

Coordinated Public Transit – Human Services Transportation Plan

COLUSA COUNTY

Final Report



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consulting associates

In association with:

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Chapter 1. Project Overview

Introduction

This Coordinated Public Transit-Human Services Transportation Plan for Colusa 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



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, and 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. This chapter also provides a summary of key documents related to transportation planning in Colusa County that have helped inform the effort.

Chapter 3 includes a demographic profile of Colusa County, which was developed using data prepared by the U.S. 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 fixed-route and dial-a-ride 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 Colusa 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, authorized 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. CTSA's 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 (CTSA)

AB 120 authorized the establishment of CTSA's and recognizes them as direct claimants of TDA Article 4.5 funds. CTSA's are designated by Regional Transportation Planning Agencies (RTPA's) or, where RTPA's do not exist, by the local Transportation Commission. Very little guidance exists, however, as to expectations or the roles of the CTSA's. 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 Colusa County Transportation Commission (CCTC) has designated the Colusa County Transit Agency as the CTSA. The SSTAC meets annually or as needed to discuss transportation issues and to advise the CCTC. In its role as the CTSA, the Transit Agency has entered into agreements with the Agency on Aging and other organizations to provide certain specific services. This is consistent with the intent of the CTSA legislation.

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 are described 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 FTA 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.

The following chart 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 (STIP)

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, Colusa 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 under limited circumstances.

Please see Appendix F for additional information on Medi-Cal vendors.

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 its 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 <i>new</i> 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.
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.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
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
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

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
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 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
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

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
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.
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.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
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.
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

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
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.
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 CTSA's		
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 Colusa 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 Colusa County, the POC was Barbara Salazar, Transportation Manager for the Colusa County Transit Agency.

Numerous discussions were held with Ms. Salazar as part of the early planning process. An initial meeting was scheduled on December 6, 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 early December, 2007, held at the CCTA offices in Colusa. Participants at this meeting provided input regarding the current transit situation in Colusa 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 on the following page.

Figure 2-1 Initial Kick Off Meeting Participants

Stakeholder	Representing
Barbara Salazar	Colusa County Transit Agency
Lorri McKey	DHHS Public Health
Peggy Cooney	APS/CPS/Public Guardian
Jim Rodgers	DHHS/AAA/Senior Nutrition
Taya Delaney	DHHS - Health
Denise Erickson	First 5
Beth Davis	Colusa Support
Kathy Hughes	Colusa Community Hospital
Mike Villasenor	Colusa Sheriff Dept.
Ellen Brow	Literacy Program/Library
Buffy Welch	Impact Store
Kim Trueblood	Arbuckle Family Action Center
Stan Leccorno	Colusa County Cab
Jim Manning	City of Williams
Kay Sharpe	DHHS/CDBG
Minnie Lawrence	Senior Citizens Council
Marion Allison	Passages
Randy Evans	CalTrans
Jon Wrynski	Colusa Co. Public Works

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, January and February 2008, with staff members from the Colusa County Transit Agency, the Area 3 Agency on Aging, Colusa County Cab, City of Williams, the Colusa County Department of Health and Human Services 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.

Meetings were held February 6, 2008, in the County with representatives of the Department of Health and Human Services and with the City Administrator of Williams. The purpose of the

meetings 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 3 Agency on Aging (AAA) and the Alta California 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 December 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 a public workshop held May 7, 2008, in Colusa.

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 Colusa 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 Colusa 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 Colusa 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. The matrix, located at the end of 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 Social 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 Colusa 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 Colusa’s plan was drawn from consultation with stakeholders through meetings, interviews and surveys and through the analysis of existing documents such as:

- Performance Audit of Colusa County Transit Agency (FY 03/04 – FY 05/06)
- Unmet Needs Hearing Report and Recommendations
- CCTA Performance Data July 2002 – November 2007
- SSTAC minutes and reports

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 Colusa County.

Identification and Evaluation of Strategies

On May 7, 2008, the consultant facilitated a public workshop in Colusa County at the CCTA office. The time and location were suggested by the local project sponsor. The goals of the workshop 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.

Implementation Plan for Recommended Strategies

As a final step for this planning effort, an implementation 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 on 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

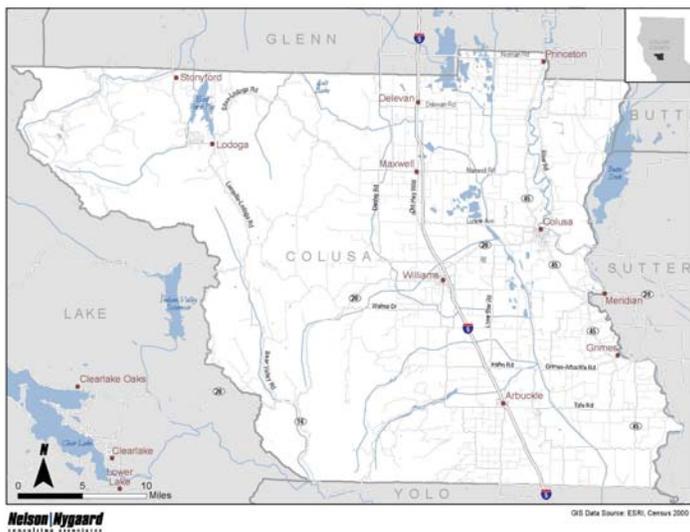
Colusa County is located in the northern part of California’s Central Valley, approximately 60 miles north of Sacramento. With a population of just under 22,000, it is the ninth smallest county in California. The County has a land area of 1,156 square miles and is bordered by

- Glenn County (north)
- Sutter County (east)
- Butte County (northeast)
- Yolo County (south)
- Lake County (west)

Created in 1850, Colusa County is one of the original counties in the state. It is centrally located between beaches of the Pacific Coast to the west and snow skiing regions of the Sierras to the east. It is a highly agricultural area, with rice, wheat and sunflower seeds among the most important crops.

Population has increased 23.5% since 1990 with the addition of nearly 5,000 residents.

There are two incorporated communities in Colusa County: Williams and Colusa, the county seat. According to 2006 Census estimates, these two cities account for 50% of the county’s population. Recent growth in Williams puts its population (approximately 5,200) close to that of Colusa (approximately 5,700). Unincorporated areas include Arbuckle, Grimes, Maxwell, and Princeton, Meridian (Sutter County), Sites, Ladogo, and Stonyford.



Major highways serving Colusa include Interstate 5, which runs north/south through the center of the county, as well as CA State Routes 16, 45 and 20, a major east/west highway from the coast to the mountains. The topography of the county is varied, from the 7,000 foot Snow Mountain to the rich agricultural plains of the Sacramento Valley. The Sacramento River runs along much the county’s eastern border.

The 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 Economic 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 compares population groups between Colusa County and California as a whole. As shown, there is a higher ratio of senior adults, individuals with disabilities, and persons of low income in the County than in the state.

Population Overview

Figure 3-1 Basic Population Characteristics 2000 and 2006

	Total Population*	Persons aged 65+**		Persons with Disability**		Persons at or below Poverty Level**	
California							
Census 2000	33,871,648	3,595,658	10.6%	5,923,361	19.2%	4,706,130	14.2%
2006 Estimate	36,547,549	3,927,830	10.8%	4,283,468	12.9%	4,787,729	13.1%
Colusa County							
Census 2000	18,804	2,135	11.4%	3,343	17.8%	2,964	15.8%
2006 Estimate	21,272	2,468	11.6%	3,782	17.8%	3,353	15.8%
Colusa (City)							
Census 2000	5,402	618	11.4%	1,110	20.5%	903	16.7%
2006 Estimate	5,841	668	11.4%	1,200	20.5%	976	16.7%
Williams							
Census 2000	3,670	339	9.2%	621	16.9%	688	18.7%
2006 Estimate	4,723	436	9.2%	799	16.9%	885	18.7%

* 2006 Estimates for Total Population provided by U.S. Census Bureau.

** 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, 11.6% of the residents of Colusa County are age 65 and older. This is slightly higher than the statewide figure of 10.8% for California. The community of Colusa has the highest percentage of older adults, which is slightly higher than that reported for the state as a whole.

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 19% of Americans reported a disability in Census 2000, compared to California (17.5%) and Colusa County (17.8%).

Population Overlap

It is important to note that there are areas in which an individual may fall into more than one category. The figure below 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+*		Persons aged 65+ with Disability*		Persons aged 65+ at or below Poverty Level*	
California						
Census 2000	3,595,658	10.6%	1,465,593	4.3%	280,411	0.8%
2006 Estimate	3,937,415	10.8%	1,577,482	4.3%	301,819	0.8%
Colusa County						
Census 2000	2,135	11.4%	842	4.5%	162	0.9%
2006 Estimate	2,468	11.6%	953	4.5%	183	0.9%

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

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 Trends

Colusa County has experienced some growth in population. Census 2000 reported 18,804 residents; 2006 estimates put the population at 21,272, which represents an increase of 13.12%. The California Employment Development Department (EDD) projects that by 2020, more than 29,600 people will call Colusa County home. This represents a 36.4% increase over a twenty year period. Due to current economic factors affecting the mortgage industry, plans for new residential housing units around Colusa and Williams have been postponed, which could have an impact on population trends. This is likely a near-term phenomenon. The overall growth rate will likely increase in the future as the economy eventually rebounds.

Income

U.S. Census data for 2004 (most recent data available) reports median household income in Colusa County at \$38,350, which is lower than the state average of \$49,894. As of 2004, the County had a higher percentage of residents (15.8%) who reported living below the poverty line than the state as a whole (13.2%).

Economic Indicators in Colusa County

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

Employment in Colusa County

The County’s workforce increased by 5% during the period 2002 through 2006, with the largest increase occurring in agriculture, trade/transportation/utilities, and government. Figure 3-3 shows growth in jobs between 2002 and 2006 for various employment categories. The Colusa Casino Resort is the County’s largest employer.

Figure 3-3 Employment Changes 2002 – 2006

Area of Employment	Increase in Jobs
Government	80
Education/Health	10
Leisure/Hospitality	60
Manufacturing	-100
Agriculture	220
Wholesale Trade	140
Other Services	20

Source: California Employment Development Department

Unemployment Rate

Colusa County is often among the counties in California with the highest unemployment rates. During the five year period 2002–2006, Colusa County experienced significantly higher unemployment than that reported by California, according to the California Employment Development Department as shown below.

Figure 3-4 Unemployment Rates 2002 – 2006

	2002	2003	2004	2005	2006
California	6.7%	6.8%	6.2%	5.4%	4.9%
Colusa County	13.8%	14.4%	13.7%	12.7%	12.6%

Source: California Employment Development Department

While the most recent EDD data for 2007 indicates an average annual unemployment rate of 13.1% for the County, monthly statistics show that in peak months nearly 20% of the workforce is unemployed. This is due in large part to the seasonal nature of the agricultural workforce in the County. Unemployment rates are very high during the winter non-growing season.

Figure 3-5 Monthly Unemployment Rates 2007

Month	Unemployment Rate	Month	Unemployment Rate
January	19.1%	July	9.7%
February	18.1%	August	8.7%
March	16.2%	September	7.9%
April	13.3%	October	9.2%
May	11.5%	November	14.4%
June	10.7%	December	17.9%

Source: California Employment Development Department

Seasonal agricultural jobs lasting approximately six months account in part for the fluctuation from a high of 19.1% to a low of 7.9%. An additional factor in October 2007 was the destruction by fire of Grenzella's Restaurant, the second largest employer in the County.

In counties experiencing high unemployment, affected individuals and families have a particular need for public transit because their personal transportation options may be extremely limited.

According to Colusa County Economic Development Corporation figures for 2006, 80% of businesses in the county had nine or fewer employees. Agriculture, fishing and forestry related enterprises accounted for 25% of all industries in Colusa County compared to only 3% statewide, illustrating the importance of agriculture to the community. Large employers, as shown in Figure 3-6, tend to be government agencies, schools and casino/restaurants.

Figure 3-6 Major Employers in Colusa County

Employer Name	Location	Industry
Colusa Casino Resort	Colusa	Casinos
Colusa Regional Medical Center	Colusa	Medical Facility
Colusa County	Colusa	Government Offices – County
Granzella’s	Williams	Restaurants
Urgent Care	Williams	Medical Facility
Arbuckle Elementary School	Arbuckle	Schools
Williams Elementary School	Williams	Schools
James Burchfield Primary School	Colusa	Schools
American Rice, Inc.	Maxwell	Food Processing

Source: California Employment Development Department

County to County Commute Patterns

Commute patterns can be important indicators of transportation needs. Workers who are willing and able to travel outside their home communities have access to a wider range of job opportunities. Likewise, employers have access to a larger applicant pool when potential employees are able to commute to their jobs. Data from the 2000 census shows that nearly 75.5% of the labor force living in Colusa County commutes to jobs within the County. However, there is beginning to be some shift in this pattern. The growth in jobs in neighboring counties has made Colusa a source of workers. An increasing number of County residents are commuting to Vacaville in Solano County or to Yuba City in Sutter County.

Nearly 2,000 workers commute into the county to work, primarily from Yolo (503), Sutter (228) and Glenn (208) Counties. Information collected through stakeholder interviews in January 2008, indicates that a growing number of workers are traveling into the county to work at the Colusa Casino.

Figure 3-7 Commute Patterns of Colusa County Residents

County of Residence	County of Workplace	Number of Workers
Colusa	Colusa	5,666 (64%)
Colusa	Outside Colusa	1,386 (16%)
Outside Colusa	Colusa	1,866 (20%)

Source: U.S. Census 2000

The maps shown in Figures 3-8 and 3-9 illustrate the areas within Colusa County that likely have the greatest need for public transportation services.

Transit Dependency Index (Figure 3-8) represents concentrations of people who are most likely to need public transportation: seniors aged 65 or older, individuals with disabilities, and people with low income. This map displays the composite measure of these three indices. Figure 3-9 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.

Demographic Analysis Methodology

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

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. Colusa County contains 13 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.

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.

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 3-8 Colusa County 2000 Transit Dependency Index

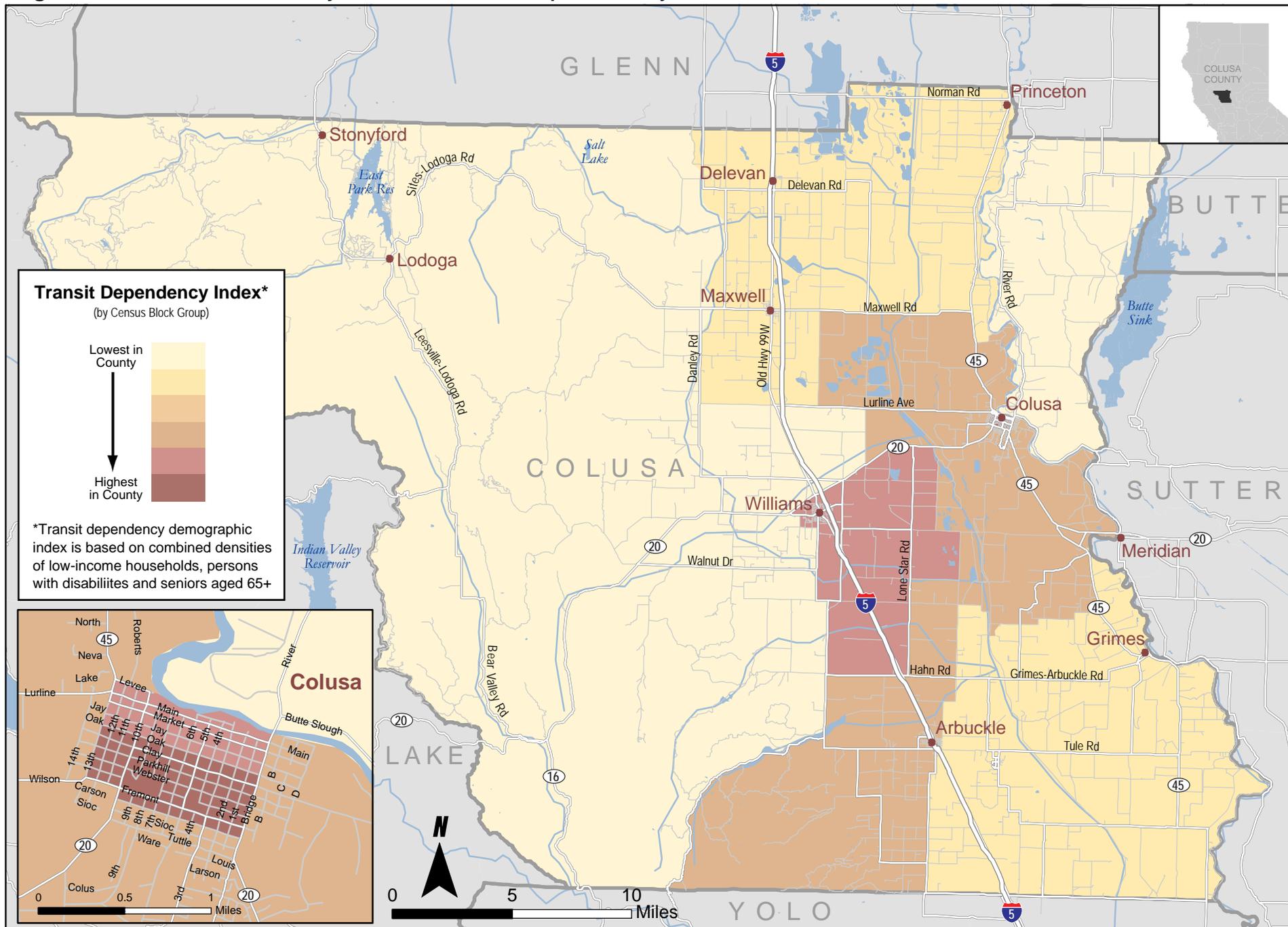
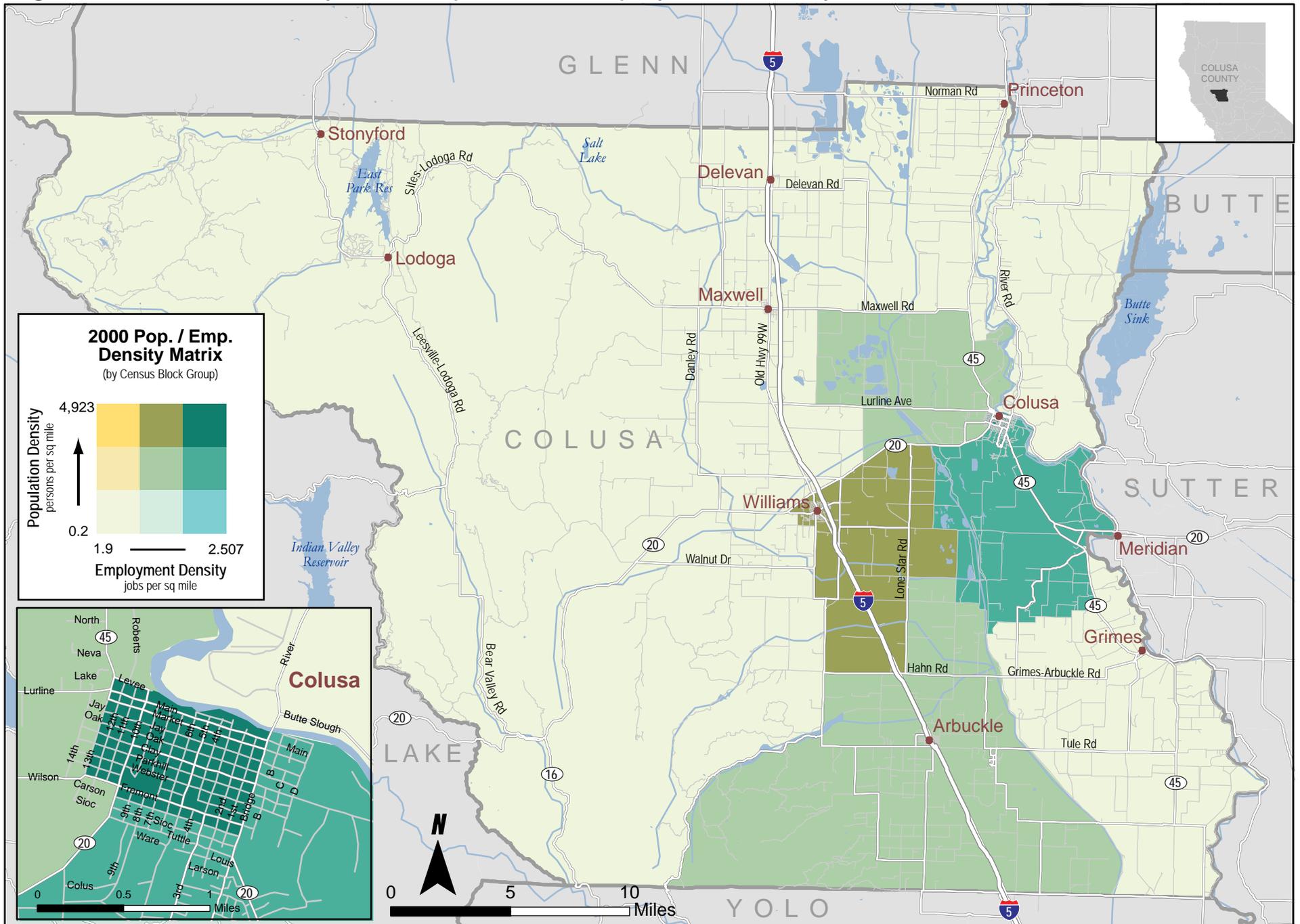


Figure 3-9 Colusa County 2000 Population / Employment Density



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 Colusa 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

Colusa County is an agricultural area served by a small number of agencies offering some level of social service transportation. The center of the transportation network is the regional transit operator, Colusa County Transit Agency (CCTA), which provides general public demand-response as well as non-emergency medical transportation services. As the sole public transit agency in the County, CCTA offers services that are tailored to meet the unique social needs of the Colusa County community. This Coordination Plan is built largely on the integration of these various services to meet the needs identified in the planning process. CCTA 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 CCTA at the center of the planning effort to coordinate services.

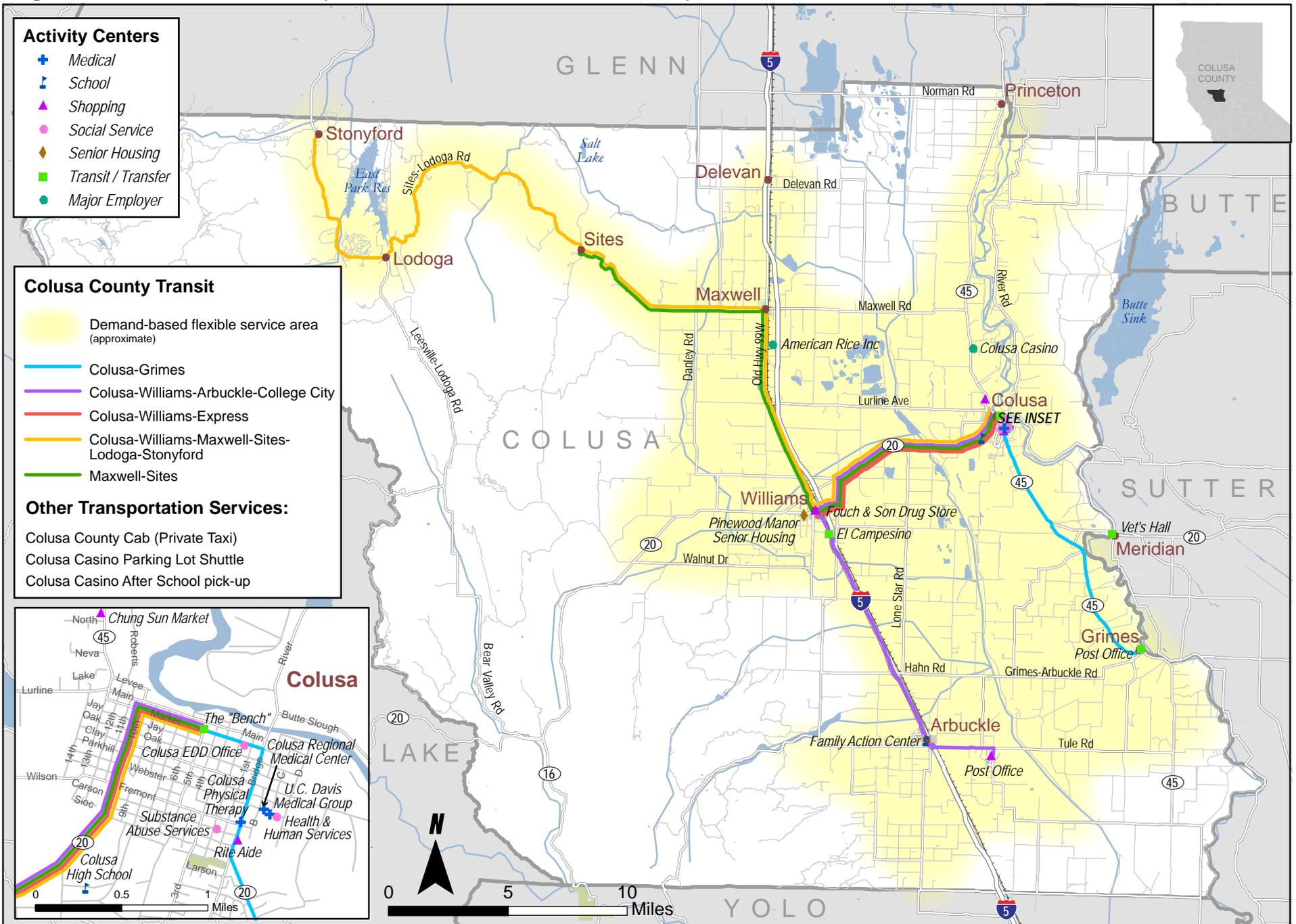
Other services described on the following pages include Colusa County Department of Health and Human Services, Alta California Regional Center and the Area Agency on Aging, each providing support/services with various social service objectives. Together they offer the ingredients for a coordinated delivery system in the County.

Existing Service and Transportation Needs

Transit Services and Activity Centers (Figure 4-1) provides a picture of current transportation services within Colusa County. The CCTA service area is 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 Colusa County Transit Services and Activity Centers



Colusa County Transit Agency (CCTA)

Colusa County Transit Agency (CCTA) is the only public transit provider in Colusa County. The agency began service in 1979, with two vehicles and two drivers. Today it operates general public demand-response service Monday through Friday from its operating base in the City of Colusa, utilizing a fleet of 11 buses and a staff of ten. CCTA also provides package delivery service within its service area, which is defined roughly by the communities of

- Arbuckle/College City (south)
- Grimes/Meridian/Colusa (east)
- Maxwell/Princeton (north)
- Williams (west)

All CCTA vehicles are wheelchair accessible with lifts and tie-downs. The Agency received two new buses in 2005 and has received three new buses in 2008.

On an as requested basis, service is provided to Stonyford (1st, 3rd and 5th Wednesdays of the month) and Princeton/Maxwell (Tuesday/Thursday).

Colusa Transit operates service to outlying areas on a daily basis. Service is provided to these areas on a general schedule wherein the bus departs Colusa at a set time and travels throughout the destination service area such as Williams. Thus pickup and drop off times in these areas are approximate. This dial-a-ride service is scheduled such that residents of each community can travel within time “windows” rather than on a precise schedule. These services are operated on a “flex route” basis where the bus will deviate throughout a corridor surrounding the basic route alignment. See Figure 4-2 below.

With funding provided by the Area 3 Agency on Aging, CCTA provides weekday transportation for a small number of riders to and from the Senior Lunch Program in Colusa. In addition, CCTA is the non-emergency medical transportation (NEMT) service for the County. Utilizing several funding sources, the Agency provides out-of-county medical trips for

- Children under the age of six and pregnant women (funding source: First Five)
- Veterans (funding source: Behavioral Health)
- Individuals with low income (funding source: CDBG Block Grant)
- Seniors 60 and older (funding source: AAA)

NEMT service is provided during the fiscal year until funding is exhausted.

Under contract to the Alta California Regional Center, CCTA transports clients to and from respite care provided by Colusa Support Services.

Figure 4-2 CCTA Schedule

COLUSA TRANSIT SCHEDULE				
458-0287				
COLUSA-WMS	WMS-COLUSA	COLUSA-ARB	WMS-ARB	COLUSA-GRIMES MERIDIAN
DEPART	DEPART	DEPART	DEPART	DEPART
7:30	8:30	7:30	7:45	8:30
9:25	9:45	11:00	11:15	11:00
10:25	10:45	1:30	1:45	1:30
11:00	12:00	3:00	3:15	3:00
1:00	1:45	ARB-COLUSA	ARB-WMS	GRIMES-MERIDIAN - COLUSA
1:30	2:45	8:30	8:30	8:45
2:25	4:20	11:30	11:30	11:20
3:00		2:00	2:00	2:00
4:00		3:30	3:30	3:20
Colusa-Maxwell- Princeton	STONYFORD		COST	COUNTY / LOCAL
TUES & THURS	1ST 3RD AND 5 TH		ADULT	\$1.75 / \$1.25
DEPART	WEDNESDAY		6 YRS. AND UP	\$1.75 / \$1.25
9:15 & 1:00	8:00 & 2:00		2 YRS. TO 5 YRS.	\$1.25 / \$1.00
RETURN TIMES			UNDER 2 YEARS	FREE
9:40 & 1:30				

APPROXIMATE TIMES ONLY

Revised Nov 1, 2005
Excel/Forms/Schedule/bs

Source: Colusa County Transit Agency

CCTA has established close working relationships with the human service agencies in the County in its efforts to maximize service delivery with available funding. Coordination is achieved both on institutional and personal levels. Vouchers, ticket books, and fee for service agreements with CCTA allow DHHS staff flexibility in providing transportation options to clients. The close-knit nature of the Colusa community allows CCTA staff to know its riders and their needs.

CCTA provides curb-to-curb service for the general public and door-to-door service for ADA eligible passengers. CCTA vehicles go anywhere within the Agency’s defined service area. If requests are not received from riders in areas such as Stonyford, Arbuckle or Grimes, runs are cancelled and vehicles are utilized in other areas as needed.

CCTA service areas are described below and shown on Figure 4-3.

Figure 4-3 Colusa County Transit Agency (CCTA) Service Areas

Area Served	Start	End	Days
Colusa - Williams	7:30 AM	5:00 PM	Mon - Fri
Colusa – Arbuckle*	7:30 AM	5:00 PM	Mon - Fri
Williams – Arbuckle*	7:30 AM	5:00 PM	Mon - Fri
Colusa – Grimes1 - Meridian*	7:30 AM	5:00 PM	Mon - Fri
Colusa – Maxwell – Princeton*	9:15 AM	2:00 PM	Tues & Thurs
Colusa – Williams – Maxwell – Stonyford**	8:00 AM	4:00 PM	Wed

* Runs on an on-demand basis: if no reservations have been received, the run will be cancelled.

** 1st, 3rd and 5th Wednesday, with prior reservation

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

- Area 3 Agency on Aging contract: AAA contracts with CCTA to provide non-emergency out-of-county medical transportation for seniors. CCTA also provides transportation to the Senior Lunch Program. The annual funding level is approximately \$9,300.
- CCTA maintains a variety of Colusa County vehicles on a fee basis as the central maintenance provider in the County.
- Alta California Regional Center contract: The Regional Center contracts with CCTA to provide service to its clients at Colusa Support Services.

In addition to providing passenger transportation, CCTA serves as a package delivery service within the County. Businesses and individuals may request delivery service by calling the Dispatch Center.

Other Transportation Service Providers

Area 3 Agency on Aging

The Agency on Aging (AAA) for Colusa County utilizes Title IIIB funds to provide transportation services for adults 60 years of age and older. AAA, through its contracted service providers, is responsible for transportation to and from medical appointments outside the County on an as needed and as available basis. AAA provides \$9,300 to CCTA for non-emergency medical transportation and for service to congregate meals at the Colusa Senior Center.

Colusa County Unified School District

Colusa County Unified School District provides transportation for special needs students to and from school and general needs students (up through grade 5) to school. After school transportation is not provided for general needs students.

Colusa County Department of Health and Human Services

Colusa County DHHS provides vouchers/tickets that can be used on CCTA and/or gas money to its clients for transportation to agency sponsored programs, and therapy, medical, dental or court appointments. Clients include persons with disabilities, individuals with low income, older adults, and children/youth.

Private Taxi Service

During the course of this planning process Colusa County's sole taxi provider ceased operation, leaving the county without private cab service.

Colusa Casino Resort

The Colusa Casino Resort has one cutaway bus, which is used to transport casino guests to and from the parking lot.

Colusa Indian Community

The Hand-in-Hand Learning Center is open to families living and/or working in the Colusa area. Programs are available for toddlers, pre-schoolers, and school age children up to age 13. The center utilizes a 16 passenger school bus for transporting program participants.

The Colusa Indian Community Health Center offers a range of medical and dental services, including primary care and dialysis, to tribal and non-tribal members of the Colusa community. The Health Center uses a van to transport tribal members to the facility for medical appointments.

Greyhound and Amtrak

Greyhound service in Colusa County was discontinued in April, 2005. The closest Greyhound station is in Marysville (Yuba County). Amtrak service can be obtained in Sacramento and Marysville.

Airline Service

The Colusa County Airport is a general aviation airport. There is no commercial service at this time. Sacramento International Airport is the closest major airport serving Colusa 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.⁶

No Medicaid vendors have been identified in Colusa 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.



Using funding from a variety of sources including Area Agency on Aging and First 5, CCTA provides non-emergency medical transportation for Colusa County residents..

⁶ 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.

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Figure 4-4 Transportation Provider Inventory

Agency Name	Agency Type	Transportation Role(s)					Contact Name	Telephone	E-mail	Address	Program Name	Program Purpose and Description	Program Objective	Transportation Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Total Annual Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Medicaid Vendor	Miscellaneous Comments
		Public Transit	Operates	Funds or subsidizes	Volunteer or staff drivers	Provides I&R																			
Colusa County Transit Agency (CCTA)	Public	X	X			X	Barbara Salazar	(530) 458-0287	bsalazar@frontiernet.net	715 D Street, Colusa 95932	General Public DAR	Public Transportation Out of county medical transport		LTF, TDA, STA, 5310, 5311, Prop 1B, AAA, Regional Center	\$715,000	Colusa County	Demand response	All	(11) 19 Pass. Coaches (5) Staff Vehicles	159,000	In-House	In-House 4 bays/l mechanic 6:00 - 4:30 Mon - Thurs	Excel-based scheduling	No	Provide maintenance for county or city staff vehicles
											Medical Transport Service	Out of county medical transport	Provide transportation to medical service not available in Colusa County	AAA, First 5, DHHS, Veteran's Services, Block Grant (no transit \$)	15,000	From inside to outside Colusa County	Demand response	All	(2) Sedans (1) 7 Pass. Van with WC Lift	N/A					
Area Agency on Aging ³	Non-profit			X		X	Mary Newman	(530) 865-5019 (800) 822-0109	www.passagescenter.org	425 Webster St, Colusa 95932	Information & Assistance Program; Family Caregiver Support Program	Funding for out of county medical transportation, congregate transportation and other support services for seniors		Ca Dept. on Aging Federal, State and Local funds	\$9,000.00	Colusa County	Contracts with CCTA	Seniors	None	N/A	N/A	N/A	N/A	No	
Colusa County DHHS	Public			X	X		Jim Rogers	(530) 458-0296	jrogers@colusadhhs.org	251 E. Webster St, Colusa		CCTA tickets for various client groups		State and County	N/A	Colusa County	Tickets	Program clients	(2) Vans (17) cars used by staff for some client transport	N/A	N/A	N/A	N/A	No	
Alta California Regional Center	Non-profit			X			Tim Swank	(916) 978-6512	tswank@altaregional.org	2135 Butano Dr, Sacramento 95825		Transportation for disabled clients through a contract with CCTA		CA Dept. of Developmental Services	N/A	Colusa-Williams area	Funding	Disabled	None	N/A	N/A	N/A	N/A	No	
Colusa Casino Resort	Private				X		Tammy Fullerton	(530) 787-3433	email not available	3770 Hwy 45, Colusa 95932		Transportation to/from the Casino parking lot for Casino guests		Colusa Casino	N/A	Casino Parking lot	Shuttle	Casino guests	(1) bus	N/A	N/A	N/A	N/A	No	

Agency Name	Agency Type	Transportation Role(s)					Contact Name	Telephone	E-mail	Address	Program Name	Program Purpose and Description	Program Objective	Transportation Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Total Annual Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Medicaid Vendor	Miscellaneous Comments
		Public Transit	Operates	Funds or subsidizes	Volunteer or staff drivers	Provides I&R																			
Hand-to-Hand Learning Center	Private				X		Tammy Fullerton (530) 787-3433	email not available	50 Wintun Rd., Colusa 95932		Transportation for participants up to age 13	Child care	Colusa Indian Community	N/A	Colusa County	Youth	Children	(1) 16 pass. school bus	N/A	N/A	N/A	N/A	No		
Colusa Indian Community Health Clinic	Private				X		Tammy Fullerton (530) 787-3433	email not available	3710 Hwy 45, Colusa 95932		Transpiration for tribal members to medical clinic	Medical transportation	Colusa Indian Community	N/A	Colusa Rancheria	Medical	Tribal Members	(1) Van	N/A	N/A	N/A	N/A	No		

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 may also be based upon more sophisticated data collection efforts that identify needs in an area and gaps in service. Both experiential and factual data were used in the preparation of this Plan. As an example, previous chapters have documented the size and scope of the Colusa Casino Resort area as a trip destination for employment and other needed services. Some data does exist to verify this determination; however, the Casino has expressed interest in an employee survey to further document the need. While there is some public transportation service provided to facilities located near the casino, the experience and perceptions of stakeholders in the community indicate the coordination of service could be enhanced by greater collaboration between the Casino and the Transit Agency.

Another example is the need for out-of-county travel options, which has been described by stakeholders throughout the planning process. Data clearly shows that there are no links to transportation systems in neighboring counties. Quantifiable data showing demand for this service has not yet been collected; however based on the experiences and perceptions of a wide range of planning partners, such as the City Manager of Williams, DHHS staff, and the Area Agency on Aging, out-of-county transportation is a key transit issue facing the County.

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

- Stakeholder interviews
- Stakeholder meetings
- Survey responses
- Analysis of the County's demographic profile
- Existing documentation

Stakeholder Input

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

The Colusa County SSTAC is a diverse group of organizations, agencies and individuals with an interest in transportation within the County. The committee identified the issues in the County from the perspective of many key agencies involved in social services whether with needs or

resources. This information was refined through additional meetings and interviews with stakeholders and through surveys.

A summary of the findings of the SSTAC follows:

Figure 5-1 SSTAC Findings – December 2007

Unmet Need
Extended service/night service for substance abuse meetings
Connection to Greyhound in Marysville for released inmates
Extended service: Holiday/Nights/Weekends
Enhanced service for library book delivery between branches
Out-of-county medical transportation
Dunningan service needed for Yolo Co students coming to Arburckle for ESL/GED classes
Liability issues: how do you overcome them?
Willows needs service for new group
Wal-Mart opening in 2 years
Better understanding of CTSA's role
Commuters
Youth: after school to home and activities
Service for Elderly Adults
Out-of-County Connections
Interaction with Casino

Existing Documentation

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

- Performance Audit of Colusa County Transit Agency for the Four Years Ending June 30, 2005 (Smith and Newell, September 2006)
- Colusa County Transit Needs Report (Jan. 2008)
- Unmet Needs Hearing Report and Recommendations
- SSTAC minutes and reports

Performance Audits

The most recent performance audit for the four years ending June 30, 2005 provided recommendations, which were largely procedural in nature and dealt with issues such as ensuring that performance audits are completed in a timely manner. The audit noted that while the general public is encouraged to participate in the annual unmet needs hearing, rider surveys

to determine customer satisfaction are “infrequently administered because of lack of participation of survey takers and the cost of administering the surveys.” The audit reported that overall, the Agency has generally met the needs of the community.

Existing Coordination of Services

Colusa County Transit Agency (CCTA), in its dual capacity as sole public transit provider and CTSA, is the lynchpin of coordination activities in Colusa County. Stakeholders praise CCTA for its coordination efforts that “make things work.” Colusa County has a reputation for self-sufficiency among its social service partners. However, while many coordination arrangements are in place, all stakeholder agencies agreed that more can be done.

Currently, CCTA, under contract to the Alta California Regional Center, transports developmentally disabled clients within the county.

Colusa Transit receives funding from the Area Agency on Aging to provide non-emergency and out-of-county medical transportation.

CCTA works closely with Colusa County social service departments to provide service for clients. Departments purchase tickets, which are distributed to clients on an as-needed basis.

The CCTA maintenance department currently provides services for vehicles of various county agencies and has provided maintenance services to the Cities of Williams and Colusa. This expands use of the Colusa Transit shop. This is done on a fee basis for the departments/agencies involved.

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. Colusa County Transit Agency demonstrates on a daily basis a deep commitment to the needs of its community and displays creativity in meeting those needs with limited resources. Stakeholders repeatedly expressed their gratitude for the dedication of CCTA staff.

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.

In discussions with stakeholders in Colusa 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.

CCTA, the CTSA in Colusa County, and stakeholders both agreed that staffing levels within the transit agency, which has the responsibility of spearheading coordination activities, do not allow for dedicated focus on coordination. Colusa County Transit Agency has entered into agreements with the Area Agency on Aging and the Alta California Regional Center to provide transportation, thus providing one level of coordination. However, efforts at a larger mobility management role, including negotiating agreements between or with human service agencies have not transpired.

Interviews with stakeholders have shown that there is interest in coordinated arrangements for out-of-county connections. Dedicated staffing at the CTSA level might be able to move forward with this type of coordination effort.

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 Colusa County. Most of the agencies included in the inventory do not provide transportation directly, but rather rely on CCTA. In some cases, tickets are purchased, which are distributed to clients on an as-needed basis. Some agencies provided limited transportation to clients through the use of staff cars and drivers when CCTA transportation is not available. This type of service tends to be very limited in scope, focusing on getting clients to programs or appointments, and does 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 Colusa County.

For many rural areas, key services are relocating to larger communities or regional centers, which are often in neighboring counties. 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 transportation need. The table below shows key origins and destinations for transportation consumers in the county

Access to local services in other communities within the county plus the importance of out-of county destinations was consistently mentioned by stakeholders during meetings, workshops and interviews.

Figure 5-2 Origins and Destinations in Colusa County

Origin/Destination	City	Type
UC Davis Medical Center, other medical centers	Sacramento	Medical Facility
Sutter North Yuba City Medical Center, other medical Centers	Yuba City	Medical Facility
VA Hospital	Chico	Medical Facility
Post Office	Arbuckle	Shopping
Family Action Center	Arbuckle	School
Rite-Aid	Colusa	Shopping
UC Davis Medical Group	Colusa	Medical Facility

Origin/Destination	City	Type
Colusa Casino Resort	Colusa	Employer
Colusa County Health & Human Services	Colusa	Social Services
Colusa Regional Medical Center	Colusa	Medical Facility
The “Bench”	Colusa	The only official bus stop in the county
Post Office	Grimes	Transit Hub
American Rice, Inc.	Maxwell	Employer
Vet’s Hall	Meridian	Transit Hub
Pinewood Manor Senior Housing	Williams	Senior Housing

Projected Transportation Needs

Since Colusa 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 grow in proportion to total population and the population in older age groups.

In Colusa County, the projected senior population (age 60 and older) is expected to grow from 3,694 to 5,453 individuals between 2010 and 2020, based on California Department of Finance projections. This represents a 48% increase. Therefore, it is assumed that demand for transportation services will increase approximately 48% 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 Colusa 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 one 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. There are four categories as described below:

- Coordination – challenges that impede coordination efforts
- Connections – challenges providing transportation links inside and outside Colusa 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. Expand the system of support services such as grant application assistance, driver training and alcohol/drug testing for human service agencies within the county
4. Develop a coordinated volunteer driver program
5. Lack of information about transit options in Colusa County

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, Yuba City and Chico for non-emergency medical trips
2. Insufficient connections with other agencies such as Yuba-Sutter Transit
3. Insufficient connections to Yuba City and Sacramento for employment

Service Availability

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. Reevaluate future service to Williams to serve medical facilities, Office of Education, and Yuba College

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 Colusa Transit. 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.

1. New and replacement vehicles, computer hardware/software, maintenance equipment, communication base station/mobile radios 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 Colusa County is the fact that few if any of the agencies involved in the SSTAC were aware of the existence of a CTSA. As described previously, CCTA has undertaken several coordination activities in its role as the CTSA. Even though the Agency has contracts with the Area Agency on Aging and the Alta California Regional Center and provides maintenance services to Colusa County departments, there are other opportunities to explore in its role as CTSA.

Additionally, a desire was expressed by the Transportation Director for greater understanding of the responsibilities of the CTSA and the use of TDA 4.5 funds and its relationship to the CTSA designation.

Additional Issue

Affordability of transportation, while not listed as a service gap or unmet need, was seen as an important issue in the county. The cost of transportation, whether public transit vehicle or private car, 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 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 Colusa County are detailed in chapters six and seven.

Chapter 6. Identification of Strategies and Evaluation

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 Colusa 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 Colusa 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 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 7, 2008, members of the community participated in a half-day workshop, 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 workshop.

The Coordination Planning process placed a great deal of emphasis on public input. A major effort was made to reach out to the Colusa County 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 the date for public meeting, and personal contacts were made with key individuals. Please refer to Appendix A for information more on public outreach.

Methodology and Approach

The community meeting was 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 community newspapers
- Flyers advertising the May 7th workshop were provided to the Point of Contact for distribution on CCTA vehicles and posting at transit stops
- Email invitations were sent to representatives of human service providers, county agencies, SSTAC and TAC, and other interested stakeholders



Community members gathered at Colusa County Transit Agency offices on May 7, 2008 to discuss strategies developed in response to input from stakeholders.

Consultant Phil McGuire (standing) facilitated the half day workshop.

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

- Transit Users – Seniors
- Transit Users – Disabled
- Transit Users – General Public
- Colusa County Department of Public Works
- Impact Life in Colusa County
- Colusa County Senior Nutrition Program
- Colusa County Department of Health and Human Services
- Colusa Support Services
- Colusa County Senior Council
- Area Agency on Aging – Passages
- Williams Family Action Center
- Arbuckle Family Action Center
- 211 National
- Colusa County Transit Agency
- California Department of Transportation

During the workshop, 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 workshop and the constituencies and residents they represented. Copies of the JARC and New Freedom application 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 workshop held in Colusa, 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

At the community workshop on May 7, stakeholders discussed criteria to be used in prioritizing 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 participants. In Colusa County, CCTA 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 CSAAs 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 Colusa County Transit, 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 CCTA, 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. 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 Colusa 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:

Lack of sufficient transportation for medical trips from Colusa County to Sacramento, Yuba City and Chico.

Strategy:

Increase medical transportation capacity through traditional transit service connecting Colusa County with medical services out of county and also establishing a formalized volunteer driver program/rideshare capable of meeting the most critical non-emergency 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. Colusa County residents regularly must travel to Sacramento, Yuba City or Chico.

Currently there are no Medicaid transportation providers in Colusa County. The area's sole taxi company ceased operation in May, 2008. Funding from the Area Agency on Aging and other sources for medical trips is not sufficient to meet the county's needs. Stakeholders repeatedly indicated the need for a coordinated approach to non-emergency medical transportation. Other rural counties have supplemented public transit 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 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

Some agencies in rural counties use volunteer drivers to expand mobility options. 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.

The need for additional options for non-emergency medical transportation has been well documented throughout the planning process in Colusa County. A volunteer driver program could help fill this service gap.

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. CCTA 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.

Colusa County Transit 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.

Coordination Opportunity:

There is no private taxi service in Colusa County

Strategy:

Establish taxi service

Expand taxi service through the introduction of a voucher program

During the course of preparing the coordinated plan for Colusa County, the county's sole private taxi service discontinued operations. There is a need for private taxi service to supplement service provided by the public transit agency.

Taxi vouchers are a tool to expand transportation services to targeted population groups through relatively inexpensive means. In an uncertain taxi market such as Colusa County, a voucher program would help support a new company, which would have some portion of its costs guaranteed.

Voucher 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. The CTSA provided the appropriate venue for discussion on this issue.

Coordination Opportunity:

Connections for employment

- Insufficient transportation to Yuba City and Sacramento for employment

Strategy:

Expand traditional transportation options for employment in Sacramento and Yuba City. Implement reverse commute transit routes to serve casino from Yuba City.

Employment opportunities exist in Yuba City and Sacramento; however commuter service or connections to other transit systems outside Colusa County are not currently available. JARC funding could be used for this service.

Medium Priority Strategies

Coordination Opportunity:

Coordination of support services, such as technical assistance in the preparation of grant applications, driver training, and drug and alcohol testing

Strategy:

Through the CTSA, expand support services to non-profit agencies

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 Colusa County, CCTA as the CTSA may be in a position to provide centralized services to agencies in the county. Services could include

- technical assistance in the preparation of grant applications
- consolidated driver training programs for staff or volunteers of social service agencies
- staff support for technical functions such as drug and alcohol testing

For additional information on driver training, please see Appendix D.

Coordination Opportunity:

Lack of information about transit options in Colusa County

Strategy:

Develop and implement a 211 system in Colusa County

Many social service programs support the provision of transportation for their clients, either by providing them with bus passes, gas vouchers, or otherwise financially subsidizing the cost of transportation. Staff from these agencies expressed the feeling that CCTA is doing a good job of meeting the needs of their clients but felt there needed to be a better awareness of existing transit services as well as easier access to information for their clients and the general public.

Coordination Opportunity:

Insufficient connections with transit agencies and organizations outside Colusa County

Strategy:

Establish connection arrangements/transfer agreements with other transit agencies, such as Yuba-Sutter Transit

Trips to areas outside of Colusa County are difficult without personal transportation. There are no connections to neighboring counties using public transit. Stakeholders frequently stated that “no one ever leaves Colusa.” Coordination arrangements with other agencies could greatly enhance transportation options for Colusa County residents.

Coordination Opportunity:

Re-evaluate service to Williams to serve medical facilities, Colusa County Office of Education, and Yuba College

Strategy:

Station one bus in Williams.

Transportation needs to Williams are increasing as the population and employment/educational opportunities grow. Service to Williams will need to be re-evaluated, including the need for a fulltime bus stationed in the town.

Low Priority Strategies

Coordination Opportunity:

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

Strategy:

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

The need for increased public transportation on weekends was expressed by stakeholders in Colusa County. 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:

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

CCTA could expand its maintenance capability to include sufficient hours to service outside agency vehicles on a fee paying basis. In other counties, CTSA's 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.

Please see Appendix E for additional information on consolidated maintenance programs.

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 Colusa 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 input from stakeholders in Colusa 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 Colusa County, with CCTA acting as the CTSA. Partnerships between CCTA and local agencies are viewed as very productive and should be encouraged to continue. 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 a public workshop in May, 2008. Participants agreed to determine priority rankings by applying all evaluation criteria collectively to each strategy, thus considering the effectiveness of coordination, documented need and feasibility of implementation.

Figure 7-1 present those strategies that Colusa 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 are implemented, including the process of applying for funding
- Order of magnitude costs: Approximate range of costs for implementation
- Cost effectiveness of strategy: When strategies were 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
Increase medical transportation capacity through traditional transit service connecting Colusa County with medical services out of county and also establishing a formalized volunteer driver program/rideshare capable of meeting the most critical non-emergency needs out of the area.	CCTA	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
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
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
Establish taxi service Expand taxi service through implementation of voucher service	CTSA	Year 3 - 5	Included above in CTSA resources for research and negotiation; otherwise no startup expense	Medium Minimal investment but may actually provide few trips	Routine CTSA funding for research and assistance

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 transportation options for employment in Sacramento, Yuba City Implement reverse commute transit routes to serve Casino from Yuba City	CCTA	Year 2 - 4	\$150,000 to \$300,000	Ridership potential may not warrant significant service level unless fuel costs etc. place additional pressure on public resources	JARC

Strategies determined by Colusa 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
Through the CTSA, expand support services to non-profit agencies	Year 2 – 3 Depending upon level of interest by agencies	CTSA to serve as sponsor
Develop and implement a 211 information system	Year 3 – 5	Needs involvement of many other agencies to become viable
Establish connection arrangements and transfer agreements with other transit agencies, such a Yuba-Sutter Transit	Year 2 – 4	Needs creative route structuring and inter-agency negotiation
Establish set trip times to services in Williams. Station one bus in Williams	Year 2 - 4	Could be built into Short Range Transit Plan

Low priority strategies as determined by stakeholders in Colusa County are shown in Figure 7-2 below.

Figure 7-3 Implementing Low Priority Strategies

Strategy (to address need/gap)	Timeframe	Comments
Expand public transit and social service transportation to cover evening and weekend hours	Year 3 - 5	Depends upon availability of new funding
Provision of contract maintenance through the CTSA	Year 1 – 3	Low cost strategy; easy to implement

Implementing the Strategies

This section addresses what needs to be done to move forward with all of the strategies identified above. 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 designed by the Regional Transportation Planning Agency (RTPA) 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 Colusa County, an effective program administration structure is in place. The Colusa County Transportation Commission has designated the Colusa County Transit Agency 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. CCTA has participated extensively in this planning process and was among the most vigorous 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 Colusa County is functioning reasonably well. The Transportation Commission has designated CCTA as the CTSA. The Commission oversees its performance through a high level of ongoing staff interaction and collaboration on grants and projects. 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

Public transit options for access to jobs are somewhat limited in Colusa County. Direct transportation or connections to other transit systems to employment centers in Sacramento or Yuba City do not exist. The expansion of options for out-of-county job access was rated a high priority by community members during the planning process. Stakeholders also indicated a need for increased service to employment destinations within the county, including Williams.

According to Census 2000 figures, nearly two-thirds of the workers in Colusa reside in the County. Local employment trips within the county tend to be short and without traffic congestion problems found in more urban locations. Thus, commute times are short and few people rely on public transit to get to work.

During public meetings and interviews, stakeholders identified the follow employment related transportation needs:

- Increased options for employment in Sacramento and Yuba City
- Set trip times to Williams
- Connection/transfer agreements with other transit agencies, such as Yuba-Sutter Transit
- Service outside the 7:30 AM – 5:00 PM window

Volunteer Transportation

There currently are no programs in Colusa County utilizing volunteer drivers to provide transportation for clients.

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. Colusa County stakeholder 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 at the Agency Council on Coordinated Transportation in the State of Washington, 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,⁷ 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.

⁷ Based on Information provided by John Green, California Department of Education, for TCRP Report on Integrating School Bus and Public Transportation Services in Nonurban Communities, and confirmed via e-mails and a telephone conversation on June 27, 2008.

While school district transportation resources were identified in the inventory of transportation service providers (Figure 4-4), stakeholders representing the Colusa County Office of Education, local school districts, or the Head Start program did not participate in any stakeholder meetings associated with the study. The Colusa County Office of Education’s focus is on student transportation and there has been little interest shown in coordination efforts with other agencies.

Vehicle Maintenance and Operations

The Colusa County Transit Agency fleet consists of eleven 19 passenger coaches and five staff vehicles. CCTA provides maintenance service to other county agencies as requested. With four bays, the maintenance facilities are adequate to meet the needs of the current fleet as well as outside agencies.

During meetings with stakeholders, interest was expressed in exploring consolidated maintenance programs, which would take advantage of the facilities and technical expertise of the CCTA maintenance department. CCTA, in its role as CTSA, could develop agreements that would allow for the implementation of this coordination activity. Current maintenance facilities are sufficient to allow for this expansion of service.

For additional information on consolidated maintenance programs a part of coordinated plans, please see Appendix E.

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. The CTSA, CCTA, 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, Colusa County Transit conceivably could accomplish much more in its coordination role. The first strategy addresses the need for expanded staff resources to make the CTSA function viable. Minimal funding would be needed to stimulate the CTSA through in-house effort or through purchase of CTSA expertise from outside agency.

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 CCTA that have achieved some results relative to coordination. Stakeholders in Colusa County agreed that the primary strategy in this plan should call for CCTA 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 and take the form of consulting services with experience and creative negotiation skills.

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 Colusa County. While this dual function is not always the most efficient structure to achieve real social service coordination, in the case of CCTA, the joint responsibility serves to facilitate integration of regular transit service with human service transportation. The necessary leadership is in place to accomplish this.

APPENDIX A

STAKEHOLDER INVOLVEMENT AND PUBLIC WORKSHOP MATERIALS



JON S. WRYSINSKI, DIRECTOR

COUNTY OF COLUSA

DEPARTMENT OF PUBLIC WORKS
ROAD COMMISSIONER-SURVEYOR-ENGINEER
1215 MARKET ST., COLUSA, CALIFORNIA 95932
TELEPHONE (530) 458-0466 FAX (530) 458-2035

November 26, 2007

To Whom It May Concern:

Colusa County Transit Agency will be holding its Annual Social Services Transportation Advisory Meeting on December 06, 2007 at 1:00 p.m. This year we will be combining this meeting with a "Coordinated Transportation Plan Working Group Meeting." As in past years it will be held at the Transit Office located at 715 D Street, in Colusa. It is very important to come or send someone to represent your office.

At this meeting we will be gathering information and ideas on the needs of clients and determine if the needs are "reasonable to meet". We will also be providing needed information for the Coordinated Plan that the State is compiling. We receive FTA Section 5310 funds, and in order to meet the requirements for receiving this funding we must have a Coordinated Plan. Representatives from Nelson/Nygaard will be attending and will give a short presentation at the beginning of the meeting.

This year it is very important to have as many participants as possible come and share ideas and needs. We need to know what mutual clients need in the community as well as outside the current service area. As our community grows all of our services are being tested and stretched. We are all in the planning stages for services and I value your input.

Colusa County Transit
Unmet Needs Assessment Meeting
Agenda
December 06, 2007
1:00 p.m.

Welcome

Introductions

Minutes

Coordinated Transportation Plan-Phil McGuire

Old Business:

1. Update on Yuba City trips. Survey Handout
2. Medical ⁴ population

New Business: *(Please add your commits & ideas here)*

1. Merit Transport/Behavioral Health-Jim Rodgers
- 2.
- 3.
- 4.
- 5.

Are there any new or overlooked groups that have unmet needs?

Adjourned

Next meeting: December 08, 2008 (?) 1:00 p.m.

To: Colusa Sun Herald
E-mail - legals@tenpress.com

From: Colusa Co. Public Works / Martha Morales Cardona
E-mail - mmorales@ccdpw.com

Please publish on Friday, December 7, 2007. Please call or e-mail to confirm receipt (458-0467).

Thank you.

PUBLIC HEARING

January 8, 2008

3:00 P.M.

PUBLIC HEARING ON

Public Transportation Needs in Colusa County

BY
Transportation Commission
To Be Held in
Board Chambers
546 Jay Street
Colusa, CA 95932

The public is encouraged to attend the meeting at which time the Commission will receive comments pertaining to the needs of the County and especially for transit dependent relative to operations under the Transportation Development Act of the State of California.

Colusa County Transit
Unmet Needs Assessment Meeting

December 6, 2007

1. Welcome – Barbara Salazar, who introduced Randy Evans of CalTrans, the Planning liaison for Colusa and Glenn Counties. He explained the Transportation Development Act (TDA), which provides counties with transit funds. Our local Transit Committee reports on our county's transportation unmet needs annually to the Colusa Transportation Commission. Funds are distributed among counties according to the needs which can be reasonably met.
2. Introductions – Barbara Salazar, Transit; Barb Rosas, Transit; Denise Erickson, First 5 Colusa; Taya Delaney, DHHS – Health; Lorri McKey, DHHS – Health; Beth Davis, Colusa Support; Stan LeCorno, Colusa Cab Co.; Marilyn Cole, Innovative Paradigms; Bill Durant, Innovative Paradigms; Phil McGuire, Innovative Paradigms; Jon Wrynski, Colusa Co. DPW; Jane Provanovich, consumer; Ellen Brow, Library; Minnie Lawrence, Sr. Citizens Council; Marion Allison, Passages; Randy Evans, CalTrans; Kim Trueblood, Arbuckle Family Action Center; Buffy Welch, Impact; Danielle Padilla, DHHS – CWS; Kay Sharpe, DHHS; Jim Rogers, DHHS – Adult Programs; Peggi Cooney – DHHS – CWS; Mike Villaseñor, Sheriff's Dept.
3. Minutes from 2006 – Approved as submitted.
4. Old Business
 - a. Requests for out-of-county non-medical rides – Transit has tracked these for the past six months. The primary destination is Yuba City. There have only been 2-4 requests each month. Transit will continue to track requests for another six months.
 - b. Non-emergency medical transportation and transportation for 0 – 5 year-old children and their families is continuing.
 - c. Coordinated Transportation Plan – Presentation by Phil McGuire of Innovative Paradigms.

Innovative Paradigms is a subsidiary of Para-Transit, Inc., and is a sub-contractor of Nelson-Nygaard Consulting. The federal government now requires counties to have a coordinated plan to maintain their eligibility for three federal funding sources. CalTrans administers plan development for rural counties. As such, CalTrans is funding Innovative Paradigms to develop a Coordination Plan for six counties, including Colusa. Today's presence at the Unmet Needs Assessment meeting is to establish contact with us, and in the next several months, Innovative Paradigms will be gathering information from us individually. The result of this activity will be the development of a Coordination Plan for Colusa County.

As part of TDA, many years ago California started a process to coordinate transportation services. TDA designated Consolidated Transportation Service Agencies (CTSA's) to coordinate services among providers. The new federal

requirement is for a Coordination Plan, which will minimally qualify Colusa for federal funding. There are three federal funding sources:

5310 - Elderly and Individuals with Disabilities, the most important; provides for vehicle purchase.

5316 - JARC - Job Access Reverse Commute

5317 - New Freedom, Capital and operation expenses for services for persons with disabilities beyond ADA requirements.

As long as certain elements of plan development are complete, Colusa may still qualify for funding this year even if the plan has not yet been adopted. Innovative Paradigms has a 3-step process:

Assessment of currently available resources: Innovative Paradigms has developed a matrix of available agencies and resources. They will expand the matrix to include as many agencies and their resources as possible. For example: An agency may have two vans, another agency may have another van. A coordination of vehicle resources could lead to a centralized dispatch utilizing shared resources (vehicles). A question concerning liability and worker compensation insurance was posed; Bill Durant of Innovative Paradigms described the self-insurance pool that is utilized in Sacramento: Non-Profits United makes a small provider a good risk.

Identification of Gaps and Unmet Needs: This goes beyond the state-mandated unmet needs requirement. It also identifies strategies to meet those unmet needs.

Assembling an implementation plan that identifies funding, barriers, and a plan for coordinated services.

A key feature for real results is local leadership. Colusa County's interactions with other counties also need exploration. Also key is that unmet needs must be "reasonable to meet."

Discussion, Colusa County's connectivity with neighboring counties appears to be an unmet need that may be somewhat reasonable to meet.

Jon Wrynski noted that Colusa Transit's funding is based on sales tax revenues, not on property tax revenues. Therefore, new housing developments provide very little revenue.

5. New Business

Merit Transport: A short report on the services they provide.

Unmet Needs: Barb asked everyone around the table if they had a request for changes or if there was a need they were aware of.

COLUSA COUNTY TRANSPORTATION COMMISSION

UNMET TRANSIT NEEDS DETERMINATION RECORD

Circle the appropriate group and record its actions, comments etc. as listed below:

- X Social Services Transportation Action Committee (SSTAC)
- X Colusa County Transit Agency (CCTA)
- X Colusa County Transportation Commission (CCTC)

Item Number and Agency Name	Identification of Needs	Analysis/Alternatives	Determination of Group Circled				Comments on Determination of Findings
			Is this an Unmet Transit Need?		Is this Need Reasonable to Meet?		
			YES	NO	YES	NO	
1 Behavioral Health	After Hour Service (after 5:00pm)	The request was made for longer hours of service. Currently the Behavioral Health Dept holds classes from 6-8:00 pm on Wed & Thurs nights and clients are having a hard time getting home. Many have lost their driver license and the staff stated they have trouble finding a ride home after mandatory classes	XX			XX	There is a need for people to travel by Carrier in the county at any hour of the day and night. Colusa County has a cab service that provides transportation for these individuals. Behavioral Services stated they have 2-5 client families that share rides to the program. We do not have personnel and equipment to provide round the clock or after hour countywide services.
2 Library	Library Book moving	A request was made by the library to pick up and deliver books to the main library in Colusa. The request is to have the driver take a list to the libraries in other communities, pick the books off the selves, load them in the bus and bring them to the Colusa branch, they will then be repacked and redistributed to various branches in the communities. (The driver would be responsible for any lost or stolen books, as per the Librarian)		XX		XX	This additional service is incompatible with transit operations and not something that a driver would have time to do on a regular scheduled route. Pre-boxed books could be picked up and transported between various library's. Given that someone would be available to receive and move the boxed books.
3 Sheriff Dept.	Out of County drop off for released prisoners	The Sheriff Office (SO) releases prisoners from jail in the A.M. and some are from out of the county. Colusa Transit does not go out of the county at this time and Greyhound bus service is not available in the County. According to the SO, they must have transportation when released at 12:00AM, or they are retained and released after 7:00 AM. The need is to get the released person to their home, in or out of the county.	XX			XX	We do pick up these passenger now and take them to the City of Williams. Some are going to tow truck yards to pick up vehicles that have been impounded, get off at hotels or to be dropped off close to the freeway. Transit does not take them out of county at this time. It has not been a problem to provide service when done within operating hours. We do not have personnel and equipment to provide round the clock or after hour services for 2-3 releases per year. Cab service is now available in the county.

COLUSA COUNTY TRANSPORTATION COMMISSION

UNMET TRANSIT NEEDS DETERMINATION RECORD

Circle the appropriate group and record its actions, comments etc. as listed below:

- X Social Services Transportation Action Committee (SSTAC)
- X Colusa County Transit Agency (CCTA)
- X Colusa County Transportation Commission (CCTC)

Determination of Group Circled

Item Number and Agency Name	Identification of Needs	Analysis/Alternatives	Is this an Unmet Transit Need?		Is this Need Reasonable to Meet?		Comments on Determination of Findings
			YES	NO	YES	NO	
4 Impact Consignment Store	Holiday/Weekend/ Later Evening Service	Request was made for transportation on the holidays, weekend and evening service. Some of the employees that work at the Impact are current transit users and they do not have transportation to work. Some shoppers at the store are transit users and they also need transportation on the weekends and holidays.	XX			XX	We do not have personnel and equipment to provide after hour or weekend services. Colusa County has cab services and it is available on holidays, weekends and evenings, therefore transportation services are available.
5 Minnie Lawrence	Out of County Medical Transport	It was noted that the Out of County service for Medicals was working very well and service should continue. It was noted that the service is not continuous for all age groups and this should be looked in to for future riders.	XX		XX		There is a need for more funding for the 6-59 age group and it is being explored. Funding sources could include increased donations, volunteer drivers, coordinated service efforts with other agencies and groups.
6 Family Action Center/Arbuckle	Dunnigan Service	Request to transport students to the ESL & GED classes in Arbuckle from the Dunnigan (Yolo County) area. These classes run at different times and would require multiple trips to the area. It was noted several times it is "just a 10 minute trip." Class days are Tues Wed Thurs 12:30-4:30 for GED Tues & Thurs 2:30-4:30 for ESL	XX			XX	It was noted several times that it is "just a 10 minute trip", this is true if driving from Arbuckle but we are based in the City of Colusa. Therefore it is not 10 minutes from here, it is a 35 minute trip one way. It is also a low density rural area with many "country homes". Not knowing where passengers live and who will need service, we can not assume this will be a 10 minute trip. We estimate it to be more of a 1 1/2 hour trip and serve only a handful of passengers. We do not have personnel and equipment to provide these services.

PROOF OF PUBLICATION

I, Crystal Stepp
am a resident of
Colusa County,
over the age of eighteen years and
not a party to or interested in the
matter noticed.

I am the principal clerk of the
printer of the Colusa County Sun-
Herald, which newspaper was
adjudged by the Superior Court of
the State of California in and for the
County of Colusa a newspaper of
general circulation in the City of
Colusa, County of Colusa, State of
California, under date of June 9,
1952, Case Number 0316.

The Notice, of which the annexed is
a printed copy, appeared in said
newspaper on the following dates:

- April 30, 2008
- May 2, 2008

I declare under penalty of perjury
under the laws of the State of
California that the foregoing is true
and correct.

July 1, 2008
(Date)

Crystal Stepp
(Signature)

Colusa County Sun-Herald
P.O. BOX 89, COLUSA, CA 95932

LEGAL NOTICES

THE COLUSA COUNTY TRANSPORTATION AGENCY, IN COOPERATION WITH CALTRANS, IS SPONSORING TRANSPORTATION WORKSHOPS FOR COLUSA COUNTY ORGANIZATIONS AND RESIDENTS. PROJECT PLANNERS INVITE ORGANIZATIONS AND RESIDENTS TO DISCUSS STRATEGIES TO IMPROVE TRANSPORTATION SERVICES FOR LOW-INCOME RESIDENTS AS WELL AS SENIORS AND PEOPLE WITH DISABILITIES.

THE WORKSHOP IS BEING HELD AS PART OF THE COLUSA 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 COLUSA COUNTY. THE PLAN WILL ADDRESS TRANSPORTATION IMPROVEMENTS SUCH AS: HOW TO GET TO MEDICAL APPOINTMENTS, CLASSES, DAYCARE, AND OTHERS. 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 GREYHOUND OR YUBA SUTTER TRANSIT.

THE WORKSHOP IS SCHEDULED TO LAST UP TO TWO HOURS. PLANNERS WILL SHARE RESULTS OF RECENT MEETINGS, SURVEYS AND DATA ANALYSIS. WORKSHOP PARTICIPANTS WILL BE ASKED TO HELP PRIORITIZE TRANSPORTATION NEEDS AND IDENTIFY AREAS FOR DISCUSSION. IS PLANNED FOR COMMUNITY MEMBERS TO EXPLORE DIFFERENT WAYS TO IMPROVE LOCAL TRANSPORTATION SERVICES.

FOR AGENCIES SEEKING FEDERAL TRANSPORTATION FUNDS, INFORMATION WILL BE AVAILABLE AT THE WORKSHOPS ABOUT THREE TYPES OF FEDERAL FUNDS: JOB ACCESSIBILITY REVERSE COMMUTE (JARC), NEW FREEDOM, AND THE ELDERLY AND DISABLED TRANSPORTATION ASSISTANCE PROGRAM (E310 GRANT FUNDS).

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 HUMAN SERVICE-PUBLIC TRANSPORTATION COORDINATION PLAN ON BEHALF OF THE COLUSA COUNTY TRANSPORTATION AGENCY TO FIND TRANSPORTATION NEEDS AND 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 COLUSA COUNTY HUMAN SERVICE-PUBLIC TRANSPORTATION COORDINATION PLAN AND THE COMMUNITY WORKSHOPS, PLEASE CALL BARBARA SALAZAR AT THE COLUSA COUNTY TRANSPORTATION AGENCY, 530-458-0444 OR AT BSALAZAR@FRONTIERNET.NET
C5H- APRIL 30, MAY 02, 2008
#4548

Coordinated Transportation Plan
For Seniors, People with Disabilities and
Low-Income Residents of Colusa County

COMMUNITY WORKSHOP

YOU ARE INVITED TO ATTEND A WORKSHOP:

Colusa County Transit Facility 715 D Street Colusa, CA

Wednesday, May 7, 2008, 1:00 PM – 3:00 PM



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

Who should attend?

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

For More Information
Barbara Salazar
Colusa County Transportation Agency
530-548-0444
bsalazar@frontiernet.net

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



Colusa County
Coordinated Public Transit – Human Services Transportation Plan
Community Workshop – May 7, 2008

Name:	Organization (if applicable):	email me a copy of the Phase I report
<p>Name: <i>Joe Prodanovich</i> Address (street, city and zip code): <i>1516 Lake, Colusa, CA</i></p>	<p>Organization (if applicable): <i>Rassenger</i> Email (please print clearly):</p>	<p><input type="checkbox"/> email me a copy of the Phase I report</p>
<p>Name: <i>Ellen Fumble</i> Address (street, city and zip code): <i>1450 Lake Ave Colusa</i></p>	<p>Organization (if applicable): <i>Rassenger</i> Email (please print clearly):</p>	<p><input type="checkbox"/> email me a copy of the Phase I report</p>
<p>Name: <i>Ruth Fitzsimmons</i> Address (street, city and zip code): <i>PO Box 783 Williams</i></p>	<p>Organization (if applicable): <i>Rassenger</i> Email (please print clearly):</p>	<p><input type="checkbox"/> email me a copy of the Phase I report</p>
<p>Name: <i>MARION Allison</i> Address (street, city and zip code): <i>Box 128 PRINCETON</i></p>	<p>Organization (if applicable): <i>Colusa County Senior Council</i> Email (please print clearly):</p>	<p><input checked="" type="checkbox"/> email me a copy of the Phase I report</p>
<p>Name: <i>Joleen Barnhill, Colusa</i> Address (street, city and zip code): <i>25 man, Chico 95929</i></p>	<p>Organization (if applicable): <i>Passages</i> Email (please print clearly): <i>jbarnhill@csuchico.edu</i></p>	<p><input type="checkbox"/> email me a copy of the Phase I report</p>
<p>Name: <i>Mary Neumann</i> Address (street, city and zip code): <i>2491 Carmichael St 400 Davis 95938</i></p>	<p>Organization (if applicable): <i>Passages</i> Email (please print clearly): <i>mneumann@csuchico.edu</i></p>	<p><input type="checkbox"/> email me a copy of the Phase I report</p>
<p>Name: <i>Betty Huson</i> Address (street, city and zip code): <i>PO BOX 3310, Williams 95987</i></p>	<p>Organization (if applicable): <i>Betty Huson</i> Email (please print clearly): <i>bhuson@frontiernet.net</i></p>	<p><input checked="" type="checkbox"/> email me a copy of the Phase I report</p>

Colusa County
Coordinated Public Transit – Human Services Transportation Plan
Community Workshop – May 7, 2008

Name: JON WRYSINSKI	Organization (if applicable): COLUSA COUNTY DEPT. OF PUBLIC WORKS	<input checked="" type="checkbox"/> email me a copy of the Phase I report
Address (street, city and zip code): 1215 MARKET ST. COLUSA CA 95932	Email (please print clearly): JWRYSINSKI@CCDPW.COM	<input type="checkbox"/> email me copies of the grant applications
Name: Buffy Wodeh	Organization (if applicable): Impact Life in Colusa County (thrift-store)	<input type="checkbox"/> email me a copy of the Phase I report
Address (street, city and zip code): 622 Fremont St Colusa	Email (please print clearly): impactlife.thriftstore@yahoo.com	<input type="checkbox"/> email me copies of the grant applications
Name: Shiekg Shefer	Organization (if applicable): Senior Nutrition Program - Colusa Co.	<input type="checkbox"/> email me a copy of the Phase I report
Address (street, city and zip code): 162 E. Carson St. Colusa 95932	Email (please print clearly): sshefer@colusadhhs.org	<input type="checkbox"/> email me copies of the grant applications
Name: Jim Rogers	Organization (if applicable): Colusa Co. DHHS	<input checked="" type="checkbox"/> email me a copy of the Phase I report
Address (street, city and zip code): 162 E. Carson St Colusa 95932	Email (please print clearly): jrogers@colusadhhs.org	<input checked="" type="checkbox"/> email me copies of the grant applications
Name: David Estes	Organization (if applicable): Colusa Support Services	<input type="checkbox"/> email me a copy of the Phase I report
Address (street, city and zip code): 1753 Main St	Email (please print clearly): [Signature]	<input type="checkbox"/> email me copies of the grant applications
Name: PAULRAAUSTEY	Organization (if applicable): Colusa Support Services	<input type="checkbox"/> email me a copy of the Phase I report
Address (street, city and zip code): 763 Main St.	Email (please print clearly): [Signature]	<input type="checkbox"/> email me copies of the grant applications
Name: Stacy L. Stokes	Organization (if applicable): Colusa Support Services	<input type="checkbox"/> email me a copy of the Phase I report
Address (street, city and zip code): PO Box 244	Email (please print clearly): stacy@colusainmyself@earthlink.net	<input type="checkbox"/> email me copies of the grant applications

Colusa County
Coordinated Public Transit – Human Services Transportation Plan
Community Workshop – May 7, 2008

Name: Jila Priebe Address (street, city and zip code): 1120 N. St. Sacramento	Organization (if applicable): Coltrans Email (please print clearly): Jila_Priebe@dot.ca.gov	<input type="checkbox"/> email me a copy of the Phase I report <input type="checkbox"/> email me copies of the grant applications
Name: Bill Doyle Address (street, city and zip code): 1124 MANUS W. Colusa, CA 95932	Organization (if applicable): 211 NATIONAL Email (please print clearly):	<input type="checkbox"/> email me a copy of the Phase I report <input type="checkbox"/> email me copies of the grant applications
Name: Donna Vaughn Address (street, city and zip code): 146 Market St. Colusa, CA 95932	Organization (if applicable): Colusa Co. One Stop Email (please print clearly): dvaughn@nccnecen.org	<input checked="" type="checkbox"/> email me a copy of the Phase I report <input type="checkbox"/> email me copies of the grant applications
Name: Frances Fifeeman Address (street, city and zip code): 701 GAIL AVE #43 ARBUCKLE	Organization (if applicable): Retired Email (please print clearly): FORGETFULFISH4@YAHOO.COM	<input type="checkbox"/> email me a copy of the Phase I report <input checked="" type="checkbox"/> email me copies of the grant applications
Name: JAMES INCARD Address (street, city and zip code): 1642 SUMMIT WAY	Organization (if applicable): RETIRED Email (please print clearly):	<input type="checkbox"/> email me a copy of the Phase I report <input type="checkbox"/> email me copies of the grant applications
Name: Barb Salgan Address (street, city and zip code): 715 D St. Colusa 95932	Organization (if applicable): Transit Email (please print clearly): bsalazar@frontiernet.net	<input type="checkbox"/> email me a copy of the Phase I report <input type="checkbox"/> email me copies of the grant applications
Name: Barb Rosco Address (street, city and zip code): 715 D St. Colusa 95932	Organization (if applicable): Transit Email (please print clearly): barrosco@frontiernet.net	<input type="checkbox"/> email me a copy of the Phase I report <input type="checkbox"/> email me copies of the grant applications
Name: Kim Trueblood Address (street, city and zip code): 615 Hall St. Arbuckle	Organization (if applicable): Arbuckle Family Action Center Email (please print clearly): Ktrueblood@pierce.kiz.com	<input checked="" type="checkbox"/> email me a copy of the Phase I report <input checked="" type="checkbox"/> email me copies of the grant applications

APPENDIX B

KEY STAKEHOLDER SURVEY

Public Transit and Human Services Transportation Coordinated Plan Colusa 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 COLUSA 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 COLUSA 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



Innovative Paradigms • 431 I Street Suite 200 • Sacramento, CA 95814

Public Transit and Human Services Transportation Coordinated Plan

Colusa 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?		
	<input type="checkbox"/> Yes <input type="checkbox"/> 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? <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> 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 <input type="checkbox"/> computer systems <input type="checkbox"/> scheduling software <input type="checkbox"/> office space <input type="checkbox"/> maintenance facility <input type="checkbox"/> Other (describe) _____					
	Maintenance Facilities Describe shop capability <input type="checkbox"/> Number of service bays <input type="checkbox"/> Number of mechanics Shop hours: _____ Do you use any maintenance management software? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, what capability does it have? _____					
	Fuel Do you have your own fueling facility? <input type="checkbox"/> Yes <input type="checkbox"/> No Do you purchase fuel from outside vendors? <input type="checkbox"/> Yes <input type="checkbox"/> No Do you receive any discounts on fuel purchase? <input type="checkbox"/> Yes <input type="checkbox"/> No Do you currently sell fuel to any other agencies? <input type="checkbox"/> Yes <input type="checkbox"/> No If _____ YES, _____ what agencies? _____ Are there legal or other constraints that limit or prevent you from selling fuel to other agencies? <input type="checkbox"/> Yes <input type="checkbox"/> 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

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

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 one rural 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 E

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 for their own records.

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 F

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 G

CONTACT INFORMATION

Becoming a Medi-Cal NEMT Provider

It is possible for local providers (including public agencies and non-profit organizations) to

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