated recipient, Caltrans is required to select projects for use of SAFETEA-LU funds through a competitive process, and to certify that projects funded are derived from the coordinated plan.

FTA Section 5316 Job Access and Reverse Commute (JARC) Program

The purpose of the JARC program is to fund local programs that offer job access services for low-income individuals. JARC funds are distributed to states on a formula basis, depending on that state's rate of low-income population. This approach differs from previous funding cycles, when grants were awarded purely on an "earmark" basis. JARC funds will pay for up to 50% of operating costs and 80% for capital costs. The remaining funds are required to be provided through local match sources.

Examples of eligible JARC projects include:

- Late-night and weekend service
- Guaranteed ride home programs
- Vanpools or shuttle services to improve access to employment or training sites
- Car-share or other projects to improve access to autos
- Access to child care and training

Eligible applicants for JARC funds may include state or local governmental bodies, Metropolitan Planning Organizations (MPOs), RTPAs, Local Transportation Commissions (LTCs), social services agencies, tribal governments, private and public transportation operators, and nonprofit organizations.

FTA Section 5317 New Freedom Program

The New Freedom formula grant program aims to provide additional tools to overcome existing barriers facing Americans with disabilities seeking integration into the workforce and full participation in society. The New Freedom Program seeks to reduce barriers to transportation services and expand the transportation mobility options available to people with disabilities beyond the requirements of the Americans with Disabilities Act (ADA).

New Freedom funds are available for capital and operating expenses that support new public transportation services and alternatives, beyond those required by the ADA, that are designed to assist individuals with disabilities with accessing transportation services, including transportation to and from jobs and employment support services. The same match requirements for JARC apply for the New Freedom Program.

Examples of eligible New Freedom Program projects include:

- Expansion of paratransit service hours or service area beyond minimal requirements
- Purchase of accessible taxi or other vehicles
- Promotion of accessible ride sharing or vanpool programs
- Administration of volunteer programs
- Building curb-cuts, providing accessible bus stops
- Travel training programs

Eligible applicants may include state or local governmental bodies, MPOs, RTPAs, LTCs, social services agencies, tribal governments, private and public transportation operators, and nonprofit organizations.

FTA Section 5310 Elderly and Disabled Specialized Transportation Program

Funds for this program are allocated by a population-based formula to each state for the capital costs of providing services to elderly persons and persons with disabilities. Typically, vans or small buses are available to support nonprofit transportation providers; however, Section 5310 funding can also be used for operations if the service is contracted out. In California, a local match of 11.47% is required.

Figure 1-2 provides an estimate on the levels of JARC and New Freedom funding available for non-urbanized portions of the state from 2007 to 2009, as well as Elderly and Disabled (Section 5310) funds for the entire state. As the designated recipient of these funds, Caltrans is responsible to define guidelines, develop application forms and establish selection criteria for a competitive selection process in consultation with its regional partners.

Figure 1-2 Projected State of California Funding Sources/Amounts

Designated Recipient	Fund Source	2007 $ estimate	2008 $ estimate	2009 $ estimate
Caltrans	5316 Rural JARC*	1,467,032	1,573,618	1,659,360
Caltrans	5317 Rural New Freedom*	681,111	777,302	821,719
Caltrans	5310 Elderly and Disabled Section**-	12,394,851	13,496,069	14,218,737

* Estimates are for rural portions of California only, although funding is available statewide
** Estimates are for the entire state of California

FTA Section 5311

Federal Section 5311 funds are distributed on a formula basis to rural counties throughout the country. The goals of the non-urbanized formula program are: 1) to enhance the access of people in non-urbanized areas to health care, shopping, education, employment, public services, and recreation; 2) to assist in the maintenance, development, improvement, and use of public transportation systems in rural and small urban areas; 3) to encourage and facilitate the most efficient use of all Federal funds used to provide passenger transportation in non-urbanized areas through the coordination of programs and services; 4) to assist in the development and support of intercity bus transportation; and 5) to provide for the participation of private transportation providers in non-urbanized transportation to the maximum extent feasible.

A portion of 5311 funds is set aside for a Tribal Transit Program (TTP), which provides direct federal grants to Indian tribes to support public transportation on Indian reservations. For the period 2006 through 2009 the amount is $45 million nationally. Awards are made directly to tribes by FTA through a competitive process. TTP was not intended to replace or reduce funds tribes receive from states under the Section 5311 program.

Fifteen percent of the Section 5311 apportionment is for the Intercity Bus Program, Section 5311(f). The Intercity Bus Program funds public transit projects that serve intercity travel needs in non-urbanized areas. Projects are awarded on a statewide competitive basis. This program funds operating and capital costs, as well as planning for service. As with most federal capital funds, the Section 5311 grant funding program provides 80% of capital costs with a 20% matching requirement. Section 5311 funds provide up to 50% of operating costs to support transit operations.

Transportation Development Act (TDA)

The California Transportation Development Act has two funding sources for each county or regional entity that are locally derived and locally administered: 1) Local Transportation Fund (LTF) and 2) State Transit Assistance Fund (STAF).

- **LTF** revenues are recurring revenues derived from ¼ cent of the retail sales tax collected statewide. The ¼ cent is distributed to each county according to the amount of tax collected in that county. In counties with a population of less than 500,000 as of the 1970 US Census, TDA funds may be allocated under Article 8 for transit services or for local streets and roads, pedestrian or bicycle projects.

Prior to approving TDA funds for purposes other than public transportation, specialized transportation, or facilities for bicycles and pedestrians, the local transportation planning agency is expected to consult with its local SSTAC and conduct an assessment of transit and determine whether there are unmet transit needs, and whether or not those needs are "reasonable to meet." Each RTPA is required to adopt definitions of "unmet transit need" and "reasonable to meet." Any unmet transit needs that are reasonable to meet must be funded before funds can be allocated for streets and roads.

- **STAF** are revenues derived from sales taxes on gasoline and diesel fuels. STAF is allocated annually by the local transportation commissions based on each region's apportionment. Unlike LTF which may be allocated to other purposes, STAF revenues may be used ***only*** for public transit or transportation services.

State Transportation Improvement Program

To receive state funding for capital improvement projects, such as new vehicles or other capital equipment, projects must be included in the State Transportation Improvement Program, or STIP. The STIP is a multi-year capital improvement program that includes projects programmed with state funds. Local agencies should work through their Regional Transportation Planning Agency, the Amador County Transportation Commission, to nominate projects for inclusion in the STIP.

Other Funding Sources

Older Americans Act (OAA)

The Older Americans Act was signed into law in 1965 amidst growing concern over seniors' access to health care and their general well-being. The Act established the federal Administration on Aging (AoA), and charged the agency with advocating on behalf of an estimated 46 million Americans 60 or older, and implementing a range of assistance programs aimed at seniors, especially those at risk of losing their independence. Transportation is a major service under the Act, providing needed access to nutrition and other services offered by the AoA, as well as to medical and other essential services required by an aging population. No funding is specifically designated for transportation. However, funding can be used for transportation under several sections of the OAA, including Title III (Support and Access Services), Title VI (Grants to American Indian Tribes), and the Home and Community-Based Services (HCBS) program.

Medi-Cal

Medi-Cal is California's Medicaid health care program. It pays for a variety of medical services for children and adults with limited income and resources. Funding for non emergency medical transportation is available. Please see Appendix G for additional information on Medi-Cal.

Regional Centers

While Regional Centers are nonprofit private corporations, they were established by state legislation. They receive public funds under contract to the California Department of Developmental Services to provide or coordinate services and support for individuals with developmental disabilities. There are 21 regional centers with more than 40 offices located throughout the state. Transportation is a critical component of Regional Centers because clients need specialized transportation services for traveling to and from sheltered workshops. It is the responsibility of each Regional Center to arrange their client's transportation. Regional Centers

are primarily funded with a combination of State General Fund tax dollars and Federal Medicaid funds. The primary contractual relationship is with the State Department of Developmental Services.

Agricultural Worker Transportation Program (AWTP)

The Legislature appropriated $20 million from the Public Transportation Account in FY06-07 for grants to public agencies statewide, seeking to provide transit services specifically for farm workers. The intent of the AWTP is to provide safe, efficient, reliable and affordable transportation services, utilizing vans and buses, to agricultural workers commuting to/from worksites in rural areas statewide. The emphasis of the AWTP will be to implement vanpool operations similar to the successful Agricultural Industries Transportation Services (AITS) program ongoing in Southern San Joaquin Valley, transporting agricultural workers to regional employment sites. The California Department of Transportation administers the AWTP. It is scheduled to sunset on June 30, 2010.

Private Foundations

Many small agencies that target low-income, senior and/or disabled populations are eligible for foundation grants. Typically, foundation grants are highly competitive and require significant research to identify foundations appropriate for transportation of the targeted populations.

Tribal Casino Transportation Programs

Tribal casinos in some counties have indicated an interest in coordinated transportation efforts. They may have funds available to assist with the purchase of new vehicles or to subsidize plans to transport employees to and from the worksite.

Service Clubs and Fraternal Organizations

Organizations such as the Rotary Club, Soroptomists, Kiwanis, and Lions often pay for special projects. For transportation, they might pay for or help contribute toward the cost of a new vehicle or a bus bench or shelter near senior citizen housing. These organizations might also pay for trip reimbursement for after school or child care programs.

Employers

Employers who are in need of workers are sometimes willing to underwrite transportation in order to fill their labor needs. Employers sometimes contribute to a flex route night bus, a subsidized car-sharing program or a shuttle or vanpool to their employment site.

Figure 1-3 Transportation Funding Matrix

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Federal Sources						
Transportation Funding						
Federal Transit Administration (FTA) Section 5309 Funds (Congressional Earmark)	Capital Projects for bus and bus-related facilities.	Capital projects only	Discretionary, varies annually	Public transit operators	20% for capital projects	Obtaining a Congressional earmark is in part dependent upon the "clout" of the local delegation and the funding amount can vary tremendously.
FTA Section 5316 Job Access and Reverse Commute (JARC) Program	Local programs that offer job access services for low-income individuals.	Capital projects and operations	Maximum of $200,000 per project per year	MPOs, RTPAs, Local Transportation Commissions (LTCs), social services agencies, tribal governments, private and public transportation operators, and nonprofit organizations	50% for operating costs, 80% for capital costs. Can match with other federal funds.	Annual grant cycle. Applications are available at Caltrans website http://www.dot.ca.gov/hq/MassTrans/
FTA Section 5317 New Freedom Program	Supports *new* services and alternatives, beyond ADA that are designed to assist individuals with disabilities access transportation services, including transportation to and from jobs and employment support services.	Capital projects and operations	Maximum of $125,000 per project per year.	MPOs, RTPAs, LTCs, social services agencies, tribal governments, private and public transportation operators, and nonprofit organizations	50% for operating costs, 80% for capital costs. Can match with other federal funds.	Annual grant cycle. Applications are available at Caltrans website http://www.dot.ca.gov/hq/MassTrans/
FTA Section 5310 Elderly and Disabled Specialized Transportation Program	Providing services to elderly persons and persons with disabilities.	Capital projects only	$12 million in FY 2008	Nonprofit agencies, public agencies	11.47% match	Typically vans or small buses are available to support nonprofit transportation providers. Annual grant cycle. Applications are available at Caltrans website http://www.dot.ca.gov/hq/MassTrans

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
FTA Section 5311	Enhance access for those living in non-urbanized areas and improve public transportation systems in rural and small urban areas.	Capital projects and operations	Formula based funding - Apportionment by area	Public agencies, local governments, tribal governments, nonprofit agencies	50% for operating costs, 80% for capital costs	Funds are distributed on a formula basis to rural counties throughout the country. A portion of 5311 funds ($45 million nationally from 2006-2009) is set aside for a Tribal Transit Program, which provides direct federal grants to Indian tribes to support public transportation on Indian reservations.
FTA Section 5311(f)	Funds public transit projects that serve intercity travel needs in non-urbanized areas.	Capital projects and operations		Public agencies, local governments, tribal governments, nonprofit agencies	50% for operating costs, 80% for capital costs	Projects are awarded on a statewide competitive basis
Health and Human Services Funding (1)						
Title XX Social Services Block Grant (SSBG) (Department of Social Services)	Goals: 1. Reduce dependency, 2. Achieve self sufficiency, 3. Protect children and families, 4. Reduce institutional care by providing home/community based care, 5. Provide institutional care when other forms of care are not appropriate.			Child Welfare Services, Foster Care, Deaf Access, Community Care Licensing, CDE Child Care, and Department of Developmental Services programs.	Unknown	Grant must be used for one of the goals of SSBG and cannot be used for certain purposes such as the purchase or improvement of land or payment of wages to any individual in social services. These funds are not allocated separately but are used in lieu of state general fund.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Healthy Communities Access Program (HCAP) (Department of Social Services)	Develop/strengthen integrated community health systems that coordinate health care services for individuals who are uninsured or underinsured, such as transportation coordination to improve access to care.		$83 million	Public and private health care providers as well as social services, local government and other community based organizations.	Unknown	Build upon Federal programs that support entities serving low-income populations in an effort to expand and improve the quality of services for more individuals at a lower cost.
Community Services Block Grant (CSBG) (Department of Community Services & Development)	Assist low income people in attaining the skills, knowledge, and motivation necessary to achieve self-sufficiency.			Community action agencies, low income individuals in CA (100% of Federal poverty level).	Unknown	None
Aging & Disability Resource Center Grant Program - Part of the President's New Freedom Initiative (Dept. of Aging)	Support state efforts to create "one stop" centers to help consumers learn about and access long-term supports ranging from in-home services to nursing facility care.		$800,000 awarded to California in 2004	State of California	Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
HIV Care Formula Grants (Dept. of Health and Human Services)	Support programs designed to increase access to care and treatment for underserved populations, reduce need for costly inpatient care, reduce prenatal transmission, improve health status of people with HIV. A portion of the funds can be used for transportation.		$2,073,296,000	State, local governments, public and nonprofit private agencies.	Unknown	None
Consolidated Health Center Program (Bureau of Primary Health Care)	Fund health centers that provide primary and preventative health care to diverse underserved populations. Health centers can use funds for center-owned vans, transit vouchers, taxi fare.			Community based organizations including faith based organizations.	Unknown	None
Older Americans Act Title III B - Grants for Supportive Services & Senior Centers (Administration on Aging)	Funds are awarded by formula to State units on aging for providing supportive services to older persons, including operation of senior centers. May be used to purchase and/or operate vehicles and funding for mobility management services.	Capital projects and operations.	$357 million	States and territories, recognized Native American tribes and Hawaiian Americans as well as non-profit organizations.	Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Program for American Indian, Alaskan Native, & Native Hawaiian Elders (Administration on Aging)	This program supports nutrition, information and referral, multipurpose senior centers and other supportive services for American Indian, Alaskan Native and Native Hawaiian elders. Transportation is among the supportive services, including purchase and/or operation of vehicles and for mobility management.	Capital projects and operation	$26 million	Recognized Native American tribes and Hawaiian Americans as well as non-profit organizations.	Unknown	None
Community Mental Health Services Block Grant (Center for Mental Health Services State Planning Branch)	Improve access to community-based health-care delivery systems for people with serious mental illnesses. Grants also allot for supportive services, including funding to operate vehicles, reimbursement of transportation costs and mobility management.	Capital projects and operations.	$430,000		Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Substance Abuse Prevention & Treatment Block Grant (Substance Abuse & Mental Health Services Administration)	Block grants provide funds for substance abuse prevention and treatment programs. Transportation-related services supported by these grants may be broadly provided through reimbursement of transportation costs and mobility management to recipients of prevention and treatment services.		$1.78 billion	State of California	Unknown	States are required to expend their primary prevention services funds using six specific strategies: community-based processes, information dissemination, education, alternative activities, problem identification and referral, and environmental strategies. A seventh category, "other" strategies, can be approved on a limited basis.
Child Care & Development Fund (Administration for Children & Human Services)	Provide subsidized child care services to low income families. Not a source of direct transportation funds, but if child care providers include transportation as part of their usual services, covered by their fee, these services may be covered by voucher payments.		$4.8 billion	States and recognized Native American Tribes	Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Developmental Disabilities Projects of National Significance (Administration for Children and Families)	Promote and increase independence, productivity, inclusion and integration into the community of persons with developmental disabilities, and support national and state policy that enhances these goals. Funding provides special projects, reimbursement of transportation costs and training on transportation related issues.		$11.5 million		Unknown	None
Head Start (Administration for Children & Families)	Head Start provides grants to local public and private agencies to provide comprehensive child development services to children and families. Local Head Start programs provide transportation services for children who attend the program either directly or through contracts with transportation providers.		$7 billion	Local public and private non-profit and for-profit agencies	Unknown	The Head Start regulation requires that programs make reasonable efforts to coordinate transportation resources with other human service agencies in their communities.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
TANF / CalWORKs (California work opportunity & responsibility to kids) (Department of Social Services)	Provide temporary assistance to needy families. Recipients are required to participate in activities that assist them in obtaining employment. Supportive services, such as transportation and childcare are provided to enable recipients to participate in these activities.			States and Federally recognized Native American tribes. Eligible families as defined in the TANF state plan	Unknown	TANF funds cannot be used for construction or to subsidize current operating costs. State and county funds in the CalWORKS program are used to meet the TANF maintenance of effort (MOE) requirement and cannot be used to match other federal funds.
Community Development Block Grants (CDBG) (Department of Housing & Community Development)	Create or preserve jobs for low income and very low income persons.			Counties with less than 200,000 residents and cities of less than 50,000 residents	Unknown	Applicants cannot be participants on the US Department of HUD CDBG entitlement program.
State Sources						
Agricultural Worker Transportation Program (AWTP)	Provide safe, efficient, reliable and affordable transportation services, utilizing vans and buses, to agricultural workers commuting to/from worksites in rural areas statewide.	Capital projects and operations	$20 million in FY2006/07	Public agencies	No mandatory matching requirements	Administered by the Caltrans. Scheduled to sunset on June 30, 2010.
Transit System Safety, Security and Disaster Response Account	Develop disaster response transportation systems that can move people, goods, and emergency personnel and equipment in the aftermath of a disaster.	Capital projects	Varies by county	Agencies, transit operators, regional public waterborne transit agencies, intercity passenger rail systems, commuter rail systems	None	Part of Proposition 1B approved November 7, 2006.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
State Transit Assistance Fund (STAF)	Public transit and paratransit services	Capital projects and operations	Varies from year to year depending on appropriation to Public Transportation Account of which 75% goes to STA.	Allocated by formula to public transit operators	None	Revenues derived from sales taxes on gasoline and diesel fuels.
State Transportation Improvement Program (STIP)	Major capital projects of all types, including transit.	Transit capital projects	Varies from year to year depending on appropriation to Public Transportation Account of which 25% goes to STIP.			Determined once every two years by California Transportation Commission.
Public Transportation Modernization, Improvement and Service Enhancement Account (PTMISEA)	Advance the State's policy goals of providing mobility choices for all residents, reducing congestion, and protecting the environment	Transit capital projects	$600 million statewide in FY2007-08. $350 million proposed for 2008-09.	Transit operators and local agencies who are eligible to receive STAF funds pursuant to California Public Utility Code Section 99313	None	Bond act approved by voters as Proposition 1B on November 7, 2006
Regional/Local Sources						
Transportation Development Act (TDA) Articles 4 and 8 (1/4 cent sales tax)	Transit operating assistance and capital projects, local street and road maintenance and rehabilitation projects, pedestrian/bicycle projects	Capital projects and operations	Varies by county	Cities and counties. Allocated by population formula within each county.		Revenues are derived from 1/4 cent of the retail sales tax collected statewide, distributed according to the amount of tax collected in each county to a Local Transportation Fund in each county.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Transportation Development Act (TDA) Articles 4.5	Paratransit operating assistance and capital projects	Capital projects and operations	Up to 5% of the Local Transportation Fund revenue	Cities and counties and CTSAs		
Private Sources						
Tribal Casino Transportation Programs	Coordinating transportation efforts on Indian reservations	Capital projects and operations	Unknown	Wide variety of agencies and organizations	None	Some tribes have funds available to assist with the purchase of a new vehicle or to subsidize plans to transport employees to and from the worksite.
Service Clubs and Fraternal Organizations	Variety of transportation services, especially capital improvements	Capital projects and operations	Unknown	wide variety of agencies and organizations	None	May be interested in paying for bus benches or shelters
Employers	Variety of transportation services, especially capital improvements	Capital projects and operations	Unknown	wide variety of agencies and organizations	None	Employers sometimes are willing to underwrite transportation to support their workers getting to/from worksite.

Chapter 2. Project Methodology

The four required elements of a coordinated plan, as outlined by FTA in the May 15, 2007 guidance for the JARC, New Freedom and Section 5310 programs are 1) an assessment of current transportation services, 2) an assessment of transportation needs, 3) strategies, activities and/or projects to address the identified transportation needs (as well as ways to improve efficiencies), and 4) implementation priorities based on funding, feasibility, time, etc. This chapter describes the steps that were undertaken to develop these elements of Amador County's Coordinated Plan.

The starting point for building a successful coordination plan involves identifying and assessing both community needs and existing resources. This process requires input from a wide range of stakeholders and customers. The methods utilized during the course of this project were designed to reach out to public, private, and non-profit organizations as well as transportation users representing senior adults, persons with disabilities, individuals with low incomes, youth and families. The following steps were used to prepare the key findings and recommendations that are presented in this plan:

- Initial Contact
- Stakeholder Involvement
- Demographic Profile
- Existing Services Inventory
- Existing Conditions Analysis and Needs Assessment
- Identification and Evaluation of Strategies
- Implementation Plan for Recommended Strategies

Initial Contact

In 2007, Caltrans compiled information, which included a local Point of Contact (POC), for each of the 23 counties that chose to be included in the Rural Coordination Plans Master Contract. In Amador County, the POC was Mel Welsh, a consultant to the Amador County Transportation Commission.

Numerous discussions were held with Ms Welsh as part of the early planning process. An initial meeting was scheduled on November 28, 2007, with members of the Social Services Transportation Advisory Committee.

Stakeholder Involvement

Stakeholder involvement for this project was solicited in a variety of ways, beginning with the SSTAC meeting in late November, 2007, held in Jackson. Participants at this meeting provided input regarding the current transit situation in Amador County, including a list of unmet needs. The group also provided suggestions for contact lists for future meetings, focus groups, surveys and on-site interviews.

Participants at the initial meeting represented a range of agencies and client populations, as shown in Figure 2-1 below.

Figure 2-1 Initial Kick Off Meeting Participants

Stakeholder	Representing
Connie Vaccarezza, Public Health Nurse	Amador County Health Department
Terry Young, SSTAC Chair	Valley Mountain Regional Center
Debbie Gedgate	County Behavioral Health
Patrick Ireland, General Manager	Amador Regional Transit Systems (ARTS)
Tara Reid, Program Manager	Family Learning Center, Camanche Lake Community Center, Upcountry Community Center (part of ATCAA)
Mike Rolf, Program Coordinator	Arc of Amador/Calaveras
Community Members	Senior Adults
Nina Machado, Executive Director	Amador First Five
Charles Field, Executive Director	Amador County Transportation Commission
Richard Skidmore, Director	Community Compass
Mel Welsh, Consultant	Amador County Transportation Commission

During the Kick Off meeting, the consulting group answered questions and presented material, which covered federal requirements generated through SAFETEA-LU, Coordination Plan process and timeline, the CTSA role in coordinated transportation and potential funding for solutions and strategies.

Follow up interviews were conducted in December 2007, and January 2008, with staff members from the Amador County Transportation Commission, the Amador Regional Transit System, Jackson Rancheria Casino & Hotel and other interested individuals. These follow up interviews provided great detail regarding services available and unmet needs. They also identified current coordination efforts and, in certain instances, barriers to further coordination.

Stakeholders were contacted in January and February 2008, and asked to participate in a survey. Respondents were encouraged to complete a 20 question survey (Appendix B) or to request an on-site or telephone conference.

A focus group meeting was held February 5, 2008, in Jackson with representatives of the County Health and Human Services Departments. The purpose of the meeting was to broaden

the participation in the planning process by providing a venue in which community agencies could offer additional detail regarding coordination needs and resources.

Input from the Area 12 Agency on Aging (AAA) and the Valley Mountain Regional Center was solicited to ensure that these key stakeholders had opportunities to participate throughout the planning process.

Input from stakeholders was a key element in the planning process. Beginning with the Kick Off meeting in November 2007, public, private and non-profit agencies as well as members of the general public were invited to participate in the identification of service gaps and unmet needs. The list of unmet needs that resulted from early stakeholder input served as the starting point for the development of strategies. Draft strategies were presented to community members in public workshops held May 13, 2008, in Jackson and Pine Grove.

For more details on the Strategies Workshops, please see Chapter 6 Identification of Strategies/Public Outreach.

The plan preparation steps were designed to be interactive with stakeholders from across the county. Thus key individuals and agencies were involved at various points continually throughout the process allowing them to provide feedback on work as of certain target dates. Draft materials were circulated to key contacts for review and refinement prior to incorporation into final draft documents.

Appendix A provides documentation on public outreach.

Demographic Profile

A demographic profile for Amador County was prepared using census data and additional planning material from various local and state agencies such as the California Employment Development Department. This step provided a basis for understanding the unique local characteristics of Amador County and focused on the three demographic groups that are subject to this plan: older adults, individuals with disabilities and persons with low income.

Complete data is contained in Chapter 3 Demographic Profile.

Existing Services Inventory

The creation of a comprehensive inventory of current transportation services in Amador began during the summer of 2007, when Caltrans undertook the task of compiling data on public, private and non-profit agencies that provide services in the County. This matrix, which is included in Chapter 4, was updated continually throughout the project as new information was supplied by stakeholders during meetings, interviews and through surveys.

Service providers were contacted by email and/or by telephone as needed to solicit information or clarification regarding issues such as the type of service delivered, the target population for the service, the area of service delivery and the number/type of vehicles.

Key findings from this portion of the project are included in Chapter 4 Existing Public Transit Service and Human Service Transportation Providers.

Existing Conditions Analysis and Needs Assessment

A critical step in the development of this plan is the identification of service needs or gaps. The needs assessment process provides the basis for recognizing how service within Amador County for older adults, persons with disabilities and individuals of low income can be enhanced. In some cases, the recognized need is the protection and maintenance of existing services.

Needs assessment for Amador's plan was drawn from consultation with stakeholders through meetings, interviews and surveys and through the analysis of existing documents such as:

- Amador County Workforce Transportation Survey (2006 – 2007)
- Amador County Transit Needs Assessment (2006 – 2007)
- Triennial Performance Audit of Amador Regional Transit System (FY 03/04 – FY 05/06)
- Triennial Performance Audit of Amador County Transportation Commission (FY 03/04 – FY 05/05)
- Unmet Needs Hearing Report and Recommendations
- SSTAC minutes and reports
- Transportation Development Plan (2008)

Key findings derived from the needs assessment process are included in Chapter 5 Key Findings: Service Gaps and Unmet Transportation Needs. The consulting team prepared the findings by examining and analyzing the available data and applying the input provided by the many stakeholders during the process. The result is a comprehensive delineation of the needs of Amador County.

Identification and Evaluation of Strategies

On May 13, 2008, the consultant facilitated two public workshops in Amador County – one in Jackson and the other in Pine Grove. The times and locations were determined by the local project sponsor and represent different geographic regions of the County. The goals of the workshops were to:

- Confirm previously identified unmet transportation needs
- Identify and prioritize strategies for addressing these needs

The consultant developed an initial set of suggested service strategies intended to address the gaps, and also drafted proposed evaluation criteria to use when ranking the strategies. An interactive process directly involving workshop participants resulted in refining the list of strategies, and in prioritizing them. Chapter 6 presents the findings of that exercise. Documentation of public outreach is included in Appendix A.

Implementation Plan for Recommended Strategies

As a final step for this planning effort, an implementation was plan was developed for each of the highest-ranked strategies. Specifically, this assessment identified:

- Potential lead agency or "champion" with the institutional, operational and fiscal capacity to implement the proposed strategy

- Implementation timeframe, when proposed strategies are implemented, including the process of applying for funding

- Estimated Costs: The assessment considered the range of operational and capital costs needed to implement the strategy

- Potential funding sources, including potential use of SAFETEA-LU funds and possible sources of required local match.

Highlights of the implementation plan are summarized in a matrix in order to provide a "snapshot" of the proposed implementation plan, and key elements for implementing the recommended strategies are also discussed in more detail in Chapter 7.

Chapter 3. Demographic Profile

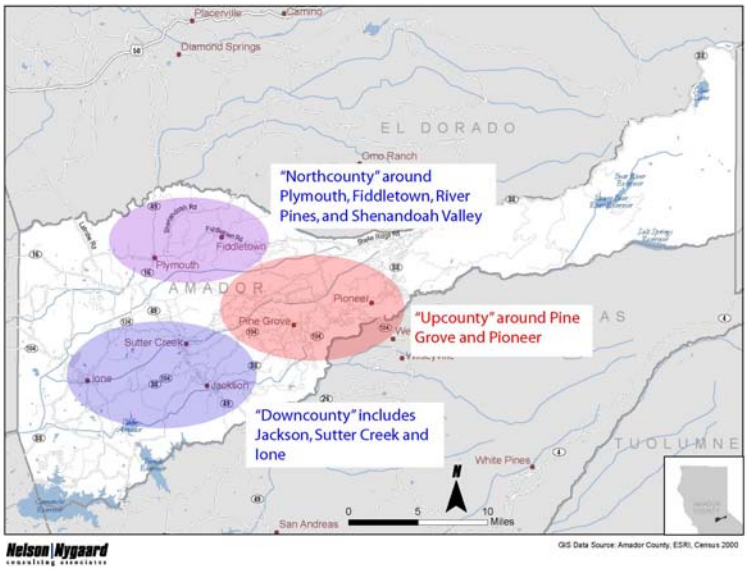
Amador County is located in the western foothills of the Sierra Nevada Mountains, approximately 45 miles southeast of Sacramento. With a land area of 592.97 square miles, Amador is smallest county in California in terms of land area. It is also one of the smallest in terms of total population (38,941). This figure includes approximately 5,000 inmates at the Mule Creek Prison in Ione.

The County is bordered by

- Alpine (north)
- El Dorado (east)
- Calaveras (south)
- San Joaquin (southwest)
- Sacramento County (west)

The county's history begins in the gold rush and mining era of the Nineteenth Century, which makes it a popular tourist destination. A growing wine industry adds to the local economy. Other industries include lumber, mining and agriculture.

The most rapid population growth in recent years has taken place in the unincorporated areas of the county, especially in the "Upcountry" region (map below.) However, the average growth rate of 0.4% over the next twenty years is projected to be slower than the state rate.



There are five incorporated communities in Amador County: Jackson, the county seat, Amador City, Ione, Plymouth, and Sutter Creek. The incorporated area accounts for 42% of the total population of the county.

The county ranges in elevation from 250 feet to over 9,000 feet. Major highways serving Amador include CA State Route 16, 26, 49, 88, 104, and 124.

This demographic profile was prepared to document important characteristics about the County as they relate to this planning effort. In particular, the profile examines the presence and locations of older adults, persons with disabilities, and low-income persons within the area.

This aspect of the plan relies on data sources such as the United States Census and the California Employment Development Department. While some statewide and countywide census information has been updated to reflect the population characteristics of 2006, this information is not available at the individual community level and some data points of interest to this plan (i.e., Commute Patterns) are only available for 2000. Where applicable, data for both 2000 and 2006 is shown. For each of the illustrating figures, the applicable data source is referenced.

Figure 3-1 presents population data for Amador County, its incorporated communities, and California as a whole. As shown, there is a substantially higher ratio of senior adults in the County than in the state.

Population Overview

Figure 3-1 Basic Population Characteristics 2000 and 2006

	Total Population[1]	Persons aged 65+[2]		Persons with Disability[2]		Persons at or below Poverty Level[2]	
California							
Census 2000	33,871,648	3,595,658	10.6%	5,923,361	17.5%	4,706,130	13.9%
2006 Estimate	36,547,549	3,937,415	10.8%	6,380,071	17.5%	5,065,415	13.9%
Amador County							
Census 2000	35,100	6,329	18.0%	6,591	18.8%	2,808	8.0%
2006 Estimate	38,941[1]	7,048	18.1%	7,312	18.8%	3,115	8.0%
Amador City							
Census 2000	196	26	13.3%	42	21.4%	46	23.5%
2006 Estimate	218[1]	29	13.3%	47	21.4%	51	23.5%
Ione							
Census 2000	7,129	398	5.6%	589	8.3%	325	4.6%
2006 Estimate	7,649[1]	427	5.6%	632	8.3%	349	4.6%
Jackson							
Census 2000	3,989	1,149	28.8%	1,231	30.9%	351	8.8%
2006 Estimate	4,405[1]	1,269	28.8%	1,359	30.9%	388	8.8%
Plymouth							
Census 2000	980	165	16.8%	249	25.4%	99	10.1%
2006 Estimate	1,070[1]	180	16.8%	272	25.4%	108	10.1%
Sutter Creek							
Census 2000	2,303	517	22.4%	384	16.7%	181	7.9%
2006 Estimate	2,776[1]	623	22.4%	463	16.7%	218	7.9%

[1] 2006 Estimates for Total Population provided by U.S. Census Bureau.

[2] 2006 Estimates for Persons aged 65+, with Disabilities and At or Below Poverty Level extrapolated from U.S. Census estimates.

Older Individuals

According to U.S. Census estimates for 2006, 18.1% of the residents of Amador County are age 65 and older. This is higher than the statewide figure of 10.8% for California. The communities of Jackson, Plymouth and Sutter Creek have the highest percentages of older adults, which are significantly higher than that reported for the state as a whole. The Upcountry region around Pioneer and Pine Grove has seen an increase in senior population as retirees relocate and age in place.

Individuals with Disabilities

The definition of "disability" varies; for this project, information cited is consistent with definitions reported in the 2000 Census. The 2000 Census included two questions with a total of six subparts with which to identify people with disabilities.[5] It should be noted that this definition differs from that used to determine eligibility for paratransit services required by the Americans with Disabilities Act (ADA). To qualify for ADA paratransit services, an individual's disability must prevent him or her from independently being able to use the fixed-route transit service, even if the vehicle itself is accessible to persons with disabilities (i.e., lift- or ramp-equipped).

The Census Bureau has determined that the 2000 Census overstated the number of people with disabilities. This overstatement occurred because of a confusing instruction in the Census questionnaire. In particular, the number of people with a "go outside the home disability" was substantially overstated as a result of a confusing skip pattern in the mail-back version of the Census long form.

The Census's 2006 American Community Survey incorporates an improved questionnaire that eliminates the source of the overstatement. For California as a whole, the 2000 Census estimated that 19.2% of non-institutionalized people age 5 and older had a disability. The corrected estimate, based on the 2006 American Community survey, was 12.9%. Corrected results are not yet available for many rural counties or for cities within counties. Therefore, disability tables in this section use the 2000 Census disability data.

Nationally, approximately 18% of Americans reported a disability in Census 2000, compared to California (17.5%) and Amador County (18.8%).

Individuals At or Below Poverty Level

U.S. Census data for 2004 (most recent data available) reports median household income in Amador County at $47,459, which is slightly lower than the state average of $49,894. As of 2006, the County had a lower percentage of residents (8.0%) who reported living below the poverty line than the state as a whole (13.9%).

[5] These questions were: 16. Does this person have any of the following long-lasting conditions: (a) Blindness, deafness, or a severe vision or hearing impairment? (b) A condition that substantially limits one or more basic physical activities such as walking, climbing stairs, reaching, lifting, or carrying? 17. Because of a physical, mental, or emotional condition lasting 6 months or more, does this person have any difficulty in doing any of the following activities: (a) Learning, remembering, or concentrating? (b) Dressing, bathing, or getting around inside the home? (c) (Answer if this person is 16 years old or over.) Going outside the home alone to shop or visit a doctor's office? (d) (Answer if this person is 16 years old or over.) Working at a job or business?

Population Overlap

It is important to note that there are areas in which an individual may fall into more than one category. Figure 3-2 illustrates this point. For example, older people are more likely to experience a disabling condition, which can limit (or further limit) mobility.

Figure 3-2 Individuals Included in Multiple Categories

	Persons aged 65+[1]		Persons aged 65+ with Disability[1]		Persons aged 65+ at or below Poverty Level[1]	
California						
Census 2000	3,595,658	10.6%	1,465,593	4.3%	280,411	.8%
2006 Estimate	3,937,415	10.8%	1,577,482	4.3%	301,819	.8%
Amador County						
Census 2000	6,329	18.0%	2,294	6.5%	334	1.0%
2006 Estimate	7,048	18.1%	2,545	6.5%	371	1.0%

[1] 2006 Estimates for Persons aged 65+, with Disabilities and At or Below Poverty Level extrapolated from U.S. Census estimates.

Population Trends

Amador County is experiencing some population growth. Census 2000 reported 35,100 residents; 2006 estimates put the population at 38,941. The California Employment Development Department (EDD) projects that by 2020, more than 47,600 people will call Amador County home. This represents a 35.6% increase over a twenty year period.

This overall population growth during the next decade is important to compare to related increases in older residents during the same period of time. Amador currently reports a higher percentage of people 65 and older than the state as a whole (see Figure 3-1).

Economic Indicators in Amador County

The following section contains economic information pertaining to Amador County, including unemployment rates, major employers in the county, employment changes and county to county commute patterns.

Employment in Amador County

The County's workforce increased by 5.4% during the period from 2002 through 2006, with the largest increases occurring in government, education/health and leisure/hospitality jobs. Figure 3-3 shows growth in jobs between 2002 and 2006 for various employment categories.

The Jackson Rancheria Casino and Hotel is the County's largest employer. The Rancheria is located in a rural part of Amador County not presently served by public transit. Yet as the largest employer, its need for service is substantial. Many of the jobs at the Rancheria are relatively low-wage, entry-level positions with higher than normal transit dependency.

Figure 3-3 Employment Changes 2002 – 2006

Area of Employment	Increase in Jobs
Government	540
Education/Health	170
Leisure/Hospitality	170
Construction	150
Natural Resources/Mining	70
Retail Trade	-200
Wholesale Trade	-130

Source: California Employment Development Department

Another important aspect of this location is that on the same site as the casino is one of the county's largest medical clinics, which is run by the same tribe that operates the casino. This clinic serves both tribal members and non-members. It is a major destination for medical-related trips. The Rancheria also operates a daycare center for its employees. This large, state-of-the-art facility is also a critical trip generator. The Rancheria has expressed interest in making its resources more available to the community but also needs public transit service to connect to its complex.

The new Alpine County Health and Human Services building at 10877 Conductor Boulevard in Sutter Creek is another major employment and social service center. Numerous trips to the facility are made each day but transit amenities, such as a designated bus stop, are not available.

Figure 3-4 shows that the county's largest employers are located in Jackson, Ione, Martel and Pine Grove.

Figure 3-4 Major Employers in Amador County

Employer Name	Location	Industry
Jackson Rancheria Casino Hotel	Jackson	Hotels & Motels
Mule Creek State Prison	Ione	Correctional Institution – State Govt.
Preston Youth Correctional	Ione	Correctional Institution – Private
Sierra Pine	Martell	Lumber Manufacturer
Sutter Amador Hospital	Jackson	Hospitals
Volcano Communications	Pine Grove	Telephone Services
Wal-Mart	Jackson	Department Stores
California Youth Authority	Pine Grove	Correctional Institution – State Govt.

Source: California Employment Development Department

Unemployment Rate

During the same five-year period from 2002 - 2006, Amador County experienced similar unemployment rates to those reported by the state of California, according to the California Employment Development Department, as seen in Figure 3-5.

Figure 3-5 Unemployment Rates 2002 – 2006

	2002	2003	2004	2005	2006
California	6.7%	6.8%	6.2%	5.6%	5.3%
Amador County	5.8%	6.2%	5.8%	5.4%	4.9%

Source: California Employment Development Department

County to County Commute Patterns

Commute patterns can be important indicators of transportation needs. Data from the 2000 census showed that nearly 80% of the labor force in Amador County commuted to jobs within the County, as seen in Figure 3-6. Approximately 3,000 workers commuted into the County from neighboring areas. Information collected through stakeholder interviews in January 2008, indicated that a growing number of workers are travelling into the County to work at the Jackson Rancheria.

Figure 3-6 Commute Patterns of Amador County Residents

County of Residence	County of Workplace	Number of Workers	Percentage of Workers
Amador	Amador	9,843	79.4%
Amador	Sacramento	1,375	11.1%
Amador	San Joaquin	585	4.7%
Amador	El Dorado	257	2.1%
Amador	Calaveras	331	2.7%
	Total	12,391	100%

Source: U.S. Census 2000

Transit Dependency

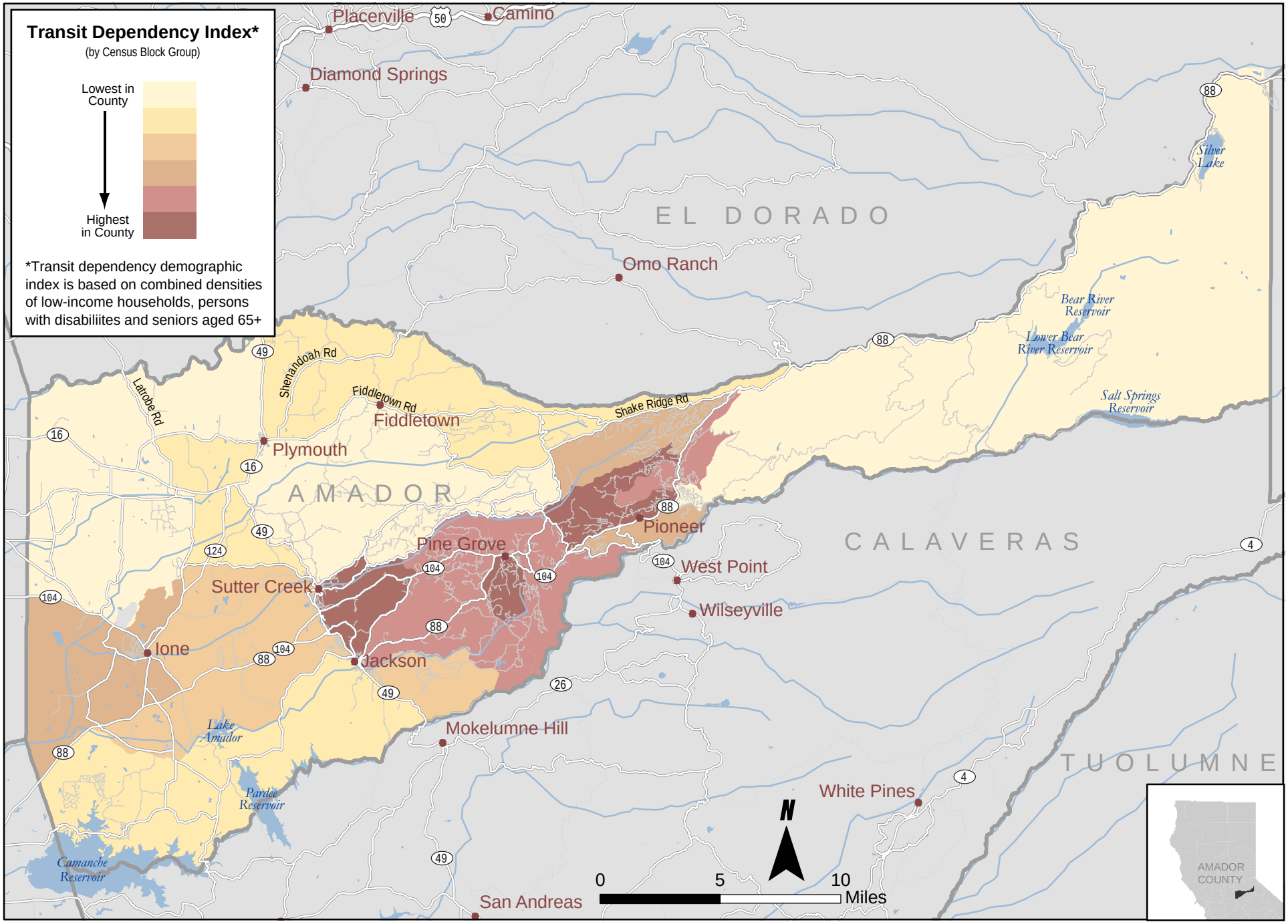
The Transit Dependency Index and Population/Employment Matrix were created to provide a visual representation of existing demographic groups and transportation needs of Amador County.

The Transit Dependency Index shows concentrations of populations with higher needs for public transportation: seniors 65 or older, people with disabilities and individuals with low incomes. This information is derived from the 2000 Census. Figure 3-7 displays the composite measure of these three indices.

The Population/Employment Matrix presents concentrations of population and employment at the census block group level, which is the smallest group for which sample data is tabulated by the U.S. Census Bureau. Amador County contains 29 census block groups, compared to El Dorado County (123) or Alpine County (2). This matrix is based on 2000 Census data for population and 2000 Census Transportation Planning Package (CTPP) data for employment. Figure 3-8 shows those parts of the County with the highest population and employment density. The highest population and employment areas typically generate the highest transit usage due in large part to the concentration of overall trips in these areas.

Please see Appendix C for a more detailed explanation of the methodology used in the creation of the Population/Employment Matrix and the Transit Dependency Index.

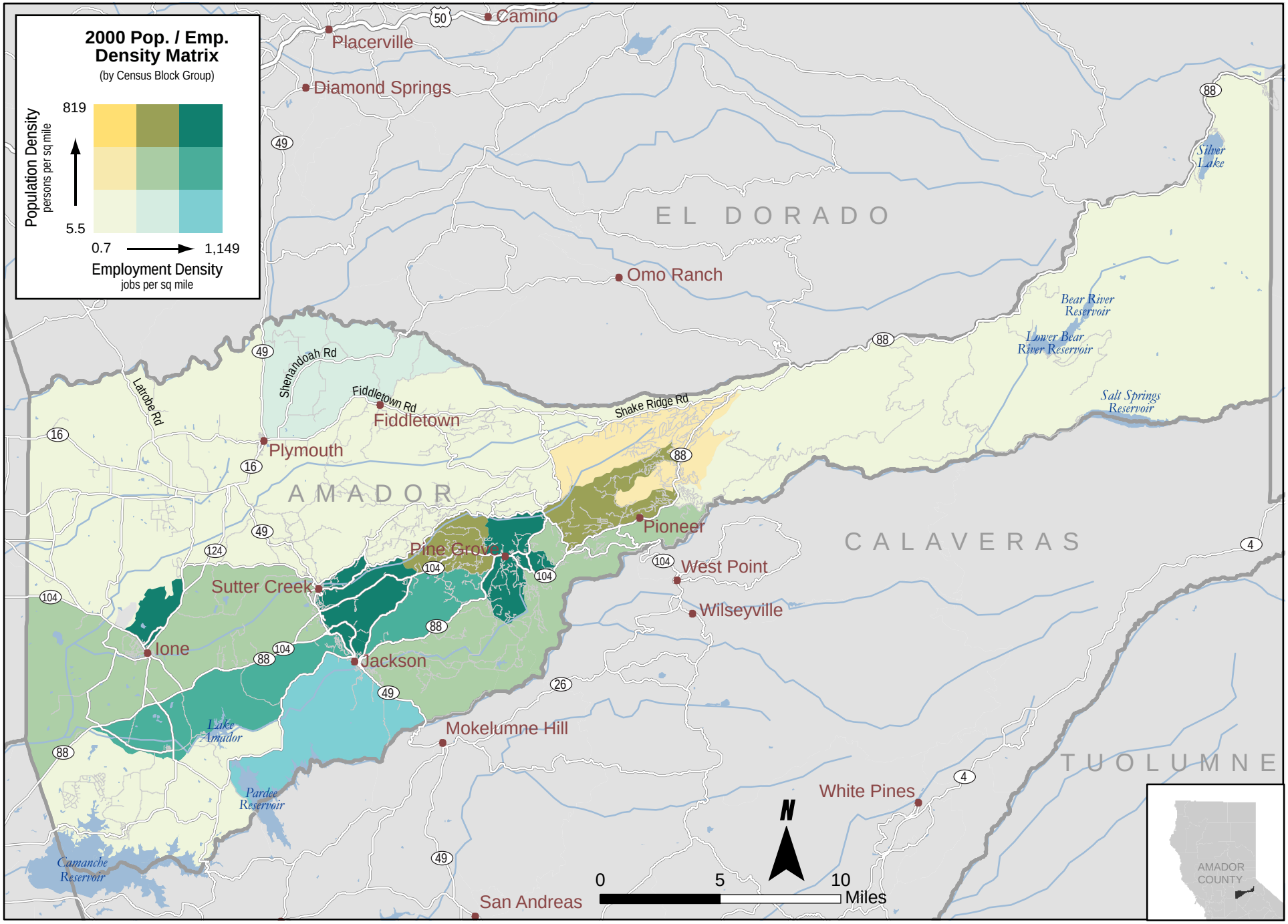
Figure 3-7 Amador County 2000 Transit Dependency Index



Nelson | Nygaard
consulting associates

GIS Data Source: Amador County, ESRI, Census 2000

Figure 3-8 Amador County 2000 Population / Employment Density



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consulting associates

GIS Data Source: Amador County, ESRI, Census 2000

Chapter 4. Existing Public Transit Service and Social Service Transportation Providers

This chapter presents existing public transit service and transportation that is provided by or funded by social service agencies in Amador County. A map illustrating existing services and a matrix summarizing provider characteristics and contact information of county transportation providers can be found at the end of the chapter.

Overview

Amador County is served by a number of agencies or organizations offering some level of social service transportation. These agencies are the threads that contribute to the transportation network serving the social needs of the targeted populations – the elderly, low-income, and people with disabilities. This Coordination Plan is built largely on the integration of these various services to meet the needs identified in the planning process. The hub of the transportation network is the regional transit operator, Amador Regional Transit System (ARTS), which offers a variety of services to the general public, some of them tailored to meet the unique social needs of the Amador County community

ARTS is also the designated CTSA for the County. In this capacity, the agency is responsible for leading the effort to coordinate services in accordance with various provisions of the TDA. These two major roles place ARTS at the center of the planning effort to coordinate services.

Another major operator in Amador County is the Jackson Rancheria Hotel and Casino. The Rancheria operates a variety of transportation services for its own employees and guests. It also offers the potential for greater service coordination with ARTS or other operators. The Rancheria provides some school bus service for children of employees and also serves an after school program. Between 475 and 575 students are transported per week to these programs. With over 2,000 employees, the Rancheria is the largest employer in the County.

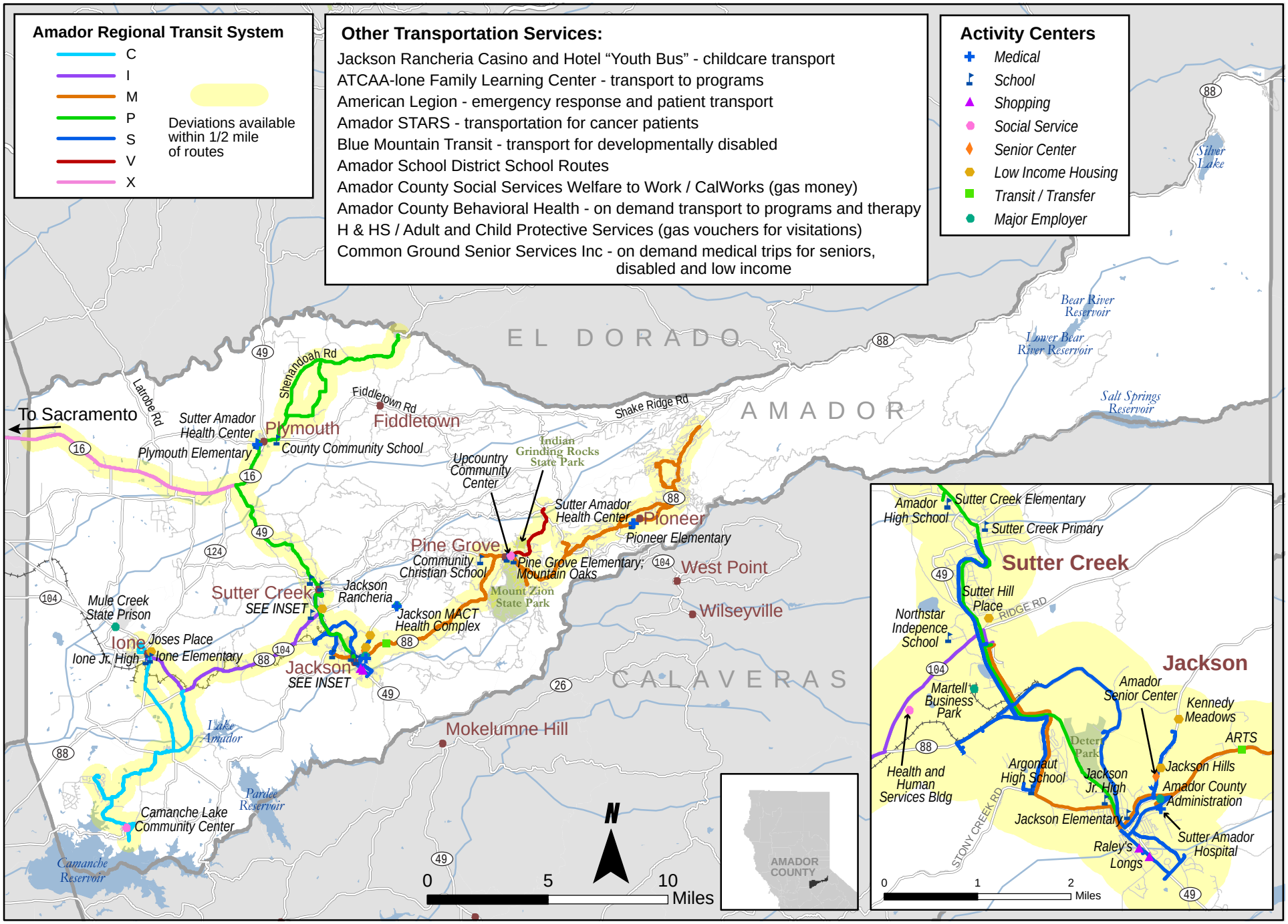
Other services, described in detail on the following pages, include Blue Mountain Transit, Common Ground Senior Services, Inc. and Amador County Behavioral Health, each operating vehicles with various social service objectives. Together these services offer the ingredients for a coordinated delivery system in the County.

Existing Service and Transportation Needs

Transit Service and Activity Centers (Figure 4-1) provides a picture of current transportation services within Amador County. ARTS routes are displayed along with key destinations throughout the County.

A matrix summarizing operating characteristics of all county transportation providers can be found at the end of the chapter.

Figure 4-1 Amador County Transit Service and Activity Centers



Nelson | Nygaard
consulting associates

GIS Data Source: Amador County, ESRI, Census 2000

Amador Regional Transit System (ARTS)

Amador Regional Transit System has been serving Amador County since 1977, and is the only public transit service in the county. ARTS operates seven fixed bus routes including commuter service to Sacramento. General public off-route deviation service is offered within one-half mile of a designated ARTS route. Initial reservations must be made with a minimum of 24 hour advance notice, but subsequent reservations require only one hour advance notice.

All ARTS vehicles are wheelchair accessible with lifts and tie-downs.

ARTS provides weekday transportation to and from the Senior Lunch Program at the Amador Senior Services Center in Jackson. Door-to-door service is provided from most areas including Jackson, Sutter Creek, Volcano, Pine Acres, Pine Grove and Pioneer.

The Jackson/Sutter Creek Shuttle, which operates Monday through Friday from 7:00 AM to 5:35 PM, offers connections to Calaveras County via Calaveras Transit. The Amador Sacramento Express provides service for commuters to the capital city with three round trips daily.

ARTS route information is presented in Figure 4-2 below.

Figure 4-2 Amador Regional Transit Systems (ARTS) Routes

Route	Description	Start	End	Days
C	Sutter Hill/Ione/Camanche*	5:40 AM	7:15 PM	Mon - Fri
V	Sutter Hill/Pine Grove/Volcano*	7:35 AM	4:40 PM	Mon - Fri
S	Jackson/Sutter Creek Shuttle**	7:10 AM	5:35 PM	Mon - Fri
M	Jackson/Mace Meadow	5:40 AM	7:15 PM	Mon - Fri
P	Jackson/Plymouth	6:05 AM	5:10 PM	Mon - Fri
I	Sutter Hill/Ione	8:00 AM	4:00 PM	Mon - Fri
X	Amador Sacramento Express†	6:10 AM	6:45 PM	Mon - Fri

* Runs on an intermittent basis.
** Connects to Calaveras Transit.
† 3 round trips daily.

Among ARTS' most important roles in social service transportation delivery is its designation as the CTSA for the County. The Transit Agency has held this designation for many years and has taken some steps to fulfill the expectations of the formal coordination role. Among the actions that ARTS has taken consistent with the CTSA designation are the following:

- Valley Mountain Regional Center (VMRC) contract: ARTS contracts with VMRC to transport developmentally disabled individuals to Arc of Amador County. This service operates on fixed schedules serving the day program.
- Sacramento County transit contract: ARTS contracts with Sacramento County to operate three (3) trips per day from the Amador County area into Sacramento. This service is primarily designed to serve commuters into central Sacramento. However, with some

minor modification, it may offer an inexpensive option for expanded service for purposes such as access to the many medical facilities in the Sacramento area. Stakeholders have proposed some rerouting of the service in order that this existing commuter service might be realigned to meet other non-work objectives.

- Technical Assistance: ARTS has offered to assist local agencies including a Senior Center with the preparation of grant applications for programs such as 5310.

Other Transportation Service Providers

Area 12 Agency on Aging

The Agency on Aging (AAA) for Amador County utilizes Title IIIB funds to provide transportation services for adults over 60 years of age. In 2007, AAA provided funds for the purchase of a wheelchair accessible van by Common Ground Senior Services. AAA, through contracted service providers, is responsible for transportation to and from medical appointments within the County on an as needed and as available basis.

Arc of Amador and Calaveras County

Arc serves developmentally disabled clients in the two county region. Services include a day program in Sutter Creek, an after-hours recreation program and a jobs program. Arc utilizes six vans, two of which are wheelchair accessible, to transport its clients. Program participants also use Blue Mountain Transit and ARTS through a contract arrangement between the agencies and the Valley Mountain Regional Center.

Amador County Unified School District

Amador County Unified School District provides transportation for general and special needs students to and from school throughout the County. The District utilizes 31 vehicles, seven of which are wheelchair accessible.

Amador County Behavioral Health

Amador County Behavioral Health operates two seven passenger vans to transport clients to agency sponsored programs, and therapy, medical, dental or court appointments. Clients include persons with disabilities, low income individuals, older adults, and children/youth.

Amador Support, Transportation and Resource Services (STARS)

Amador STARS oversees cancer patient transportation services to radiation and chemotherapy treatments in Sacramento, Stockton, Lodi and Amador County. There is no cost for the transportation services.

Blue Mountain Transit

Blue Mountain Transit is a private van service that provides transportation in Amador and Calaveras Counties for disabled clients through its contract with Valley Mountain Regional Center. Discussions are underway as of June, 2008, for the company to operate the Reserve-a-Ride taxi voucher program under contract to Amador County Transportation Commission (ACTC) through the CTSA. Blue Mountain also provides charter van services to private individuals and groups on weekends.

Community Compass

Community Compass is a privately owned behavioral management program serving developmentally disabled residents in Amador County. The organization provides transportation at no charge to its clients during program hours (8:00 AM – 3:00 PM). Staff drivers are available to take program participants to work, activities or to/from the client's home. Services and programs include personal management, social skills training, and vocational assessment and training.

Jackson Rancheria Casino and Hotel

The Jackson Rancheria has its own fleet of 16 buses. Vehicles are used for the "Youth Bus" program, which transports the children of casino employees from school to on-site after school day care. The Rancheria is the largest employer in the County.

Family Learning Center

The Family Learning Center is a non-profit agency that provides ESL and family literacy program to residents in and around Ione, Plymouth, River Pines and Fiddletown. The agency relies on ARTS to meet its transportation needs.

American Legion

American Legion Post 108 provides ambulance services for a fee to residents of Amador and Calaveras Counties. Trips must originate or terminate in Amador or Calaveras and ambulance transports are limited to 60 miles, which includes Sacramento, Stockton and Modesto.

Common Ground Senior Services, Inc.

Common Ground received a grant of approximately $15,000 to provide transportation to medical appointments for adults 60 years and older, persons with disabilities and persons with low income. Common Ground purchases fuel from the County at a discounted rate. In 2007, Area 12 Agency on Aging provided Title IIIB funds for the purchase of a wheelchair accessible Dodge Caravan.

Private Taxi Service

There are two private taxi providers serving Amador County: Sierra Delta and Pioneer, both located in Jackson. Service is available 24 hours per day. Pioneer operates two vehicles and Delta Sierra operates three.

Foothill Rideshare

The Foothill Rideshare program is a collaborative effort between Amador, Calaveras and Tuolumne Counties. In 2006-07, there were approximately 250 participants and goal is to see that number double in 2007-08.

Greyhound, Amtrak and Airline Service

Neither Greyhound nor Amtrak is available in Amador County. Service can be obtained in Sacramento. The Amador County Airport, Westover Field, is a general aviation airport. There is no commercial service at this time. Sacramento International Airport is the closest major airport serving Amador County.

Medi-Cal Vendors

It is possible for local providers (including public agencies and non-profit organizations) to become providers of non-emergency medical transportation (NEMT) under existing Medi-Cal arrangements. Medi-Cal is California's Medicaid health insurance program. It pays for a variety of medical services for children and adults with limited income and resources. People receiving Medi-Cal covered services may be provided NEMT at Medi-Cal's expense under certain very limited circumstances. Medi-Cal will pay for NEMT only when it is provided by a carrier licensed by Medi-Cal, and only when the individual's medical condition requires transport by a wheelchair van, litter van, or ambulance. Although the rules limit NEMT to people who need a wheelchair van, ambulance or litter van, this can include people who just need a high level of care, for example very frail dialysis patients, even though they do not need to use a lift or ramp.

No Medicaid vendors have been identified in Amador County. Extensive inquiry revealed no firms receiving Medicaid reimbursement for transportation of non-emergency medical clients.

Please refer to Appendix G for information about Medi-Cal vendor requirements.

Figure 4-3 Transportation Provider Inventory

Agency Name	Agency Type	Transportation Role(s): Public Transit	Operates	Funds or subsidizes	Volunteer or staff drivers	Provides I&R	Program Name	Program Purpose and Description	Transportation Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Total Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
Amador Regional Transit System (ARTS)	Public	X	X			X	ARTS	Gen'l public fixed route and DAR	TDA Fares 5311, 5311F 5309	$1,050,980.00	Amador County	Fixed Route DAR	General Public	(2) Suburbans (8) 20 pass. coaches (2) 28 pass. coaches (2) 32 pass. coaches	28,000	In-house 40 hr. minimum	In-house 4 bays, 1 mechanic 8:00 - 4:30 Mon-Fri	None	
Amador County Behavioral Health	Public				X		Behavioral, Prop 36, Alcohol & Drug, Perinatal	Attend programs, therapy, medications	Prop 36, Perinatal, Mental Health Service Act	$75,000.00	Amador County	Demand	Behavioral Health, Prop 36, A&D, Perinatal	(2) 7 passenger vans	2,000	N/A	N/A	N/A	
Amador County HHS	Public			X			Child Protective Svcs Adult Protective Svcs		County funding	N/A	Amador County	Gas Vouchers	Program participants	None	N/A	N/A	N/A	N/A	
Amador County Social Services	Public			X			Welfare to Work/CalWorks	Teach job skills and provides $ for gas	General Fund	N/A	Amador County	Gas Vouchers	Low-income, Behavioral Health & Alcohol & Drug	None	N/A	N/A	N/A	N/A	
Amador STARS	Non-Profit			X	X		Support for cancer patients		Donations, annual "Camp out for Cancer"	less than $100,000	Amador, Calaveras, Alpine, El Dorado & San Joaquin	Demand	General Public with cancer	2 vans, one w/c accessible	3,000	N/A	Contract	None	All volunteer drivers. Will transport for anything cancer related e.g., chemo, lab, radiation, doctor appt.
Amador Unified School District	Public		X				School Routes	Transport school children	General School funds and fees	N/A	Amador County	School	general & special needs students	(24) district (7)handicap accessible	N/A	Data not available	Contract	Data not available	Will charge for service in school year 2008/09
American Legion	Profit				X		Ambulance, emergency response, patient transport		Insurance, 'ambulance tickets', donations	N/A	Amador and Calaveras Counties	Demand	General Public	Ambulances	N/A	In-house	Contract	Data not available	
Arc of Amador and Calaveras Counties	Non-Profit				X		Arc	Support for developmentally disabled	VMRC	Data not available	Amador Calaveras Counties	Subscription DAR	Developmentally Disabled	(6) vans 2 are w/c accessible	Data not available	In-house	Contract	None	
Blue Mountain Transit	Private		X				Charter Van	Under contract to VMRC	VMRC Private	N/A	Amador and Calaveras	Demand	Disabled	N/A	N/A	in-house	Contract		Transport to ARC
Common Ground Senior Services Inc	Non-Profit				X		Medical trips for seniors, disabled and low income	Medical, nutrition	AAA Donations Grants Fundraising	N/A	Amador & Calaveras Counties	Demand	Seniors	(2) WC 4 pass. vans (2) trucks (nutrition)	N/A	In-house 1 hr.	Contracted Local Vendor	SAMS	Interested in coordinated driver training, vehicle maintenance
Community Compass	Non-Profit				X			Support for developmentally disabled		Data not available	Amador County		Developmentally Disabled						
Delta Sierra Cab	Private		X				Taxi service	General Public Taxi	Fares	Data not available	Amador County	Taxi	General Public	(3) vehicles	Data not available				Fares $2.75 per mile

Agency Name	Agency Type	Transportation Role(s): Public Transit	Operates	Funds or subsidizes	Volunteer or staff drivers	Provides I&R	Program Name	Program Purpose and Description	Transportation Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Total Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
Family Learning Center	Non-Profit			X			ATCAA-Ione Family Learning Center	Provide ESL, family literacy program, Early Childhood Education,		$13,000.00	Ione & north county, Plymouth, River Pines, Fiddletown		English language learners	N/A	N/A	N/A	N/A	N/A	Relies on ARTS to transport clients
Foothills Rideshare	Public					X	Rideshare	Promote ridesharing	funds from Amador, Calaveras and Tuolumne Co.	Data not available	Amador Calaveras Tuolumne Counties	Rideshare	General Public	N/A	N/A	N/A	N/A	N/A	256 participants in 3 county area
Jackson Rancheria Casino and Hotel	Private				X		"Youth Bus"	Transport	Casino provides for employees. Cost $1.50 one way	$72,000.00	Amador county	Youth	students K-6th grade	16 buses	80,000	In-house	Data not available	Data not available	Also provides paring lot shuttle at casino
Pioneer Cab	Private		X				Taxi service	General Public Taxi	Fares	Data not available	Amador County	Taxi	General Public	2 vehicles	Data not available	In-house	Contract	Data not available	Fares $2.00 per mile
Valley Mountain Regional Center	Non-Profit			X			VMRC	Transportation for disabled clients - contract with CCTA	CA Dept. of Developmental Services	$82,000	Amador County	Funding	Developmentally Disabled	None	N/A	N/A	N/A	N/A	Contracts with ARTS and Blue Mtn Transit

Chapter 5. Key Findings: Service Gaps and Unmet Transportation Needs

The federal guidelines relating to the Coordination Plan require an assessment of needs. As indicated in Chapter 1, the needs assessment is based upon the experiences and perceptions of the planning partners involved in the process. The assessment also is based upon more readily quantifiable measures of needs in an area and the identification of service gaps based upon these measures. As an example, the previous chapters documented the size and scope of the Jackson Rancheria as a trip destination for employment and other needed services. While some data exists to verify this circumstance, the Rancheria plans to do an employee survey to further document the overall need.

There is no regular service to this large facility. It is located in a somewhat remote area, making service provision more difficult. However, it offers a unique combination of needs and resources. The Rancheria is the owner of the largest bus fleet in the County and operates a variety of services for its employees and guests. However, representatives of the Rancheria indicate that the casino is interested in contributing resources in a collaborative fashion to better serve its facilities and the community in general. Such coordination efforts are at the heart of a social service coordination plan.

Service gaps and transportation needs in Amador County were identified through a combination of sources. This chapter details findings from:

- Stakeholder Input (meetings, focus groups, interviews, surveys)
- Analysis of the County's demographic profile
- Existing Documentation (performance audits, statistical data)

Stakeholder Input

The assessment began with intensive interviews with County stakeholders including operators, social service agencies, and user groups. An initial meeting with the Social Services Transportation Advisory Committee (SSTAC) was held in November 2007.

A very important finding regarding Amador County was that there is a strong interest in service coordination. In 2006, a year before the start of the current Coordination Planning process, the SSTAC began to meet monthly. This commitment is in contrast to most counties where the SSTAC typically meets annually to fulfill the minimal requirement of the TDA law. The Amador SSTAC is a very viable and energetic group of organizations involved in planning within the County.

In anticipation of the start of the coordination planning process, the SSTAC held a focus group on October 24, 2007, to specify needs and gaps in service for presentation to the consulting group. The formal minutes of this meeting are included in Appendix A, Stakeholder Involvement and Public Outreach. This very well organized effort identified the issues in the County from the

perspective of many key agencies involved in social services regardless of their needs or resources. This information was refined through additional meetings with stakeholders and through surveys.

A summary of the findings of the SSTAC Focus Group follows:

Figure 5-1 SSTAC Findings – October 2007

Unmet Need	Agency
• Current bus system does not accommodate them • Getting back and forth to resource centers • Special events, evenings, and weekends - if parents with young children do not have a car they are unable to participate in sponsored events	Amador First 5
• Need 15 passenger van • Some people have to walk a mile to reach bus stop	ATCAA Family Center
• No coordination between appt. and bus schedule • Not feeling secure at bus stops • Transport for specialty appt. • No Public transport to MACT Clinic (Casino) • Bus schedule is difficult to understand • No evening bus service	Amador Public Health
• Sacramento route has only 1 person and it changes	Amador STARS
• Short on drivers • Still working with ARTS on taxi voucher contract ($25,000)	Blue Mountain Transit
• Need weekend bus service • Grocery shopping • Hair appointments • Areas that are not safe to walk need transportation • Need to be able to meet socially	Transit Users:
• People working past 5:00 pm have no transportation • Weekends, evenings, recreational needs • No bus to access MACT clinic	Arc of Amador/Calaveras
• Need weekends, special events • No van • No money	ACRA
• Driver retired-expecting funds • Need another van/driver • Money is an issue • No evening transportation	Amador County Behavioral Health: Mental Health and Alcohol & Drug

Unmet Need	Agency
• Inefficiency of timing on the road • Sometimes the social worker has to provide transportation • We don't have an adequate public transportation system due to a lack of resources • Adult protective services has the same transportation needs	Child Protection/Adult Protection Services
• Getting to MACT clinic • Some seniors cannot access bus because of their health • Seniors can't walk very far or wait long for bus service • Huge need for shopping transportation • Need to be able to get out on weekends	Common Ground Senior Services
• Weekend service • Routes • Dial-a-ride service	Community Compass
• Can't get people home • Waiting for the bus for an hour	Welfare to Work
• An agency would need to be identified to administer this program	Transportation Reimbursement Program

Existing Documentation

The needs assessment process was further explored by reviewing recently prepared documents pertaining to the transportation needs in the County. These included:

- Triennial Performance Audit of Amador Regional Transit System (FY 03/04 – FY 05/06), July 2007
- Triennial Performance Audit of Amador County Transportation Commission (FY 03/04 – FY 05/06), June 2007
- Amador County Workforce Transportation Survey (2006 – 2007)
- Amador County Transit Needs Assessment (2006 – 2007)
- Unmet Needs Hearing Report and Recommendations
- SSTAC minutes and reports
- Transportation Development Plan (2008)

Performance Audits

Performance audits for both ARTS and ACTC provided recommendations, which were largely procedural in nature and dealt with issues such as records retention and standards of conduct (ACTC) and personnel policies and procedures (ARTS). Three recommendations, however, are relevant to the current coordination plan process:

- Enhance ACTC's unmet transit needs process to provide additional opportunities for participation and improved documentation of analysis (ACTC Triennial Audit)
- Provide added oversight and assistance to ARTS (ACTC Triennial Audit)
- Develop and implement an effective marketing plan and revise collateral materials (ARTS Triennial Audit)

In Amador County, additional input was available through a survey of transportation needs conducted by the Transportation Commission in late 2006 to add specific detail to the unmet needs analysis. The data and results of this survey were provided to the consulting team. One survey focused on the general public and included feedback from senior and low income populations as well as high school students. It considered all transportation needs. The other survey was directed at individuals working for the area's major employers. This latter group included Jackson Rancheria, Mill Creek Prison, and Raley's Supermarket. The Amador County Transportation Commission sponsored the survey through the Social Services Transportation Advisory Committee.

The surveys led to a number of major findings and recommendations regarding service delivery in Amador County. These findings are summarized below:

2006 – 2007 Transit Needs Assessment

The SSTAC distributed over 4,000 Transit Needs Surveys at different venues throughout the County. Nearly 32.5% (1,300) of the surveys were returned. SSTAC reported the following conclusions based on its analysis of the survey data:

- A large percentage of County residents are interested in travel to/from Jackson
- There is significant interest in travel outside the County
- Amador County residents are interested in travel within their own community
- Even though there is bus service provided for students, there is a desire for public transit. This may be a reflection of after school activities.

Figure 5-2 *Where* People Want to Travel

Home	Jackson	Ione	Pine Grove - Pioneer	Sutter Creek	Out of County
Jackson	40%	18%	17%	19%	14%
UpCountry	42%				
Camanche	22%	22%			
Ione	44%	8%	10%	14%	11%
Pine Grove	32%		13%		12%
Pioneer	38%		27%		10%
Sutter Creek	27%			17%	16%

2006 – 2007 Transit Needs Assessment

When People Want to Travel

Survey respondents indicated that they want to travel when they have a need and, as such, travel times covered a wide range. However, there were key times that were apparent from the data. Weekday mornings (6:00 AM – 8:00 AM) and afternoons (3:00 PM – 5:00 PM) were rated as favored times. Weekend travel was desired by 31.8% of respondents. When asked to rate the importance of flexibility, over 69% stated that it was “very important” or “somewhat important”.

Needs Assessment Recommendations

As a result of the 2006 -2007 needs assessment, the SSTAC recommended the following:

1. Amador County Transportation Commission use the survey data in the next fiscal year
2. ACTC hire a consultant to do an official Amador County Social Service Transportation Inventory and Action Plan (SSTIAP)
3. ARTS add runs to Ione in response to the needs shown in the survey

2006 - 2007 Workforce Survey

As part of the 2006 - 2007 transit needs assessment, a survey was conducted to ascertain the needs of workers within Amador County. Nearly 350 surveys were returned. The findings and recommendations based on this response are summarized below:

Employees would be more willing to use public transportation as part of their commute if:

- Bus travel time and driving time were the same (44%)
- There were more frequent routes (29%)
- There were earlier/later bus service (27%)
- They had better information about routes and times (25%)
- Express routes were available (24%)
- There was weekend service (23%)

Figure 5-3 *Where* Workers Need to Travel

Work in		Travel From				
		Upcountry	Jackson	Sutter Creek	Ione/ Camanche	Calaveras Co.
49%	Jackson/Martell	11%	8%	6%	4%	3%
24%	Jackson Rancheria	10%	4%	3%		3%
8%	Sutter Creek			8%		
7%	Ione			7%		
6%	Upcountry			6%		

2006 – 2007 Workforce Survey

When Workers Need to Travel

Survey responses indicated 37% of employees in Amador County travel between 6:00 AM – 8:00 AM. Forty five percent (45%) commute between 4:00 PM – 5:00 PM.

Employees in Amador County indicated that convenience and flexibility of service (85%) and travel time (80%) were major issues in their decision to utilize public transportation.

2006 – 2007 Workforce Survey Recommendations

As a result of the survey, the SSTAC recommended the following:

1. Review and evaluate the survey results by data experts
2. Determine need for Upcountry early morning express service (newspaper survey to examine need to connect with Amador Express)
3. Improve signage and schedule readability
4. Increase marketing of transit services, such as bus service to Sacramento airport
5. Provide service to Jackson Rancheria (60% of Rancheria employees who responded to the survey indicated an interest in service to and from the Casino.)

2008 Transportation Development Plan (TDP)

In 2007, the Amador County Transportation Commission retained a consultant to prepare a transportation development plan for the county and its communities. The goal of the study was to develop plans to tailor transit services to existing conditions and help guide transit programs during the next five years. Coordination of services was one of the issues examined by the consulting team.

While recognizing ARTS for its current coordination activities, the TDP recommended that ARTS expand it efforts as CTSA. In addition, the TDP calls for increased oversight of ARTS by the transportation commission. Ensuring that ARTS fulfills its mandate as CTSA falls within ACTC's oversight responsibilities.

Existing Coordination of Services

Amador Regional Transit System, in its dual capacity as sole public transit provider and CTSA, is the center of coordination activities in Amador County. The agency has various coordination agreements in place with social service agencies within the county. However, while some coordination arrangements are in place, all stakeholder agencies agreed that more can be done.

ARTS has undertaken the following activities that are consistent with the CTSA:

- ARTS contracts with VMRC to transport developmentally disabled individuals to ARC of Amador County. This service operates on fixed schedules serving the day program.
- Under a contract with Sacramento County, ARTS operates three (3) trips per day from the Amador County area into Sacramento. This service primarily is designed to serve commuters into central Sacramento.
- ARTS is reimbursed by Sacramento Regional Transit for tickets from passengers boarding ARTS coaches in Sacramento
- ARTS provides services to Family Learning Center clients attending English language classes in Ione.
- ARTS coordinates with Calaveras Transit to provide connections to Calaveras County. Service is provided five times per day, Monday through Friday on the Jackson/Sutter Creek Shuttle. The bus stop is located at Raley's in Jackson.
- ARTS invoices Amador County agencies for tickets purchased for client use
- ARTS has offered to assist local agencies including a Senior Center with the preparation of grant applications for programs such as 5310.

SSTAC

The Amador County Social Services Transportation Advisory Council (SSTAC) is established under California State Law through the TDA to evaluate unmet transportation needs within Amador County as part of the process of allocating TDA funds. As defined by state law, SSTAC members are appointed by the transportation commission and represent stakeholders in the community, including seniors, individuals with disabilities and persons of low income as well as social service agencies and transportation providers.

In Amador County, the SSTAC is an energetic, highly engaged group that is committed to bringing about true coordination within the county. The Council meets every other month and offers an opportunity for information sharing and discussion of potential coordination activities. The SSTAC can be a strong partner with the Amador County Transportation Commission and ARTS in realizing enhanced coordination of social service transportation.

Major Barriers to Coordination

All rural areas in California are facing significant challenges in the delivery of mobility options to seniors, disabled and low income individuals. Demographic and economic trends will not relieve the stresses that are being placed on existing systems. The aging of rural county residents along with an influx of new seniors and retirees and the rising price of gas make the need to address transportation issues more pressing and immediate.

Transportation providers in rural counties find themselves stretched thin trying to adequately address the growing demand for services. Recognizing the need for agencies to work together is a vital step towards achieving more efficient, cost effective transportation services. However, coordination efforts can be impeded by a wide range of obstacles, including:

- Lack of resources: staff, funding, equipment
- Different client eligibility requirements
- Service area boundaries that limit connectivity
- Inter-county and intra-county jurisdictional issues
- Different agencies with different requirements for driver screening, training and licensing and vehicle safety
- Lack of software/technology or incompatibilities with software/technology prevent sharing of scheduling and dispatching, client eligibility data, and reports
- Liability/insurance issues
- Privacy requirements, such as HIPPA, prevent sharing client information
- Reporting requirements that vary for federal, state and local funding sources
- Rural counties often do not have the large number of public and private agencies that can share resources; coordination opportunities can be limited simply by the number of organizations operating within the region.
- Social service agencies typically provide programs and services to a very discretely defined client population. Agencies may serve frail elderly or severely physically disabled or mentally disabled clients. Often the unique needs of the client population are such that they cannot be co-mingled with other passengers. Social or behavioral problems may result from co-mingling passengers. This is a natural barrier to coordination. However, the resources used to serve one client group may also be used to serve a very different client group at another time of day when co-mingling of passengers is not necessary.

In discussions with stakeholders in Amador County as well as other rural counties in central and eastern California, the single most significant barrier to increased coordination was identified as ***the lack of resources*** to pursue such activities.

Stakeholders agreed that staffing levels within the transit agency, which has the responsibility of spearheading coordination activities, do not allow for dedicated focus on coordination. ARTS has entered into agreements with various agencies to provide transportation services, which

demonstrates a certain degree of coordination. However, a larger mobility management role, such as arranging agreements between human service agencies has not transpired.

During consultations with stakeholders the need for an enthusiastic champion committed to developing new coordination activities was identified repeatedly. New energy and dedication will be required if efforts by ARTS, in its role as CTSA, are to succeed.

Duplication of Services

Various sources of funding can restrict transportation service to specific populations (elderly, disabled, low income) for specific purposes. This can result in service duplication and inefficiencies in multiple areas, including:

- Vehicles from different agencies, running the same route at the same time, may offer different services or serve different clients, and thus do not pick up additional riders.
- Transit systems, Medicaid brokers, and volunteer driver programs each operate their own training for drivers.
- Transit systems, county agencies and other transportation providers have their own in-house maintenance programs for vehicles.
- Transit systems, senior programs, brokers and other agencies maintain their own call centers for consumers to use to arrange for transportation or for general information.
- Transit systems and human service transportation providers purchase vehicles and equipment separately.
- Each transportation program has its own eligibility requirements. An individual may qualify for more than one type of service but will need to contact several different programs, each having different application and eligibility requirements. For example, some applications accept self-reported disabilities while others require a doctor's verification, and others require an evaluation. One agency may service clients 60 years and older while another defines "senior" as 65 years and older.

Based on stakeholder input and data collected for the transit provider inventory in Chapter 4, there is no significant duplication of transportation services in Amador County. Many of the agencies included in the inventory do not provide transportation directly, but rather rely on ARTS and supplement this service at times and to destinations when ARTS is not available. In some cases, tickets are purchased, which are distributed to clients on an as-needed basis. Several agencies indicated that their clients' needs were so specific, coordination efforts were difficult to impossible to achieve. These agencies respond by providing services that tend to be very limited in scope, focusing on getting clients to programs or appointments, and do not duplicate other services to any significant degree.

Key Origins and Destinations

Distance is what often defines the geographical nature of rural counties. It is not uncommon for the trips from home to the doctor, the grocery store, or work to be 50, 60, 70 miles or more. Add to this the challenge that many individuals with the most limited access to private transportation live in the most remote areas of the county. The distance between where people are and where they want to be make the provision of transportation difficult.

Figure 4-1 in the previous chapter shows transit services and activity centers in Amador County.

For many rural areas, key services are relocating to larger communities or regional centers. Medical facilities are a prime example of this. This causes increased pressure on individuals such as the elderly, the disabled and persons of low income, who are transportation dependent. In many instances, non-emergency medical transportation is seen as the most important need. Figure 5-4 below shows key origins and destinations for transportation consumers in the county.

Figure 5-4 Key Origins and Destinations

Origin/Destination	City	Type
UC Davis Medical Center, other medical centers	Sacramento	Medical Facility
VA Clinic, other medical centers	Lodi/Stockton	Medical Facility
Amador Senior Center	Jackson	Social Services
Amador County Administration	Jackson	Government Services
Sutter Medical Hospital	Jackson	Medical Facility
Health and Human Services Bldg	Sutter Creek	Social Services
Raley's	Jackson	Retail
Mule Creek Correctional Facility	Ione	Employer
Jackson Rancheria	Jackson	Employer
Sutter Amador Health Center	Plymouth	Medical Facility
Sutter Amador Health Center	Pioneer	Medical Facility
Jackson MACT Health Complex	Jackson	Medical Facility
Upcountry Community Center	Pine Grove	Recreation
Martell Business Park	Martell	Retail

Access to local services in communities within the county plus the importance of out-of county destinations were consistently mentioned by stakeholders during meetings, workshops and interviews. The 2006-2007 Transit Needs Assessment survey indicated Jackson was the number one destination of the majority of respondents while the need for service to Ione and destinations in neighboring counties was also highly ranked.

Projected Transportation Needs

Since Amador County has no formal models that would predict demand for public transportation services that serve older people, people with disabilities, and people with limited incomes, population projections provide the best available evidence. Useful projections of the population with limited incomes are not available, and the best evidence about the future of the disabled population is that it will grown in proportion to total population and the population in older age groups

In Amador County, the projected senior population (age 60 and older) is expected to grow from 11,715 to 15,809 individuals between 2010 and 2020, based on California Department of Finance projections. This represents a 35% increase. Therefore, it is assumed that demand for transportation services will increase approximately 35% in the next ten years.

Unmet Needs

Through a process that involved significant stakeholder participation and detailed analysis of existing documentation, the transportation needs and service gaps in Amador County were identified. These generally fell into the following four categories: coordination, connections, service availability and capital equipment.

Further discussion with stakeholders allowed the service gaps and unmet needs identified during Phase 1 of the planning process to be prioritized by rankings of high, medium and low. Please see Chapter 6 Identification of Strategies/Public Outreach for a detailed description of this process.

The unmet needs and service gaps as articulated by stakeholders are listed by category in this chapter. For strategies recommended in response to these needs, see Chapter 6 Identification of Strategies/Public Outreach

- Coordination – challenges that impede coordination efforts
- Connections – challenges providing transportation links inside and outside Amador County
- Service Availability – challenges providing service beyond existing service
- Capital Equipment – challenges maintaining or expanding the available fleet, both public and private; challenges purchasing and maintaining other capital equipment

Coordination

Stakeholders identified several needs that affect general coordination efforts such as:

1. Overcome barriers to coordination, including lack of staff resources to manage coordination activities and insufficient funds to achieve useful levels to support coordination activities. Combine CTSA and mobility management functions in a more unified way.
2. Develop a vehicle maintenance program to support human service agencies within the county

3. Develop a system of support services such as driver training and alcohol/drug testing for human service agencies within the county
4. Develop a coordinated volunteer driver program
5. increase coordination between the County's largest employer, Jackson Rancheria and ARTS

Connections

The need for connectivity to out of county services or systems was identified, especially for medical services and social service programs. In addition, gaps within the county were outlined. Specific service gaps include:

1. Insufficient service to Sacramento and the Lodi/Stockton area for non-emergency medical trips
2. Insufficient service for employment in Ione, specifically reverse commute options from Sacramento County

Service Availability

Repeatedly, stakeholders indicated a need for expanded services during evening and weekend hours. Transit users and human service agencies both expressed concerns over limited or nonexistent transportation outside the typical weekday work schedule. Specific issues include:

1. Lack of public transportation outside the 7:00 AM - 5:00 PM weekday window is seen as a significant factor limiting employment opportunities, especially for students or people in entry level jobs who often work non-traditional hours.
2. Extended service on weekends is needed for seniors and disabled individuals for shopping and social activities.
3. Lack of service Upcountry and in other outlying areas of the County

Acquisition and Replacement of Capital Equipment

Stakeholders acknowledged the need for replacement vehicles to maintain the operational status and service quality of the public transit fleet. There is a need to replace vehicles on a regular basis for ARTS. There may also be a need to replace vehicles belonging to other agencies in the future. This is a critical need as the operating cost of aging vehicles can become prohibitive. Expansion of the number of available vehicles utilized by both the transit agency and human service agencies within the county will allow for increased coordination opportunities that do not rely primarily on traditional transit for transportation services. In addition, other capital equipment may be needed to enhance coordination activities within the county. The key needs are:

1. New and replacement vehicles, computer hardware/software, maintenance equipment, communication base station/mobile radios and cameras, GIS equipment, and other equipment eligible under 5310 guidelines
2. Develop a Retired Vehicle Program so that vehicles retired by one agency may be used for service by another agency in a less demanding environment

The Role of the CTSA

An important issue in the institutional component of a coordination effort in Amador County is the fact that few if any of the agencies involved in the SSTAC have been aware of the existence of a CTSA. As described previously, ARTS has undertaken several coordination activities in its role as the CTSA. Even though the Agency has contracts with Valley Mountain Regional Center, Sacramento Regional Transit and Sacramento County, there are other opportunities to explore in its role as CTSA.

Stakeholder interviews indicated that much more can be done by the CTSA in the way of service coordination. The leadership role of the CTSA was highlighted as something that could be bolstered in order to achieve more extensive coordination. Additionally, a desire was expressed for greater understanding of the use of TDA 4.5 funds and its relationship to the CTSA designation.

Findings from other resources such as the ACTC Triennial Audit (2007) and the 2008 Transportation Development Plan (TDP) call for increased oversight of ARTS by the transportation commission. Ensuring that ARTS fulfills its mandate as CTSA falls within ACTC's oversight responsibilities.

The Transportation Development Plan recognizes the coordination efforts currently in place and recommends that "other avenues for increased coordination of transit management, procurement and services should be pursued." Specifically the TDP suggests ARTS negotiate agreements with Amador County agencies such as Behavioral Health Services, develop and manage volunteer programs, and implement marketing and education activities.

Affordability

While not listed as a service gap or unmet need, the cost of transportation, whether public transit or private sector transportation (including privately owned vehicles), was a factor in the needs assessment process. The rising cost of fuel has a significant impact on service providers and individuals alike. This is especially true for those who live in outlying areas and now find themselves with limited transportation options for employment, medical services, and recreation.

Next Steps

Coupled with the need to identify service gaps is the need to identify corresponding potential strategies intended to address these deficiencies. These "strategies" are broadly defined approaches to serving the needs identified in the planning process. They serve as the foundation to guide the selection of projects available with SAFETEA-LU funding. They may include greater collaboration between agencies whose service needs differ by time of day and can be served by consolidated resources. They may also take the form of institutional changes where overall guidance and support of service collaboration is centralized. Such a change can mean staff resources to negotiate collaborative agreements between willing participants to achieve efficiency. A 5310 application might be the responsibility of one agency but could include an agreement to serve the clients of another agency during "off-peak" periods. This is the responsibility of the CTSA as defined in TDA.

As a next step, a range of strategies intended to address the needs identified in this chapter was presented to local project stakeholders, along with proposed evaluation criteria to prioritize them. Although many of the needs identified are specific to gaps or deficiencies with the public

transit system, the strategies are multi-modal in nature, and will take maximum advantage of flexibility allowed through the various funding sources that could support their implementation.

Recommended strategies as prioritized by stakeholders in Amador County are detailed in chapters 6 and 7.

Chapter 6. Identification of Strategies/Public Outreach

The identification of coordination strategies is the next step in the planning process. This chapter outlines the strategies that initially were developed by the consulting team and subsequently were modified with input from stakeholders in Amador County.

The strategies are intentionally broad in order to provide general guidance to local officials who will score grant applications submitted by local agencies. Similarly, the strategies are written in such a way as to encourage "outside the box" thinking about creative ways to address coordination issues services within Amador County. It is hoped that agencies will develop innovative new projects that will qualify under the strategies included in the Coordinated Plan as approved by the local transportation commission.

The strategies outlined in this chapter were developed from findings gathered through diverse methods including stakeholder meetings, interviews, surveys, and the extensive coordination experience of the consulting team. Additional source material such as transit development plans, unmet needs hearings, triennial reports, and census data was also used. The strategies thus were formulated to address specific needs and service gaps in the county that were documented through this process.

Public Workshop on Strategies and Priorities

On May 13, 2008, members of the community participated in two half-day workshops, during which unmet needs and corresponding preliminary strategies were reviewed. Evaluation criteria were presented with the goal of seeking feedback on the draft strategies and their prioritization. The final strategies were prioritized based on criteria agreed upon by the stakeholders at the workshops.

The Coordination Planning process placed a great deal of emphasis on public input. A major effort was made to reach out to the community to obtain input regarding strategies and priority ranking. The local point of contact ensured that flyers were distributed in the community, press releases were distributed to local media, mention was made at agency meetings regarding dates for public meetings, and personal contacts were made with key individuals.

Please refer to Appendix A for information more on public outreach.

Methodology and Approach

The workshops were publicized using a variety of outreach methods including:

- A press release prepared by the consulting team was sent by the Point of Contact for distribution to the local newspaper, the **Amador Ledger-Dispatch**
- Flyers advertising the May 13th workshops were provided to the Point of Contact for distribution on ARTS vehicles and posting at transit stops. In addition, flyers were distributed through the Amador County Recreation Agency's Dissemination Program, which contacts over 100 venues within the county.

- Television (TSPN) and radio (Hometown Radio) interviews on local stations
- Email invitations were sent to representatives of human service providers, county agencies, SSTAC and TAC, and other interested stakeholders
- Two e-newsletters in Amador County

The following agencies and community groups were represented at the public workshops in May:

Transit Users – Seniors	ARTS
Transit Users – Disabled	Blue Mountain Transit
Transit Users – General Public	Amador Commission on Aging
Amador State Preschools	Common Ground Senior Services
ATCAA	Amador County Public Health
Arc of Amador	Upcountry Residents
First 5	Veterans Service

During the workshops, the purpose of the Plan, the potential funding sources, the findings from the *Existing Conditions Report,* and the preliminary strategies were presented to the participants. The evaluation criteria were discussed as a tool to narrow the strategies to those most important to those attending the workshops and the constituencies and residents they represented. Copies of the JARC and New Freedom applications and the Section 5310 application were made available. A representative from CalTrans explained the process to apply and noted that the deadline had been extended for applications.

Participants were asked to:

- Determine evaluation criteria in order to prioritize strategies
- Confirm or elaborate on the list of unmet needs
- Add additional service gaps or unmet needs not identified
- Eliminate items that were found to have been met using existing resources
- Eliminate duplicate items
- Add additional strategies not identified
- Provide input into the prioritization of strategies

Evaluation Criteria

During the public workshops held in Jackson and Pine Grove, participants discussed the criteria used to evaluate strategies presented to the group. The consulting team outlined the basic requirements as defined by SAFETEA-LU and stakeholders had input into the final determination of criteria.

Based on the criteria adopted at the workshop, stakeholders were asked to rank the proposed strategies as either

- High priority: Meets all or most of the criteria
- Medium priority: Meets some of the criteria
- Low priority: Meets few or none of the criteria

Criteria 1: Coordination

How would the strategy build upon existing services? The strategy should:

- Avoid duplication and promote coordination of services and programs
- Allow for and encourage participation of local human service and transportation stakeholders

Criteria 2: Meets documented need

How well does the strategy address transportation gaps or barriers identified through the Coordinated Public Transit-Human Services Transportation Plan? The strategy should:

- Provide service in a geographic area with limited transportation options
- Serve a geographic area where the greatest number of people need a service
- Improve the mobility of clientele subject to state and federal funding sources (i.e., low-income, elderly, persons with disabilities)
- Provide a level of service not currently provided with existing resources
- Preserve and protect existing services

Criteria 3: Feasibility of Implementation

How likely is the strategy to be successfully implemented? The strategy should:

- Be eligible for SAFETEA-LU or other grant funding
- Result in efficient use of available resources
- Have a potential project sponsor or individual champion with the operational capacity to carry out the strategy
- Have the potential to be sustained beyond the grant period

Identification of Strategies

On May 13 during public meetings, stakeholders considered various criteria to be used to evaluate recommended strategies. The decision was made to broadly apply all criteria when evaluating strategies and to rank strategies considering criteria as a whole.

High Priority Strategies

Coordination Opportunity:

Overcoming barriers to coordination, including

- Lack of staff resources to manage coordination activities
- Insufficient funds to achieve useful levels to support coordination activities

Strategy:

Provide sufficient resources to allow the CTSA to negotiate interagency agreements, providing for coordinated use of assets and operating funds

The importance of the CTSA became very clear during discussions with local stakeholders. In Amador County, Amador Regional Transit System (ARTS) is the CTSA. While not necessarily responsible for all coordination activities, the CTSA is an appropriate focal point for achieving results.

Research revealed that while most rural counties have a designated CTSA, many CTSAs are not very active in pursuing coordination opportunities. This situation often is the result of two local conditions:

1. Lack of Staff Resources to Pursue Coordination

   Small transit agencies, such as ARTS, are frequently the designated CTSA for its county. While such designation is intended to carry with it the responsibility to work actively to coordinate the services of local organizations including the transit operator, small agencies often do not have the staff to carry out this task. The existing staff is focused on day-to-day operations management, service planning, and overall compliance with regulations. While supporting the concept of coordination and the key role of the CTSA in the coordination process, small agencies do not have sufficient personnel to dedicate to outreach, planning and organizing that is required for effective coordination.

   Completing grant applications can be confusing and overwhelming. While larger agencies often have staff dedicated to the preparation of grant applications, smaller agencies usually assign this responsibility to the transit manager or other administrative personnel. These individuals may not have the time or the expertise to seek out grant opportunities and submit applications.

2. Lack of Sufficient Funds to Accomplish Meaningful Results

   Grant amounts available to rural counties are usually significantly less than those awarded to larger urban counties. The small size of the award can make it difficult to achieve “critical mass” or sufficient funds to realize meaningful outcomes. Agencies in rural counties weigh

the value of the grant amount against the staff time required to prepare the grant application and manage the grant once an award is made. Often, agencies find the reward is not worth the effort.

The realization that ARTS, in its role as the CTSA, does not have sufficient staff resources to create coordination results led to the recommendation that the CTSA function of the agency be enhanced through dedicated funding for that purpose. Stakeholders also indicated that the leadership within CTSA should be strengthened to achieve coordination goals and objectives. Workshop participants rated as the highest priority the ability to

- Add staff devoted to CTSA activities or
- Contract for CTSA management services from an outside expert source

The dedication of resources to achieving coordination results was universally recognized by stakeholders as the starting point action. In Amador County, TDA funds are fully dedicated to transit purposes Thus there are not additional funds that might be allocated to Article 4.5 purposes. Given this situation, funds to support coordination must come either from new sources or from reallocating current transit resources to CTSA purposes. In the absence of TDA funds, sources such as New Freedom grants for mobility management purposes could be utilized to achieve this objective.

Coordination Opportunity:

Establishment of centralized maintenance and repair services to include social service agencies, non-profit organizations, and local government entities

Strategy:

Provision of contract maintenance through the CTSA

Amador Regional Transit System could expand its maintenance capability to include sufficient hours to service outside agency vehicles on a fee paying basis. In other counties, CTSAs operate such programs to provide needed services centrally while covering all costs and earning a profit. Client agencies benefit by having their vehicles serviced by expert technicians familiar with the unique maintenance issues of transit vehicles and wheel chair lifts. In addition, maintenance agreements can be written to include the use of a loaner vehicle while the client's vehicle is serviced, thus reducing down time. Some coordinated maintenance programs offer evening and/or weekend service to accommodate social service agencies that provide transportation during the 8:00 AM to 5:00 PM window. Buses can be serviced after hours and returned to the yard before the workday begins.

Please refer to Appendix F for additional information on consolidated maintenance programs.

Coordination Opportunity:

Lack of sufficient transportation for medical trips from Amador County to Sacramento, Lodi and Stockton

Strategy:

Increase days of service provided by ARTS to Sacramento and Lodi/Stockton for medical and social service appointments. Establish a formalized volunteer driver program/rideshare capable of meeting the most critical non-emergency medical transportation needs out of the area.

Rural areas often do not have specialized medical services available within their communities, which means members of the three target populations (seniors, disabled, low income) frequently do not have ready access to needed treatment. Amador County residents regularly must travel to Sacramento or the Lodi/Stockton area. The Sacramento area is home to major facilities such as the UC Davis Medical Center, several Kaiser Permanente hospitals, the Sutter Medical Center and other specialized facilities. The VA Clinic is located in Stockton, as are many other medical treatment centers.

Currently there are no Medicaid transportation providers in Amador County and stakeholders repeatedly listed non-emergency medical transportation as a high priority. Some rural counties supplement public transportation by implementing a volunteer driver program and developing rideshare resources.

Coordination Opportunity:

More fully utilize volunteer drivers in social service transportation programs

Strategy:

Identify agencies or community leaders to coordinate volunteer programs, including the recruitment, screening, training and managing of volunteers

Identify or create new insurance programs to eliminate exposure of volunteers and agencies to inappropriate levels of liability

Some agencies in rural counties make effective use of volunteer drivers to expand mobility options. Stakeholders in Amador County expressed a high degree of interest in expanding volunteer programs.

Programs can use volunteers with private cars to transport clients for non-emergency medical trips, to senior nutrition programs, to veterans' medical centers, or for everyday tasks such as shopping. Often drivers are reimbursed for mileage. Some programs utilize accessible vans, donated cars, or retired buses. In outlying regions of the county where public transit options are limited, the use of volunteer drivers can be a very efficient, cost-effective way to offer service to seniors and low income or disabled individuals. Volunteer programs can be especially effective for transporting individuals to and from social service program sites, such as senior centers. Veteran's organizations often rely on volunteers to transport clients to VA facilities. Some agencies use volunteers to transport clients to out-of-county medical appointments. In such cases, the volunteer driver typically drives the patient to the facility, waits while medical services are rendered, and then transports the client home.

Successful volunteer driver programs require administrative oversight in order to recruit, screen, train and coordinate volunteers. Specifically, there is a need for constant ongoing recruitment, as there is usually a high rate of turnover in volunteers. Leaders or agencies within the community who will undertake the administration of the volunteer driver program should be identified.

One significant obstacle to successful volunteer driver programs can be the exposure of the volunteer to personal liability in the case of an accident. Typically a volunteer's personal insurance coverage is the only liability protection in force while doing volunteer work. By identifying or creating new insurance programs that eliminate the volunteer's personal insurance exposure, this obstacle can be reduced or removed. Such a program might include creation of insurance programs that provide an additional primary layer of coverage while a volunteer is providing this vital service.

Coordination Opportunity:

Connections for employment, including reverse commute from Sacramento to Ione

Strategy:

Expand traditional transit service through reverse commute service. Could be done by adjusting trip times for returning buses from Sacramento to better serve county destinations such as Ione.

Employment opportunities exist in Ione, where three of Amador County's largest employers are located. However transit service from Sacramento County, where many employees live, arrives after the start of the workday. By coordinating service from Sacramento, reverse commute service could be implemented. Scheduling will be a critical factor in order to accommodate the 7:30 AM to 4:00 PM workdays of employees at the correctional facilities in Ione. (Currently, the bus from Sacramento arrives in Ione at 10:00 AM.) JARC funding could be used for this service.

Coordination Opportunity:

Lack of public transportation on weekends for seniors, disabled and youth

Strategy:

Expand public transit service and social service agency transportation to cover more weekend hours

The need for increased public transportation on weekends was discussed in every public forum held in Amador County for both seniors and the general public. Seniors want to shop, socialize and participate in recreational activities. Youth need transportation for employment. Expanded service could be realized using JARC and New Freedom funds. Social service agencies could provide service utilizing vehicles normally used only during the week.

Coordination Opportunity:

Need for acquisition and replacement of capital equipment, including

- Replacement vehicles for CCTA and human service agencies
- Computer hardware/software
- Maintenance equipment
- Communications equipment
- Cameras, GIS equipment
- Other equipment eligible under federal guidelines

Strategy:

Coordinate arrangements for purchase of capital equipment, including vehicles, to help tap available funding, e.g. FTA 5310

Use older (retired) vehicles for less intense social service agency needs

The purchase of new or replacement capital equipment, including vehicles, should be coordinated among agencies. ARTS is the primary vehicle operating agency in the County. It is also the CTSA. It therefore has two major roles: 1) to purchase vehicles/equipment for its own use, and 2) to coordinate the purchase of vehicles/equipment for other agencies through its CTSA role. The latter may mean helping agencies prepare 5310 or other applications for funding. The transit agency's role in both types of vehicle acquisition would allow for the strategic assessment of vehicle needs for the County.

The original operator of a vehicle is typically the most intense user of the bus. This means that a vehicle operates high miles and receives intense use during its "first life." However, even after an intense period of use by one agency, the vehicle may have useful life if operated in a less intense environment. This can be only occasional use by the second agency or regular use but for short distances or for limited use each day. An example would be the operation of service only to a noontime senior meal site or as a backup or loaner vehicle.

ARTS should consider formalizing a vehicle distribution program for its retiring vehicles that might still have useful life for a second agency. Some agencies couple the contribution of a vehicle to another agency with some components of operating cost such as maintenance service or insurance.

Medium Priority Strategies

Coordination Opportunity:

Lack of service to outlying areas of Amador County such as Upcountry

Strategy:

Expand public transit service to Upcountry and to other outlying areas of the County. Develop social service agency transportation including volunteer drivers and rideshare programs.

Public transportation options to very rural areas in Amador County are limited. In addition to increasing public transit service, transportation options within the County could be expanded through the use of volunteer drivers or the expansion of the existing rideshare program.

Coordination Opportunity:

Lack of public transportation outside the 7:00 AM to 5:00 PM weekday window.

Strategy:

Expansion of evening service in the existing transit service area

The need for transportation services outside the weekday window was identified as important for individuals participating in social service programs or school events and for employment opportunities, especially for youth. Evening and weekend service could be expanded using both traditional public transit and social service options.

Coordination Opportunity:

Coordination of support services

- Driver training
- Drug and alcohol testing
- Grant application preparation

Strategy:

Through the CTSA, expand coordination of driver training, alcohol/drug testing and other support services for non-profit organizations

An agency devoted to coordination, typically the CTSA, often can provide a variety of support services to community organizations that lack the resources or the expertise to provide them internally. Many social service agencies are too small to have dedicated technical resources, such a certified driver trainers, on staff. This sets the stage for the provision of support services by a centralized agency.

In Amador County, ARTS as the CTSA may be in a position to provide centralized services to a variety of agencies in the county. Services could include

- Consolidated driver training programs for staff or volunteers of social service agencies
- Staff support for technical functions such as drug and alcohol testing
- Assistance in grant preparation

Please see Appendix E for additional information on driver training and licensing requirements.

Coordination Opportunity:

Implement a mobility training program to expand transit use

Strategy:

Focus a professional mobility training program on regional center clients, other potential ADA clients and commuters to foster regular transit use

Mobility training has been proven to be a cost effective method of enhancing mobility options for a wide range of transit consumers. Coordination efforts could provide this service to ARTS passengers as well as clients of social service agencies.

Please see Appendix D for additional information on the effectiveness of travel training.

Coordination Opportunity:

Improve transit system marketing, including route designations, signage, and promotional materials

Strategy:

Prepare a regular transit and CTSA services marketing plan and implement new customer service information strategies that include social service transportation options

Stakeholders in Amador County expressed a need for increased communication with consumers regarding transportation services. Many participants involved in the planning process felt that the community at large was not aware of the variety of options available.

Coordination Opportunity:

Coordinate services between ARTS and the Jackson Rancheria

Strategy:

Work with tribal management to develop transportation options to serve community members, Jackson Rancheria employees, and guests of the Rancheria

The Jackson Rancheria is the largest employer in Amador County and operates a fleet of 16 buses. Stakeholders expressed interest in a more effective relationship with the Casino to allow for coordination of services to the Rancheria and nearby childcare and medical facilities. JARC funds could be utilized to enhance service for employees. Collaborative arrangements between ARTS and the Rancheria to share bus resources should be explored.

Low Priority Strategies

Coordination Opportunity:

Taxi service in Amador County is not widely available

Standards for overall service as well as driver screening and training could be improved to provide higher quality service.

Strategy:

Expand taxi service through the introduction of a voucher program

Raise standards for driver screening and training as well as overall service

Currently, there are two taxi companies operating in western Amador County. Taxi vouchers are a tool to expand transportation services to targeted population groups through relatively inexpensive means. Such programs generally consist of the sale of taxi scrip to eligible individuals at some reduced factor of face value. The user is thus subsidized and receives services at less than full cost. The taxi provider receives full fare through the redemption of scrip at the total trip cost. Such a program has the benefit of offering another source of service to an eligible user group at lower cost while also helping to stabilize taxi operators that in rural areas have difficulty staying in business. While taxi vouchers are not presently used in Amador County, they have proven to be a cost effective transportation method in other counties. They are a viable option for Amador County as well.

A common concern about taxi companies is that they often have driver selection and training standards that are lower than those of public transit agencies. Background screening of drivers can help to improve overall standards. Similarly driver training standards for taxi operators can also be improved. This is an area that can be addressed either by the taxi providers themselves or in conjunction with the CTSA as a central provider of training or other resources.

Next Steps

The list of unmet needs and service gaps developed during the initial phase of the planning process formed the basis for the recommended strategies presented in this chapter. With input and feedback from stakeholders, the list of needs and strategies was refined. Chapter 7

Implementation Plan for Recommended Strategies details the next steps for enhancing coordination efforts in Amador County.

Chapter 7. Implementation Plan for Recommended Strategies

The purpose of the Coordinated Public Transit – Human Services Transportation Plan is to fulfill SAFETEA-LU requirements and also to recommend strategies that encourage creative solutions designed to enhance the provision of transportation services to seniors, the disabled, and low income individuals.

The effort required to develop, implement and sustain programs that meet this need cannot be accomplished by the CTSA or any one agency acting alone. Active participation by a wide variety of organizations and individuals will be required. Transit agencies, public, private and non-profit human service providers, transit users, local governments, and the general public will all need to fulfill their respective roles for coordination to be effective.

Months of study combined with often passionate input from stakeholders in Amador County have resulted in the prioritized strategies that are presented in this chapter. The recommendations are divided into high, medium and low priority strategies.

A basic framework for coordination already exists in Amador County, with ARTS acting as the CTSA. However, within the county, there are additional opportunities for coordination that should be pursued.

High Priority Strategies

High priority strategies were selected by stakeholders from a list of recommended strategies during public workshops in May, 2008. Participants agreed to determine priority rankings by applying all evaluation criteria collectively to each strategy, thus considering effectiveness of coordination, documented need and feasibility of implementation.

Figure 7-1 presents those strategies that Amador County residents determined to be of the highest priority for achieving more effective coordinated transportation. For each high priority strategy the following information is provided:

- Lead agency/champion: The individual or organization that will assume the leadership role to move the strategy forward. The champion is the key figure in the successful implementation of the strategy.

- Implementation timeframe: When proposed strategies will be implemented, including the process of applying for funding

- Order of magnitude costs: Approximate range of costs for implementation

- Cost effectiveness of strategy: When strategies where prioritized by stakeholders, cost-effectiveness was one of the considerations used to determine high priority recommendations. While some strategies may be less costly than others to implement in the short term, more costly strategies may be included if they positively impact

mobility needs of significant numbers of seniors, people with disabilities or low-income individuals.

- Potential funding sources: Strategies without funding sources have little potential for successful implementation. FTA grant sources as well as other possible funding sources are indicated.

Figure 7-1 Implementing High Priority Strategies

Strategy (to address need/gap)	Lead Agency or Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Cost Effectiveness of Strategy	Potential Funding Sources
Provide sufficient resources to allow the CTSA to negotiate interagency agreements, providing for coordinated use of assets and operating funds	CTSA	Year 1 - 2	$50,000 - $150,000	HIGH Minimal investment to stimulate more effective use of other resources	TDA New Freedom
Identify agencies or community leaders to develop and coordinate volunteer programs, including the recruitment, screening, training and managing of volunteers Identify or create new insurance programs to eliminate exposure of volunteers and agencies to inappropriate levels of liability	CTSA	Year 2-3	Included above in CTSA resources	HIGH Potentially very cost effective: minimal to no investment for free to low cost services	New Freedom
Provision of contract maintenance to include social service agencies	CTSA	Year 1-2	$0 - $75,000 (Minimal set up cost)	HIGH Little or no investment to expand service options with customers paying full cost of services	Fee for Service
Increase days of service provided by ARTS to Sacramento and Lodi/Stockton for medical and social service appointments. Establish a formalized volunteer driver program/rideshare capable of meeting the most critical non-emergency medical transportation needs out of the area.	ARTS	Year 1 – 2	$50,000 - $200,000 per year	HIGH Some cost if additional trips are necessary; minimal to no cost if schedule adjustments address the issue	New Freedom Medicaid
Expand traditional transit service through reverse commute service. Could be done by adjusting trip times for returning buses from Sacramento to better serve county destinations such as Ione.	ARTS	Year 2 - 3	$50,000 - $150,000	MEDIUM Moderate expense if cost of added reverse trips entails expanded service	JARC
Coordinate arrangements for purchase of capital equipment, including vehicles to help tap available funding, e.g. FTA Section 5310	CTSA	Year 1 - 3	Included above in CTSA resources	HIGH Minimal investment; better coordination of assets	CTSA as established in top strategy
Use older (retired) vehicles for less intense social service agency transportation needs	CTSA	Year 1 –- 2	$0 - $25,000 (depends upon decision to add support funding to the bus recipient)	HIGH Minimal expense for more intensive use of assets	Minimal to no funds required

Strategy (to address need/gap)	Lead Agency or Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Cost Effectiveness of Strategy	Potential Funding Sources
Expand public transit service and social service agency transportation to cover more weekend hours	Public Transit: ARTS Social Service: CTSA	Year 2 – 4	Public Transit $50,000 -$150,000 Social Service < $50,000	LOW Weekend service tends to be less productive than weekday service due to low ridership	TDA STIP 5311

Strategies determined by Amador County stakeholder to be of medium priority are listed in Figure 7-2.

Figure 7-2 Implementing Medium Priority Strategies

Strategy (to address need/gap)	Timeframe	Comments
Expand public transit service Upcountry and to other outlying areas of the County. Develop social service agency transportation including volunteer drivers and rideshare programs.	Year 2 – 5 Depending upon available funding	Issue will be covered in the Transit Development Plan
Expand evening service in the existing transit service area	Year 2 – 5 Depending upon available funding	Issue will be covered in the Transit Development Plan
Through the CTSA, expand coordination of driver training, alcohol/drug testing and other support services for nonprofit organizations	Year 2 – 3 Depending upon level of interest by agencies	CTSA to serve as sponsor
Focus a professional mobility training program on regional center clients, other potential ADA clients and commuters to foster regular transit use	Year 2 – 3 Depending upon available funding through VMRC or other sources	CTSA to serve as lead agency; VMRC to provide funding
Prepare a regular transit and CTSA services marketing plan and implement new customer service information strategies that include social service transportation options	Year 2 – 3 Depending upon grant sources to fund specialized marketing work	CTSA to serve as lead agency; transit planning funds likely available for such work
Work with tribal management to develop transportation options to serve community members, Jackson Rancheria employees, and guests of the Rancheria	Year 2 – 3 Depending upon level of interest by Tribal representatives	CTSA to serve as lead agency negotiating service package with ARTS and Jackson Rancheria

Strategies determined by Amador County stakeholder to be of low priority are listed below in Figure 7-3.

Figure 7-3 Implementing Low Priority Strategies

Strategy (to address need/gap)	Timeframe	Comments
Expand taxi service through the introduction of a voucher program and raise standards for driver screening and training	Year 3 – 5 Depending upon interested taxi companies	CTSA to serve as sponsor

Implementing the Strategies

This section addresses what needs to be done to move forward with all of the strategies identified in Chapter 6. Several interrelated activities and decisions need to be addressed to begin implementing the strategies. They are discussed in the following sections

Program Administration

California pioneered the centralized coordination program administrative structure with the creation of CTSA's in 1979. This forward thinking action provided a basis for centralized program management and inter-agency support. The CTSA's are designated by the Regional Transportation Planning Agency (RPTA) or the Local Transportation Commission (LTC). This structural relationship provides the high-level oversight responsibility at the RTPA/LTC level with implementation responsibility being borne by the CTSA. The Planning Agency has the authority to withdraw its designation of a CTSA and reassign it to another organization if the original agency does not perform its duties to the level expected by the Planning Agency.

In Amador County, an effective program administration structure is in place. The Amador County Transportation Commission has designated ARTS as the CTSA. The transit agency has in turn accomplished several coordination activities in this role. The Commission does provide oversight and hopefully will increase its monitoring role as a result of this Plan. ARTS has participated extensively in this planning process and was among the supporters of the highest ranked priority for increased resources to pursue coordination. This process has served to refocus attention on opportunities for efficient provision of services that in many cases serve to compliment the traditional transit operation.

Decision Making Process

The local decision making process in Amador County is functioning reasonably well. The Transportation Commission has designated ARTS as the CTSA. The Commission oversees its performance through a high level of ongoing staff interaction and collaboration on grants and projects. The roles and relationships are also addressed in the TDP. This acknowledges the formal relationship of the agencies. Further, the SSTAC is active and participates in the coordination decision process as mandated by state statute. The process could be enhanced through more formal assignment of clearinghouse functions to the CTSA for grant coordination and strategy implementation. This enhanced role has been practiced in some other counties with the result being coordination even at the grant preparation level. This step typically introduces a strong incentive for local agencies to work together.

Guidelines for Transportation Provider Agreements and Service Standards

Coordinated transportation agreements can take many forms, depending on the types of services involved, the agencies that are party to the agreement, and the clients served. Thus each service agreement will have its own unique set of requirements. Agreements can be developed for client transportation, driver training, vehicle maintenance, volunteer coordination, or a myriad of other services. Each agreement should contain clear performance guidelines and standards specific to the service/services provided.

Provider agreements for human service transportation coordination are typically between agencies each with unique resources. The concept is for each participating agency in an

agreement to share its resources with the other. This sharing can achieve real efficiencies in resource utilization. Yet the variation among human service agencies in client populations, service needs, professional sophistication, and depth of management staff varies tremendously. Thus a critical component in coordination is flexibility. Coordination will only work where it allows for uniqueness in the agreements that accomplish service delivery.

Each provider agreement should be crafted to fit the unique circumstances and resources of the participants. Such agreements will typically include the following sections:

- Objectives: what are the parties trying to accomplish through coordination
- Term (length) of the agreement
- Compensation or resource specification: what each agency will contribute in money, equipment, staff time, facilities, etc.
- Liability: what each agency's share of liability for incidents will be
- Termination provisions: how can either party get out of the agreement
- Performance standards: what measurable results are expected in order to assess the success or failure of the effort
- Decision making: what process is used for the parties to change or modify the agreement

There may be at least two levels of performance standards associated with human service coordination agreements. The first is contained in the agreement between the actual agencies and is defined in the performance standards section mentioned above. The agencies that fund or provide the service must specify some measures by which they will determine whether the arrangement is meeting their intent. This broad area would also include the requirements imposed by any funding source that is contributing to the project.

The second level of standards would come from the oversight agency responsible for coordination. This could typically be the CTSA. In its role as the central point for coordination, the CTSA may also apply certain monthly or annual performance standards. These could include such measures as those listed below:

- Revenue Hours
- Passengers (including a breakdown by category such as fare type, transfers, etc)
- Passenger Fares
- Revenue Miles
- Operating Costs
- Cost/Passenger
- Cost/Hour
- Farebox Recovery Ratio (depends upon the source of funding)
- On-Time Performance or Ride Time
- Accidents/Incidents/Passenger Complaints/Driver Issues

- Vehicle Issues
- Road Calls
  - Out of Service
  - Maintenance Activities
  - Missed Runs or Service Denials

Efficiency standards use operational data to measure the performance of a transportation program. Monitoring operational efficiency and productivity may require data such as operating cost, farebox revenue recovery, vehicle revenue miles, vehicle revenue hours and boardings (passenger trips).

Many rural agencies do not have the staff resources to collect and analyze a broad range of performance data. Therefore the recommended efficiency performance standards are limited to key indicators that will provide agencies with a good picture of how well service is doing. Recommended efficiency measures for human service transportation coordination include:

- Operating Cost per Passenger: Calculated by dividing all operating and administrative costs by total passengers
- Operating Cost per Revenue Hour: Calculated by dividing all operating and administrative costs by the total number of vehicle revenue hours (with revenue hours defined as time when the vehicle is actually in passenger service)
- Passengers per Revenue Hour: Calculated by dividing the total number of passengers by the total number of vehicle revenue hours. The number of passengers per hour is a good measure of service productivity.
- Farebox Recovery Ratio: Calculated by dividing all farebox revenue by total operating and administrative costs. Farebox recovery evaluates both system efficiency (through operating costs) and productivity (through boardings). Some funding sources do not include passenger fare requirements. In such cases, a farebox level is not relevant.

Reliability standards are another method of evaluating performance. Reliability standards can include on-time performance, complaints, accident frequency, and vehicle breakdowns. However, some of these measures may have little relevance to social service agencies. At the time of creating inter-agency agreements, these standards can be evaluated for specific relevance.

Access to Jobs and Employment

In Amador County, as in many rural counties, most residents live and work within the county. Census 2000 statistics report that nearly 80% of the workforce lives in the county. The relatively short distances to work centers and lack of congestion found in more urban areas combine to make it difficult to entice commuters out of their cars and onto public transit.

Approximately 12% of Amador residents work in Sacramento. On weekdays, ARTS provides commuter service three times per day on the X route, from 6:00 AM until 6:46 PM.

Foothill Rideshare, a cooperative agreement between Amador, Calaveras and Tuolumne Counties assists commuters in the three county area by providing online assistance for carpools, vanpools and one-time trips. In FY 2006-07, 250 individuals participated in the rideshare program. The goal for FY 2007-08 is 500.

During the planning process, stakeholders identified various employment transportation needs including:

- Service to Ione for job access. Ione is home to three of the county's largest employers and many workers commute from the Sacramento area. Reverse commute service that ensures on-time arrival at the worksite was listed as a high priority by stakeholders.

- Service to the Jackson Rancheria Casino for employees, with additional coordination activities to serve community members and guests

Volunteer Transportation

While there are agencies in Amador County that rely on volunteer drivers (i.e., Amador STARS, Common Ground), there is no coordinated effort to recruit, train and retain volunteers.

Many rural counties have developed high functioning volunteer driver programs to supplement public transit, especially to support residents who live in outlying areas or who need non-emergency medical transportation. Amador stakeholders recognized the benefits of a county-wide program and rated as "high" a strategy to build a volunteer driver pool. Program administration is the key to the successful implementation and ongoing viability of volunteer programs. Thus the need for an individual or community agency to be the champion is critical.

The issue of agency liability frequently is raised as an obstacle to the implementation of volunteer driver programs. Efforts are underway through agencies such as Nonprofits United to create special insurance packages for individuals or agencies that offer an initial layer of coverage when a volunteer is operating a vehicle. This would supersede the coverage provided by the individual or agency when not in volunteer service. Early indications from Nonprofits United are that such coverage may be on the horizon.

The Beverly Foundation offers online resources for volunteer driver programs at www.beverlyfoundation.org. Additional information is available from the Washington State Agency Council on Coordinated Transportation, which has a manual for starting and maintaining volunteer transportation programs. It addresses the liability issues and provides forms and templates for agencies. The manual is available at www.wsdot.wa.gov/transit/training/vdg/default.htm

Coordinating/Integrating School Bus and Public Transportation Services

The coordination/integration of student transportation and public transportation services is fraught with obstacles. These include legislative and institutional barriers; restricted funding requirements and reporting requirements; turfism; attitudes and perceptions about student safety; vehicle design, and operational issues.

In California, there are no state statutes or regulations that prohibit using school buses to transport non-pupils. Indeed, from the state perspective, the use of school buses and in particular the co-mingling of pupils and non-pupils on school buses appears to be allowed as long as seating is available. Ultimately, though, the responsibility for school bus operations and policies is delegated to the local districts, which traditionally have been uninterested in broadening their focus beyond student transportation.

According to the California Department of Education, there have been sporadic uses of public school buses for transporting the general public, primarily in connection with moving people for special events, such as spectators at a professional golf tournament or marathon participants. CDE staff is not aware of any instances in California where the general public is being transported along with students on home-to-school routes.

While school district transportation resources were identified in the inventory of transportation service providers (Figure 4-3), stakeholders representing the Amador Unified School District did not participate in any stakeholder meetings associated with the study. The District operates 31 vehicles, seven of which are handicap accessible. The District's focus is on student transportation and there has been little interest shown in coordination efforts with other agencies.

Vehicle Maintenance and Operations

Vehicle maintenance in Amador County is accomplished by agencies each acting on their own. ARTS maintains its fleet of 14 vehicles in its own maintenance facility consisting of four service bays and staffed by two technicians. Amador County and the Amador Unified School District each has its own in-house maintenance department.

Some degree of interest in consolidated maintenance was expressed by stakeholder agencies during public workshops. Smaller organizations such as ARC with six vans and Common Ground with one van could benefit from the expertise provided by the ARTS maintenance department. Coordinating with these service providers would allow ARTS gradually to expand its maintenance service to a broader client base and would require little initial investment in additional staffing.

For additional information on consolidated maintenance programs, please see Appendix F.

Summary and Next Steps

For the majority of the high priority strategies recommended in this plan, the CTSA was suggested as the appropriate sponsor or champion. As the CTSA, ARTS, can be the catalyst for the range of activities described in chapters six and seven. A number of the strategies are relatively low cost projects that should be easy to implement. However, critical to accomplishment of any of these is the emphasis on its role as the CTSA by the transit agency.

By raising the profile of the CTSA function within the agency, ARTS conceivably could accomplish much more in its coordination role.

This role of CTSA mirrors the federal focus on mobility management centers. A mobility management center is very close in concept to a CTSA. Under the broad umbrella of a mobility management center, the CTSA should use the limited resources required to craft new coordination programs and oversee their operation. This is largely a staff function that is often missing even in agencies such as ARTS that have achieved some results relative to coordination. Stakeholders in Amador County agreed that the primary strategy in this plan should call for ARTS to redouble its effort as CTSA through the addition of staff services to implement the range of strategies.

Staff services could be obtained with limited funding through such sources as New Freedom, which specifically mentions “mobility management centers” as a funding priority. The staff resources needed to accomplish real results could either be added internally or purchased from outside sources of coordination expertise.

A fully functioning CTSA would be capable of doing the necessary staff work to negotiate agreements, design maintenance programs, organize volunteer driver programs, establish key relationships with the social service community, and finally monitor the success of the many ventures thus established.

Many transit agencies serve as the CTSA as is the case in Amador County. While this dual function is not always the most efficient structure to achieve real social service coordination, in the case of ARTS the joint responsibility can serve to facilitate integration of regular transit service with human service transportation. The necessary leadership should be developed to accomplish this. The Amador County Transportation Commission has taken initial steps to accomplish this with its assignment of a staff consultant to manage CTSA efforts for ARTS. Combined with greater Commission oversight, the foundation exists for far greater success in human service transportation coordination.

APPENDIX A

STAKEHOLDER INVOLVEMENT AND PUBLIC WORKSHOP MATERIALS

Amador County Social Services Transportation Advisory Council - Focus Group
October 24, 2007 - REVISED
American Legion Hall

Attendance:

Elizabeth Thompson, Common Ground
Irene Lapsley, DSS-WTW
Joan Pickering, Citizen
Gretchen Kingsbury, Citizen
Debbie Gedgate, Behavioral Health
Richard Skidmore, TCC
Stella Perez, The ARC
Jamie Sorrell, The ARC WLS
Kathleen Clark, Comm. On Aging
Mathew Zanze, DHSS
Mary Klawitter, Social Services
Susan Tigner, Comm. On Aging/Common Ground
Devra Lewis, Blue Mtn. Transit
Elsie Goss, The ARC
Anna Newman, The ARC
Mike Rolf, The ARC
Marcia Williams, ATCAA
Tracey Towner-Yep, ACRA
Renee Chapman, Foothill Rideshare
Nina Machado, First 5
Nancy Champlin, ACTC
Mel Welsh, ACTC

Introductions:

Self introductions were made.

Purpose of Meeting:

Caltrans has a firm that will be going to the rural counties and doing a coordinated plan of the transportation services. The charts distributed identify what we currently have. The purpose of this meeting is to identify what we don't have and need. The information will be taken to the next Unmet Needs Hearing before the Amador County Transportation Commission to request where the funding should go. The Unmet Needs Hearing has been moved to January 2008. The consultant from Caltrans wants to meet with staff regarding what's happening in Amador County. They have already received the Coordinated Planning Data charts and we will also be sharing the information from this meeting. A SSTAC meeting is currently scheduled for November 28, but a couple of other dates may need to be offered in order to have the Caltrans contact person available to attend.

Agency	Unmet Needs	Met Needs	Comments
Amador First 5	• Current bus system does not accommodate them • Getting back and forth to resource centers • Special events, evenings, and weekends - if parents with young children do not have a car they are unable to		

Agency	Unmet Needs	Met Needs	Comments
	participate in sponsored events		
ATCAA Family Center	• Need 15 passenger van • Some people have to walk a mile to reach bus stop	• Averaging 7-8 riders a day on ARTS for the Shenandoah to Ione Rte. • Also helps kids get to Head Start • The route now goes to Jackson because of the increased use • ARTS helped with drivers for special events. • Agency has 2 donated used vans	• ARTS will deviate ½ mile from their route.
Amador Public Health **handout attached**	• No coordination between appt. and bus schedule • Not feeling secure at bus stops • Transport for specialty appt. • No Public transport to MACT Clinic (Casino) • Bus schedule is difficult to understand • No evening bus service	• Drivers willing to go to WIC office.	• ARTS needs more customer outreach to let public know they will deviate from routes • Schedule in Spanish • Have Ledger-Dispatch/Buy N Sell sponsor articles about how to get between communities • Have a sub-committee to work on making the bus schedule easier to read-break down to specific areas
Amador STARS	• Sacramento route has only 1 person and it changes	• Van for Stockton/Lodi run is full (8 passengers) • Local physician now	• Purchase another smaller car because of the Stockton/Lodi route being full and also use the vehicle for local transportation
Blue Mountain Transit	• Short on drivers • Still working with ARTS on taxi voucher contract ($25,000)		• **ACTION ITEM** -Need to meet with sub-committee of SSTAC within the next month and bring back results of meeting to the November 28 meeting • The amount of money available for the contract only equals to about 12 hours a

Agency	Unmet Needs	Met Needs	Comments
			week in order for the money to last for a year • Start the program and see how long the funds last. Ask for more funding when program is showing success • Market it as a pilot program • Need to show there is a need
Elsie Goss Stella Perez Anna Newman	• Need weekend bus service • Grocery shopping • Hair appointments • Areas that are not safe to walk need transportation		
Joan Pickering	• Need weekends, evening transportation • Need to be able to meet socially	• Picks up Sarah to go to the ARC • Brings Sarah home almost every day • Treated with respect and friendliness	
Arc of Amador/Calaveras	• People working past 5:00 pm have no transportation • Weekends, evenings, recreational needs • No bus to access MACT clinic	• 5 vans • Provide community access during the day • Use ARTS to get people to work and back if they get off before 5:00 pm	• Agencies are a major contributor to the ARTS bus system
ACRA	• Need weekends, special events • No van • No money		• Need to put a service in place to attract people to it
Amador County Behavioral Health: Mental Health and Alcohol & Drug	• Driver retired-expecting funds • Need another van/driver • Money is an issue • No evening transportation	• 2 vans	• Only transport within their own agency now • Contract transportation to outside agency • In the process of doing a new policy for gas vouchers and bus passes • Their service is on demand

Agency	Unmet Needs	Met Needs	Comments
			• Getting more money in 2008 from Mental Health Services Act for staff, fuel, etc.
Child Protection/Adult Protection Services	• Inefficiency of timing on the road • Sometimes the social worker has to provide transportation • We don't have an adequate public transportation system due to a lack of resources • Adult protective services has the same transportation needs		• Have to provide transportation to make sure the client get the services – primarily gas vouchers, bus passes • Paid $17,000 last year in gas vouchers • New case aide hired 20 hrswk to help with transportation • If a child is taken out of a home they have to be taken to the school they are attending (Ione to Pioneer e.g.) • Coordinate transportation between agencies • Agencies pool their resources to partner with ARTS • IHSS-approx. 350 clients
Common Ground/Senior Services	• Getting to MACT clinic • Some seniors cannot access bus because of their health • Seniors can't walk very far or wait long for bus service • Huge need for shopping transportation • Need to be able to get out on weekends	• Lend van out on weekends • With one-time funds they will be getting a used handicap van • Will have 2 handicap vans	• Because of liability issues they encourage a family member to go with the handicap person in the van • Seniors would use taxi voucher system on weekends or the evening • No grocery stores deliver because of liability • Transportation is only for medical appts. • New homemaker program started this year for 60 and over ($1,600)
Community Compass	• Weekend service • Routes • Dial-a-ride service	• Works with Amador and Calaveras school districts • Uses ARTS bus	• Works with individuals who have developmental disabilities ages 18-59 • Sonora has a dial-a-ride service • In this program alone there are probably 8 people who would use weekend service • Need Kirkwood commitment

Agency	Unmet Needs	Met Needs	Comments
			• Need better marketing
Welfare to Work	• Can't get people home • Waiting for the bus for an hour		• Seniors who longer drive and don't want to depend on family members to drive them • Being able to be independent is an issue • **ACTION ITEM**: Bring up again to Patrick and the consultant (benchmark)
Transportation Reimbursement Program - **handout attached** (An agency would need to be identified to administer this program)			• This is patterned after a program in Trinity County. It is not currently being administered in Amador County. • Need to check automobile insurance regarding a driver being paid if driver uses his or her own car or someone else's car. • Need to be consistent with criteria. • **ACTION ITEM** - Mel will bring back more information on this program to the next meeting.

- **ADDITIONAL COMMENTS**
- Central agency as a dispatch center
- Need to commit to new transportation programs
- ITN - Independent Transportation Network (national program) - people pay monthly
- Need an advocate in the transportation system (SSTAC to be that advocate?)
- Re-visit programs that may not have previously worked
- Need to attend unmet needs hearings- consumers need to speak
- Committee members need to take the bus to understand the situation
- Being able to be involved in evening holiday festivals/community events is very limited
- Mail information to Kathleen Clark
- Need to help keep people independent

SSTAC Agenda - DRAFT

November 28, 2007

10:00 am

General Services Administration

12200-B Airport Road

Jackson, CA

I. Roll Call
II. Introductions
III. Approval of Minutes and Agenda
IV. Old Business
    a. Committee Updates
    b. Ione route Update
    c. Intern Update
    d. Kirkwood Bus
V. New Business
    a. Unmet Needs Hearing – January 2008
    b. Reserve – A – Ride Program
    c. Transportation Reimbursement Program
    d. Rural Coordinated Plan consultant
VI. Public Comments
VII. Adjournment

SSTAC MINUTES THE ARC OF AMADOR & CLAVERAS – CONFERENCE ROOM 75 ACADEMY DRIVE SUTTER CREEK, CA		
AGENDA ITEMS	DISCUSSION	DISPOSITION
CALL TO ORDER	11/28/07 – 10:10 am	Chairperson Terry Young called the meeting to order.
INTRODUCTIONS		Terry Young - Chair Connie Vaccarezza – VC Debbie Gedgate Patrick Ireland Tara Parker Mel Welsh - Mike Rolf Gretchen Kingsbury Nina Machado Charles Field Richard Skidmore Kathleen Clark Phil McGuire- Innovative Paradigms Bill Durant – " " Mary Steinert - " "
APPROVAL OF MINUTES		After review of minutes & agenda, motion to approve by Gretchen, 2nd Mel. Minutes approved
OLD BUSINESS:		
a. Committee Updates	**PR Committee** Mel reported that Patrick, Renee and herself met recently and have taken responsibility for different parts of the PR plan.	Mel will work with the SSTAC side of things such as working with the survey results, unmet needs, after school, ACRA, Senior newsletter and the school district Tuesday envelope. Renee will work on the issues that deal with the public such as signage. Patrick is working on a new reader friendly schedule and service expansion.

a. Committee Updates con't	**Taxi voucher Committee** The committee met on Nov. 11th and had a lengthy meeting discussing such issues as the name of the voucher program to some of the logistics of the program. Devra voiced some of her concerns and the committee assured her that they would be there to support here as issues arose.	Summary: * The program will be called Reserve-a-Ride. * The parameters for who and where we will pick people up will start out loose and Devra will feel out what we can do and what we can't do to serve as many transportation disadvantaged as possible. * Patrick and Devra will develop a billing system between them and try to keep it simple. * The Arc will work on a flyer to explain the service and these flyers will be primarily distributed by the social service agencies and those that were involved in our survey. * A tentative start date for tis pilot will be Jan 5th.
b. Ione Route Update	Patrick is working on this project and wants to tie it in with the needs of the after school students and possibly the MACT Clinic.	Patrick anticipates the start up of the new routes for Jan. or Feb 08'. Tara commented that the Family Learning Center and ATCAA was appreciative of the new route and that her Spanish speaking riders were learning how to get around on the bus. Patrick offered help in getting a mobility training together.
c. Intern Update	Patrick has not acted on this item yet.	No Action

d. Kirkwood Bus	Patrick talked about his meeting with Kirkwood. They would like to be involved in the program is some way.	Kirkwood will get back to Patrick and let him know if they can subsidize the transportation and advertising cost. Richard has placed posters in local stores and down in the valley. He was concerned that not guaranteeing a bus for the first few trips would be detrimental to the program. Patrick agreed that we should consider a ramp up time where we may lose some money.
New Business **a. Unment Needs Hearing**	Charles pointed out that the ACTC was very busy but they had allocated a large part of the January meeting for the Unmet Needs Hearing. He thought it would be wise to take some time to make a solid presentation of what the SSTAC recommends and back it up with the number of riders, what our confidence is in those numbers and time and place that service is needed.	The SSTAC will meet at The Arc on Jan. 2nd to discuss and develop a plan for presentation of the unmet needs on the evening of Jan. 16th.
b. Reserve-A-Ride		Previously discussed under old business.
c. Transportation Reimbursement Program	Mel presented a handout that explained the rough draft of a reimbursement program that would assist economically and transportation challenged people in getting rides to doctor appointments.	The program would start off with $10,000 in funds and IHSS would administrate the program and take $3,000 of those funds for their efforts. People would arrange for rides with private drivers and would verify the doctor visit and present the mileage for reimbursement to the driver. The final points will be ironed out and presentation of the program for funding will be included in the Unment Needs hearing.

d. Rural Coordinated Plan Consultant	Phil, Bob and Mary were introduced as the consultants from Innovative Paradigms. They have contracted with the state to work with five different counties to develop a rural plan to assist in transportation needs.	Our county needs to participate and form a Rural Coordinated Plan in order to receive federal funding for 5310, JARC (Jobs Access Reverse Commute), and New Freedom. They said they will be meeting with us regularly throughout the next year and want to develop a plan that we will stick to and use to our advantage. SSTAC will be their main point of information and input.
Public Comments		None
Adjournment		12:20 pm – Next meeting will be Jan 2nd at The Arc at 10 am.

Coordinated Transportation Plan

For Seniors, People with Disabilities and Low-Income Residents of Amador County

COMMUNITY WORKSHOP

YOU ARE INVITED TO ATTEND ONE OF TWO WORKSHOPS:

Jackson — **Tuesday, May 13, 2008, 1:30 PM**
Amador Senior Center
229 New York Ranch Road
Jackson

Pine Grove Town Hall — **Tuesday, May 13, 2008 5:30 PM**
Highway 88 Pine Grove

Help to shape the future of transportation for seniors, people with disabilities and low-income Amador County residents.

- Learn about ongoing Human Service-Public Transportation Coordination Plan.
- Provide input about community transportation needs and priorities.
- Share your opinion about options.
- Recommend strategies to improve regional mobility.
- Find out about federal transportation funds that may be available to agencies in Amador County.

Who should attend?

- Human Service Agency Representatives
- Elected Officials
- Transit Staff
- Bus Riders
- Community Residents

For More Information
Mel Welsh
Amador County Transportation Commission
209-267-2282
info@actc-amador.org

Contact the Amador County Transportation Commission at least three business days prior to workshop to request language interpretation assistance or alternative information formats at the workshop.

ACTC
Amador County Transportation Commission

Caltrans
Division of Mass Transportation

Innovative Paradigms
Building Mobility Partnerships
a subsidiary of paratransit inc.

Amador County
Coordinated Public Transit – Human Services Transportation Plan
Community Workshop – May 13, 2008

Name: Mary Dye	Organization (if applicable): area Board #VI	___email me a copy of the Phase I report
Address (street, city and zip code): 10285 Argonaut Dr	Email (please print clearly):	___email me copies of the grant applications
Name: Chris Tarleton	Organization (if applicable): ATCAA	✓ email me a copy of the Phase I report
Address (street, city and zip code):	Email (please print clearly): CtarletoN@atcaa.org	___email me copies of the grant applications
Name: Gwen Woodworth	Organization (if applicable): The Arc WLS	✓ email me a copy of the Phase I report
Address (street, city and zip code): 218 Water Street Jackson Ca 95642	Email (please print clearly): gwoodworth@arcofamador.org	___email me copies of the grant applications
Name: Noreen R McGuirk	Organization (if applicable):	___email me a copy of the Phase I report
Address (street, city and zip code): Jackson apt 9 300 New York Ranch Rd	Email (please print clearly):	___email me copies of the grant applications
Name: Cynthia Mitchell	Organization (if applicable):	___email me a copy of the Phase I report
Address (street, city and zip code): 5300 60th St. SACT CA 95820	Email (please print clearly):	___email me copies of the grant applications
Name: BARBARA BEVELACQUE	Organization (if applicable):	___email me a copy of the Phase I report
Address (street, city and zip code): PO Box 490 Ply. CA 95669	Email (please print clearly):	___email me copies of the grant applications
Name: Suzan Cowan	Organization (if applicable): ACBHS.	✓ email me a copy of the Phase I report
Address (street, city and zip code): 10877 Conductor Blvd #300 Sutter Creek	Email (please print clearly): scowan@co.amador.ca.us	✓ email me copies of the grant applications

Innovative Paradigms
Building Mobility Partnerships
a subsidiary of paratransit inc.

Amador County
Coordinated Public Transit – Human Services Transportation Plan
Community Workshop – May 13, 2008

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- Wedding/Anniversary Announcements
- Health
- Our Turn

Transpo workshops to ID service gaps

Tuesday, April 29, 2008

By Staff Report

The Amador County Transportation Commission is sponsoring transportation workshops to improve transportation services for low-income residents, as well as seniors and people with disabilities.

The workshops are being held as part of the Amador County Human Service-Public Transportation Coordination Plan. Sponsored by Caltrans, the plan's goal is to improve mobility for county residents through better coordination of services among transportation providers and human service agencies in Amador County. The plan will address transportation improvements so residents can get to medical appointments, classes, day care and jobs. The coordination plan will also identify transportation services needed to help people run errands and go shopping, as well as connect to other transportation services, like Sacramento Rapid Transit or Amtrak.

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Each workshop is scheduled to last up to two hours. Workshop participants will be asked to help prioritize transportation needs and strategies. The Human Service-Public Transportation Coordination Plan is a required document for local organizations and the transit agency to apply for certain types of federal funds. These dollars can be used to add new transit service, replace buses or purchase new equipment like bus shelters or dispatch software. The workshops will allow planners to develop transportation strategies based on community priorities.

Caltrans commissioned the coordination plan on behalf of the transportation commission to find transportation gaps and define opportunities for better coordination. An Existing Conditions Report was prepared in March 2008, which provides findings from interviews with planners, community representatives and political leaders; an analysis of community demographics and transportation data; and a review of regional issues.

For more information about the coordination plan and the community workshops, call Mel Welsh at the Amador County Transportation Commission at 267-2282.

Staff Report

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Staff Report

APPENDIX B

KEY STAKEHOLDER SURVEY

Public Transit and Human Services Transportation Coordinated Plan
Amador County Key Stakeholder Survey

Innovative Paradigms, working with Nelson/Nygaard Consulting Associates, is currently preparing a Coordinated Plan for Public Transit and Human Service Transportation in Amador County. ***Your organization has been identified as a key stakeholder in transportation services for persons with disabilities, older adults, and individuals with limited incomes.***

As a key stakeholder, your insights and opinions are extremely valuable. We have prepared a 20 question survey to gather information about the current state and future needs of coordinated transportation in your community. We invite you to share your thoughts on this important issue.

WHAT DO I NEED TO DO?

Please review the attached Key Stakeholder Survey. There are two ways to submit your comments:

- Complete the survey and return it to Phil McGuire by email philm@innovativeparadigms.com or by fax to 425-645-7991
- Contact Phil McGuire at 916-868-6215 to arrange a telephone conference to discuss the survey (approximately 20 – 30 minutes in length)
- Please return your survey or schedule a phone conference by **Wednesday, February 13, 2008.** (Conferences can take place after February 13th if necessary.)

HOW LONG WILL IT TAKE TO COMPLETE THE SURVEY?

Many of the questions on the survey require a simple check mark; other questions are open ended to allow you to share your views. Depending on your comments, we estimate the survey can be completed in 20 – 30 minutes.

WHY IS A COORDINATED PLAN BEING DONE AT THIS TIME?

The California State Department of Transportation (Caltrans) is the designated recipient for federal funds intended for non-urbanized portions of the state and is required to distribute them to local entities through a competitive grant process. The primary goal of this planning effort is to respond to federal SAFETEA-LU requirements for receiving these federal funds.

This project also provides an opportunity for a wide range of stakeholders with a common interest in human service transportation to collaborate on how best to provide transportation services for older citizens and individuals with limited incomes and/or disabilities. Stakeholders, such as you, from each county are being called upon to identify service gaps and/or barriers, strategize on solutions most appropriate to meet these needs based on local circumstances, and prioritize these needs for inclusion in the individualized plans.

Thank you for your participation in the development of a coordinated transportation plan for Amador County. Please feel free to contact me at 916-868-6215 with any questions or comments.

Regards,

Philip B. McGuire
Chief Executive Officer
philm@innovativeparadigms.com

Public Transit and Human Services Transportation Coordinated Plan

Amador County Key Stakeholder Survey

Organization		Date	
Contact		Title	
Address		Phone	
City, Zip		email	

1	**What is your organization's current involvement in transportation or transportation assistance?**		
	Fund transportation programs (name funding sources):		
	Directly operate public transportation services		
	Hire contractors to provide public transportation services		
	Directly operate human service agency transportation services		
	Hire contractors to provide human service agency transportation services		
	Arrange/provide volunteer driver and/or escort services		
	Reimburse/subsidize transit/taxi fares/personal car mileage		
	Do not fund or provide (directly or through contractors) transportation services		
	Provide information referral services		
	Other:		
2	**What type of transportation does your organization provide?**		
	Fixed route transit (fixed path, fixed schedule, with designated stops)		
	Flex route transit (deviations permitted off fixed path or between fixed, scheduled stops)		
	Subscription service (determined by residences of customers/program participants and daily/regular trips to/from same location (e.g., agency, school, program site or medical provider)		
	Demand response (includes casual appointments and subscription service)		
	Other:		
3	**Who uses these transportation services?**		
	Persons with disabilities		Persons with low-income
	Older adults (ages):		Children/Youth (ages):
	General Public		Other:
4	**What kinds of trips can people make using your transportation service?**		
	For any trip purpose		To/from agency program only
	Medical		Shopping
	Recreational		Employment/training
	School		Other
5	**Are there services you formerly provided but had to cut due to operational or funding challenges?** **___Yes ___No If YES, describe them.**		

6	**Are you currently planning any expansion or improvement of services?** **___Yes ___No If YES, please describe:**		
7	**Are there expansions or improvements to your agency's service that are needed or desired but which you cannot provide? (These may be transportation services or other services that are constrained by transportation limitations.) ___Yes ___No If YES, please describe:**		
8	**Are there other transportation service providers in this area? ___Yes ___No If YES, please list:**		
9	**Are you familiar with the Consolidated Transportation Service Agency (CTSA) in your area?** **___Yes ___No If YES, how does your organization interact with the CTSA?**		
10	**From the point of view of people with disabilities, older adults, and people with limited incomes, what are the most significant gaps in the existing transportation services in this county?**		
	Places where service is needed and not currently provided		
	Times when is service needed and not currently provided		
	Lack of transportation options in rural areas, especially for those without access to an automobile		
	Specialized services for disabled people above and beyond requirements of the Americans with Disabilities Act (ADA)		
	Specialized services for low-income persons seeking or working at entry-level jobs during non-traditional hours		
	Connectivity between communities (including communities in adjacent counties)		
	Affordable service		
	Easily available information		
	Other:		
11	**Are there any under-utilized transportation services in the community?** **___Yes ___No If YES, please describe:**		
12	**What kinds of coordination efforts are you currently participating in?**		
	Participate on a coordination committee		Participate in joint purchasing
	Share service information, policies, procedures with other agencies		
	Provide information to a centralized directory of community transportation services		
	Occasionally serve a trip for another agency		Regularly share vehicles, staff, and/or training resources
	Purchase from/sell transportation service to other agencies		
	Utilize same contractors and allow co-mingling of sponsored clients from different contracts		
	Have consolidated call center, operational, and/or maintenance functions with other organizations		
	Purchase service through a common broker		
	Other:		
	None		

13	**What opportunities do you see for improved coordination? Who do you believe is in the best position or the most qualified to lead this effort?**
14	**Interest: How much interest does your organization have in a higher level of coordination?** **___High ___Medium ___Low ___None**
15	**What are the significant challenges in bringing about a higher level of coordination?**

	Legal restrictions on the use of funds		Legal restrictions on the use of vehicles
	Liability/insurance concerns		Billing/accounting issues
	Agencies concerned about losing control of service or protecting their funding		
	Agencies concerned about the unique characteristics of client populations		
	Other:		

16	**RESOURCES**
	Vehicles List (indicate quantity & type, passenger size, diesel/gas). Insert additional rows or attach an additional page, if necessary.

	Qty	Type (Car, Van, Bus)	Passenger Size	Fuel Type	Wheelchair accessible	Year

Equipment, non vehicle _____computer systems _____scheduling software _____office space _____maintenance facility _____Other (describe)

Maintenance Facilities
Describe shop capability _____Number of service bays _____ Number of mechanics
Shop hours:_____
Do you use any maintenance management software? ___Yes ___No
If YES, what capability does it have?

Fuel Do you have your own fueling facility? ___Yes ___No
Do you purchase fuel from outside vendors? ___Yes ___No
Do you receive any discounts on fuel purchase? ___Yes ___No
Do you currently sell fuel to any other agencies? ___Yes ___No
If YES, what agencies?_____
Are there legal or other constraints that limit or prevent you from selling fuel to other agencies?
___Yes ___No If YES, please describe:_____

	Software	**What type of software does your organization use?**
	Dispatch	Experience with the software? ___High ___Medium ___Low ___ None
	Routing	Experience with the software? ___High ___Medium ___Low ___ None
	Client Database	Experience with the software? ___High ___Medium ___Low ___ None
	Eligibility Database	Experience with the software? ___High ___Medium ___Low ___ None
	In-House Support	Experience with the software? ___High ___Medium ___Low ___ None
	Website ___with information about transportation ___with links to other transportation resources	
	Dispatch Technology ___radio system ___cell phones ___mobile data computers	
	Call Center _____number of incoming lines _____number of call takers	
17	**Insurance Provider:**	
	Required limits/indemnification	
18	**Is your organization involved in eligibility screening of clients? ___Yes ___No**	
19	**Does your organization** ___Test drivers for drugs and alcohol ___Provide driver training How many drivers do you have? _____Volunteers _____Union _____Non-Union	
20	**How could the County or State better support local coordination efforts? Do you have any other issues or concerns?**	

APPENDIX C

DEMOGRAPHIC METHODOLOGY

Demographic Methodology

The methodology of demographic analysis conducted for this study. Population/Employment Matrix and Transit Dependency Index were created to present existing demographic components and transportation needs of the study area.

Population/Employment Matrix presents concentrations of population and employment at the census block-group level. The matrix is based on 2000 Census data for population and 2000 CTPP (Census Transportation Planning Package) data for employment numbers. In order to generate the matrix, density of population and employment were calculated for each block-group. Then the population and employment density values were categorized into three classes each - both using the quantile method which places an equal number of values into each class. This identified a 1, 2 or 3 value (lowest, middle, and highest) for each. Once combined, the Population/Employment Matrix contains nine values, from a low population - low employment density (1,1 = 1) to a high population - high employment density (3,3 = 9).

Resultant Matrix Values

Population, values 1-3	7	8	9
	4	5	6
	1	2	3
	Employment, values 1-3		

Transit Dependency Index presents concentrations of populations with higher public transportation needs - seniors 65 year or older, people with disabilities, and low-income (150% of poverty level) population. The index value is based on 2000 Census data. To generate the index values, density of seniors, people with disabilities and low-income population were calculated individually for each block group. Then the density values were categorized into five groups, from one to five, using the quantile method. The Transit Dependency Index value equals the sum of the three category values, resulting in some number 3 through 15. Block-groups with higher index values have greater concentrations of seniors, people with disabilities and/or low-income population.

One limitation of this analysis is that rural counties tend to have a small number of block-groups. For example, Alpine County contains only 2 block-groups, while El Dorado County has 123 block-groups. The average number of block groups for the studied twenty-three counties is 39.

APPENDIX D

EFFECTIVENESS OF TRAVEL TRAINING

Travel training for transit customers is an efficient and cost effective way of increasing mobility options for individuals who might otherwise rely on paratransit services to meet their transportation needs.

Data reported by Paratransit, Inc. of Sacramento, California and Capital Metro Transit of Austin, Texas illustrate the success of travel training programs.

Paratransit, Inc.

With over 10,500 graduates, Paratransit, Inc., of Sacramento, California , is one of the nation's foremost providers of mobility training programs. For nearly thirty years the firm has been a pioneer in the development and delivery of travel training for seniors and persons with disabilities.

Historical data maintained by Paratransit for the past three decades indicates that travel training graduates continue to use fixed route service after successful completion of the course. Interviews conducted approximately six months after training show that between 80% and 92% of program participants use the fixed route system.

Cost Avoidance

Training transit consumers to use fixed route instead of paratransit systems moves rides from higher cost service to lower cost service. Shifting passenger trips to fixed route vehicles typically has no impact on cost because excess capacity is being utilized for the trips. Accommodating these same trips on paratransit service could require increased capacity in the form of additional vehicles or operating hours or both. The cost avoidance derived from moving potential paratransit trips to fixed route service allows transit agencies to dedicate fewer resources to paratransit operations.

By examining information from thousands of travel training experiences in numerous venues over the past three decades, Paratransit, Inc., has put together statistical data on the cost effectiveness of mobility training. From interviews with program participants, Paratransit estimates the number of trips for work, education, shopping, medical appointments, and social activities each graduate will take during a twelve month period. Using this estimated trip figure, calculations are determined for cost avoidance resulting from consumers using fixed route instead of more expensive paratransit services. The estimates below are for Fiscal Year 2007 – 2008.

	Estimated Annual Trips	Estimated Cost per Trip	Estimated Annual Cost
Paratransit services	90,984	$ 38.93	$ 3,542,007
Fixed route services	90,984	$ 13.77[1]	$ 1,252,850
Estimated Cost Avoidance			*$ 2,289,157*

Capital Metro Transit

During the mid-1990s, Capital Metro Transit, in conjunction with Easter Seals Project ACTION, conducted a twelve month demonstration project to ascertain the effectiveness of travel training for paratransit passengers with various disabilities who might be able to use fixed route

services. The project examined whether individuals who were trained to use the fixed route would continue to ride the lower cost system and, if so, for how long after completion of the program. Simply put, would travel training reduce paratransit costs and increase mobility choices for consumers?

One hundred eighty (180) people participated in the program. Project staff conducted pre- and post-training evaluations of ability to use the fixed route system.

Breakdown by disability:

Mental Health/Mental Retardation	98
Orthopedic	46
Visual Impairment	14
Neurological	13
Head Injury	9

Of the 180 participants listed above, 18 used wheelchairs.

Results

Frequency of Fixed Route Use

Frequency of Fixed Route Use		
Frequency	*Before Training*	*After Training*
Never use fixed route	102	10*
Less than once a week	41	57
1 – 3 times per week	37	61
4 – 7 times per week	0	42
More than 7 times per week	0	10

*The 10 individuals who answered "Never" after training gave cognitive difficulties or lack of interest as their reasons for not using the fixed route system.

Frequency of Paratransit Use		
Frequency	*Before Training*	*After Training*
Never use paratransit	47	72**
Less than once a week	15	38
1 – 3 times per week	43	49
4 – 7 times per week	53	21
More than 7 times per week	22	0

**Of the 72 people who answered "Never" after training, 25 discontinued using paratransit as a result of learning to travel on fixed route. Forty seven (47) had been determined eligible for service but had not used the service prior to receiving training and as a result of the training, did not use the paratransit system.

Long Term Survey Results

Two hundred (200) participants in Capital Metro's travel training program from 1990 – 1993 gained the ability to use fixed route services for at least one or one additional route after completing the program. Program staff was able to contact 100 graduates by phone.

- Still using fixed route 85%
- Unable to use fixed route 15%

Those unable to use fixed route independently cited cognitive difficulties, bus stop being too far away, and moving to new location as their reason.

Overall

Ninety four percent of the participants in Capital Metro's program were able to successfully learn to use fixed route service; 85% continued to use fixed route system 1 – 3 years after training.

Conclusion

With supportive data stretching back nearly thirty years, it is clear that travel training is an extremely cost effective method for enhancing the mobility of people who would be eligible for more expensive paratransit services. Transit agencies can substantially reduce the cost of paratransit services by shifting trips to fixed route vehicles.

By tailoring training to the specific needs of the individual rider, mobility programs allow some seniors and disabled persons to feel comfortable and secure using the fixed route system, thereby reducing the number of ADA trips. A high percentage of travel training graduates continue to use fixed route services for years after course completion and the cost avoidance realized through this process can be considerable.

Statistical information confirms that the development of sophisticated travel training programs is a cost effective approach to mobility management. Transit agencies realize significant savings in paratransit operating expenses while transit users realize increased independence and mobility options. This win-win result is what mobility management was designed to accomplish.

APPENDIX E

DRIVER TRAINING

The safety of passengers, whether they are in a bus, a paratransit vehicle, a van or a personal car, rests in the hands of the driver. Training of individuals who have this crucial responsibility is a key component of transportation services. Consolidated programs that coordinate this effort have the potential to provide a more efficient, cost effective method of driver training, which can increase driver awareness and passenger safety.

In California, the Commercial Motor Vehicle Safety Program was enacted to improve traffic safety on state roadways. As a result, California has developed licensing and testing requirements for drivers of commercial vehicles that equals or exceeds federal standards. The State defines commercial vehicles to include any vehicle that is designed, used or maintained to carry more than 10 passengers, including the driver, for hire or profit or that is used by any nonprofit organization or group. In order to operate a commercial vehicle in California, drivers must obtain a commercial drivers license (CDL).

Basic Requirements for a Commercial Drivers License

To receive a California Commercial Drivers License, applicants must

- Be 18 years old or older and do not engage in interstate commerce activities or be 21 years old or older to engage in interstate commerce activities
- Be a resident of the State of California
- Submit a completed CDL application
- Pass a drug and alcohol screening test
- Pass a physical exam and submit an approved medical form completed by an approved medical practitioner
- Pass a vision test
- Pass a knowledge (law) test
- Pass a performance (pre-trip and driving) test

The type of vehicle to be operated determines the level of original and ongoing training, the class of license and the type of endorsement required. The table on the following page details specific certification requirements.

Transportation programs in rural counties utilize a variety of approaches to meet customer needs. The primary provider of services to seniors, disabled individuals and persons of low income is typically the public transit agency. Human service agencies may provide transportation options by relying on staff or volunteer drivers using personal vehicles or by operating a small number of vans or cutaway buses. The licensing and training requirements for drivers working in different agencies with different vehicles can present a potential barrier to coordinated driver training programs.

California Special Drivers License Requirement

Vehicle Type	Maximum Passenger & Driver	License Required	Endorsement Required	Original Training	Renewal Training (Annual)	Testing Required
Car, Minivan		Class C "regular" drivers license	N/A	N/A	N/A	N/A
Paratransit Vehicle	10	Class C "regular" drivers license	N/A	4 hr Safe Operation 4 hr Special Transportation	4 hr Safe Operation 4 hr Special Transportation	N/A
Paratransit Vehicle	24	CDL A or B	P	4 hr Safe Operation 4 hr Special Transportation	4 hr Safe Operation 4 hr Special Transportation	Drug Medical Written Pre-trip BTW
GPPV	24	CDL A or B	P	12 hr classroom 8 hr Certified Defensive Driving 20 hr BTW	2 hr refresher training	Drug Medical Written Pre-trip BTW
Transit VTT		CDL A or B	P	15 hr classroom 20 hr BTW	8 hr per training period (classroom/BTW)	Drug Medical Written
School Bus		CDL A or B	P, S	20 hr classroom 20 hr BTW	10 hr (Classroom.BTW)	Drug Medical Written First Aid (written) Pre-trip BTW
SPAB		CDL A or B	P	15 hr classroom 20 hr BTW	10 hr (Classroom/BTW)	Drug Medical Written Pre-trip BTW

Acronyms and Definitions

BTW	Behind the Wheel
CDL	Commercial Drivers License
GPPV	General Public Passenger Vehicle (operated by a public transit agency not a nonprofit agency)
P	Passenger Endorsement
S	School Bus Endorsement
SPAB	School Pupil Activity Bus
VTT	Verification of Transit Training

As illustrated in the table on the previous page, the hours of original training for drivers vary from eight hours (paratransit vehicle) to 40 hours (school bus, GPPV). Renewal training requirements differ as well, ranging from two to ten hours per year. Volunteer drivers using cars or minivans are not required to participate in any training, although many agencies recommend defensive driver classes for their volunteers.

Small organizations in rural communities frequently do not have certified driver trainers on staff and are unable to provide on-site training. New employees are required to have their CDL upon hire, which can mean lengthy trips to certified training/testing locations. Training in other subject areas may be limited. For example, two nonprofit agencies in El Dorado County indicated their driver training consists of a video presentation provided by the corporate office for general new employee orientation.

A consolidated program could be implemented in rural areas that would meet the highest level of training requirements for driver education and thus would satisfy needs for all classes of licenses and endorsements. However, it is likely that small agencies whose drivers only need eight hours of training would be reluctant to participate in a longer and thus more expensive program.

Agencies with a large driver staff and high turnover often offer initial training classes on an ongoing basis (e.g. monthly or quarterly)., Rural agencies tend to provide classes on an as needed basis when filling a specific vacancy, in some cases as infrequently as once every two years. This type of scheduling can make it difficult to coordinate with other organizations that need to respond quickly to employment needs. Opportunities could be available, however, to coordinate renewal training by preparing an annual schedule of classes in which all interested parties may participate.

Variations in licenses, endorsements, and training for drivers necessitate a well designed approach if consolidated training is to be effective. The CTSA could provide the leadership to achieve such coordination in both initial operator training and renewal training. Course content and scheduling are paramount issues to be resolved if public transit, private and nonprofit agencies are to benefit.

APPENDIX F

CONSOLIDATED MAINTENANCE

Effectiveness Of Consolidated Maintenance

Consolidated vehicle maintenance programs offer many benefits to participating agencies. Interest in such coordination efforts is high in rural counties where expert technicians, experienced in the care of transit vehicles and specialized equipment such as wheelchair lifts, can be difficult if not impossible to find.

Consolidated maintenance more fully utilizes existing facilities and staff by making services available to organizations and agencies that require a high level of technical maintenance expertise beyond what is found at a local garage or auto shop to maintain their vehicles. In rural counties, this combination of state of the art facilities and expert knowledge most usually is found in the local transit agency's maintenance department

A key element in successful consolidated vehicle maintenance programs is the pay-for-service approach, which requires clients to be billed at full cost plus markup, thus ensuring sustainability of the service. Expenses such as garage keeper's liability insurance become part of the cost structure.

The important role a dedicated maintenance program can play to the social service community is very clear. Human service agencies in rural areas, typically small nonprofit organizations operating very few vehicles, are forced to rely on local vendors with little experience with transit vehicles and specialized equipment. Consolidated maintenance agreements provide the high quality skills and facilities that are best suited for proper vehicle maintenance.

Unique Expertise

A centralized maintenance program that services paratransit-type vehicles (typically cutaway buses) develops specialized technical expertise not usually available from commercial repair shops. This expert knowledge extends to serving wheelchair lifts, fareboxes, tiedown systems, brake interlock systems, electrical systems and cutaway chassis.

Service Availability

Human service agencies most frequently utilize their vehicles during normal business hours (Monday through Friday, 8:00 AM – 5:00 PM). Maintenance service that is offered evenings and weekends can minimize the need for organizations to cancel service while vehicles are in the shop or to postpone maintenance because there is no back up vehicle. Work schedules that are carefully designed can maximize the use of facilities while providing service geared to meet the needs of the customer.

Loaner Vehicles

Small agencies often have difficulty maintaining routine maintenance schedules because they do not have backup vehicles. Thus, a day in the shop means a day without client transportation. A consolidated maintenance program can address this issue by providing a loaner vehicle of similar size and configuration while servicing the customer's vehicle. For example, retired buses, still fully functional but not able to take the heavy daily use required by public transit, can be used to provide this type of support. A Loaner Program allows agencies to continue to provide service while their vehicles are in the shop.

Centralized Record Keeping

Sophisticated maintenance providers rely on software to ensure record keeping is in compliance with federal, state and local laws and regulations. In addition, maintenance software can track customer-specific data such as maintenance intervals, costs, vehicle replacement timing, and life cycle costs. This level of detail is often far beyond what human service agencies maintain themselves.

Fueling

Consolidated fueling from a centralized location also can be a benefit to non-profit agencies. A fueling program can result in lower fuel prices as a result of bulk purchasing as well as guaranteed availability in time of shortage. It also allows for careful monitoring of fuel usage.

Consolidated Purchasing

A consolidated maintenance agreement can include combined purchasing of commodities such as tires. Cost savings can be realized when several agencies join together to order supplies and equipment.

Liability Coverage

The maintenance provider routinely obtains garage keepers liability insurance coverage to protect the customer organizations doing business with the organization. This coverage is standard for repair shops. It is readily available in the insurance market. Such coverage insures an agency's vehicles while they are in the care and custody of the maintenance provider.

Conclusion

In rural counties, agencies utilizing their own vehicles to provide transportation to clients can benefit greatly from consolidated maintenance programs. The overall quality of vehicle maintenance can be enhanced, depending on the depth and level of services offered. At the very least, expert technicians are available to work on vehicles, resulting in better maintained equipment with longer life cycles. Through the use of customer oriented scheduling (i.e. nights and weekends) and loaner programs, service disruptions can be minimized or eliminated.

For the provider of maintenance services, a consolidated program allows for greater utilization of existing facilities which are often "purpose built" for bus maintenance. Such facilities typically have the specialized equipment that is required to maintain modern sophisticated transit and social service agency vehicles. Today's cutaway buses and vans require computerized diagnostic equipment and other specialized items that can be lacking in some private shops.

Centralized maintenance programs are typically structured on a fee for service basis fully covering the costs of the provider agency. In fact, consolidated maintenance programs are often revenue producing functions for the agency while still offering all of the benefits to the "customer" organizations.

Coordination opportunities such as consolidated maintenance programs can be implemented with relative ease. As the transportation director of a human services agency in one rural county said, "It would be a godsend to contract for maintenance services with the local transit authority."

APPENDIX G

MEDI-CAL

Becoming a Medi-Cal NEMT Provider

It is possible for local providers (including public agencies and non-profit organizations) to become providers of non-emergency medical transportation (NEMT) under existing Medi-Cal arrangements. Medi-Cal is California's Medicaid health insurance program. It pays for a variety of medical services for children and adults with limited income and resources. People receiving Medi-Cal covered services may be provided NEMT at Medi-Cal's expense under certain very limited circumstances. Medi-Cal will pay for NEMT only when it is provided by a carrier licensed by Medi-Cal, and only when the individual's medical condition requires transport by a wheelchair van, litter van, or ambulance. Although the rules limit NEMT to people who need a wheelchair van, ambulance or litter van, this can include people who just need a high level of care, for example very frail dialysis patients, even though they do not need to use a lift or ramp.

In many rural counties there are no Medi-Cal NEMT providers. Some rural counties are served by an NEMT provider in another county with very limited availability of service. By becoming a Medi-Cal NEMT provider, the local agency could help address a lack of providers now available and improve access to medical care for people who have difficulty using other modes, including ADA paratransit, volunteer transportation, or taxicabs. NEMT is free to the rider. Medi-Cal's standard rates for NEMT are currently $17.65 per patient plus $1.30 per mile with a patient on-board. The pick-up rate is reduced when multiple patients are picked up at the same time. Effective July 1, 2008 a 10% reduction from the standard rates is in effect as part of the state deficit reduction program. These rates may not be sufficient to recover the full cost of providing service (or for a private provider to make a profit), but they would pay for the major portion of actual cost in a public operation. Medi-Cal payments would qualify as match for New Freedom funding.

In the Bay Area, the Eastern Contra Costa Transit Authority (ECCTA, or "Tri-Delta") has created an NEMT program called MedVan. It uses a separate fleet of vehicles and accepts referrals from social workers and medical providers just as a private provider of NEMT would. According to Tri-Delta staff, they got involved because there is a shortage of NEMT providers in their area and this was limiting Medi-Cal clients' ability to get rides. They report that Medi-Cal staff were eager to help them complete the paperwork to become qualified for the program. Requirements for vehicles and driver training are similar to those already met by agencies using federal transit funding. The fact that MedVan is separate from Tri-Delta's dial-a-ride program may help deal with the issue sometimes encountered of whether Medi-Cal will pay full price or only the public fare—there is no public fare for this program. Most of the MedVan riders are going to dialysis. They are not necessary wheelchair users.

If an agency wishes to make its NEMT service available to riders who are not covered by Medi-Cal, the announced fare would need to at least equal the rate charged to Medi-Cal. However, it might be possible to provide subsidies for this fare. Another limitation concerns use of facilities funded with certain Federal transit grants.

Forms and instructions for becoming an NEMT provider are available on the Medi-Cal web site at http://files.medi-cal.ca.gov/pubsdoco/prov_enroll.asp.

APPENDIX H

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