

# Tehama County Coordinated Public Transit – Human Services Transportation Plan



## FINAL PLAN

**Tehama County Transportation Commission (TCTC) and  
Tehama County Transit Agency Board (TCTAB)**

**October 2008**

**Nelson | Nygaard**  
consulting associates

In association with:

**Innovative Paradigms**  
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## Table of Contents

<b>Chapter 1. Project Overview</b> .....	<b>1-1</b>
Introduction .....	1-1
Report Summary .....	1-1
SAFETEA-LU Planning Requirements.....	1-5
Federal Coordination Efforts .....	1-5
State of California Coordination Efforts.....	1-6
Assembly Bill 120 (1979) .....	1-6
Funding Public Transportation in Rural California.....	1-7
Local Planning Documents and Relevant Research.....	1-12
<b>Chapter 2. Project Methodology</b> .....	<b>2-1</b>
Demographic Profile.....	2-1
Literature Review .....	2-1
Stakeholder Involvement and Public Outreach.....	2-1
Existing Transportation Services.....	2-2
Needs Assessment .....	2-2
Identification and Evaluation of Strategies .....	2-2
Implementation Plan for Recommended Strategies.....	2-2
<b>Chapter 3. Demographic Profile</b> .....	<b>3-3</b>
Study Area Description and Demographic Summary.....	3-3
Population Characteristics .....	3-3
Population Growth.....	3-6
Income Status .....	3-6
Access to a Vehicle.....	3-7
Employment .....	3-8
Projected Demand for Public Transportation .....	3-8
Population/Employment Density .....	3-10
Transit Dependency.....	3-12
<b>Chapter 4. Existing Public Transit and Social Service Transportation Providers</b> .....	<b>4-1</b>
Introduction .....	4-1
Tehama County Public Transit Services.....	4-1
Other Non-Emergency Medical Transportation Providers .....	4-5
Social Service Transportation Providers.....	4-7
Student Transportation Services and Programs .....	4-9
Other Local Transportation Services.....	4-11
Inter-County Transportation Services .....	4-12
<b>Chapter 5. Needs Assessment</b> .....	<b>5-1</b>
Stakeholder Input.....	5-1
Travel Needs in Tehama County .....	5-2
Medical Trips.....	5-2
Agency-Sponsored Trips.....	5-3
Employment and Training Trips .....	5-3
Student Commute Trips .....	5-4
Other Miscellaneous Trips .....	5-4
Coordination Issues .....	5-5
<b>Chapter 6. Identification of Strategies and Evaluation</b> .....	<b>6-1</b>
Public Workshop .....	6-1
Evaluation Criteria.....	6-4

Coordination Strategies for Tehama County..... 6-5

**Chapter 7. Implementation Plan for Recommended Strategies..... 7-1**

Introduction ..... 7-1

Implementing the High and Medium Priority Strategies ..... 7-2

Implementation of High Priority Strategies..... 7-3

Implementation of Medium Priority Strategies ..... 7-9

Mobility Management..... 7-16

Summary of High and Medium Priority Strategies ..... 7-17

Program Administration ..... 7-21

Next Steps ..... 7-23

**Appendix A: ..... Workshop Publicity and Attendance**

**Appendix B: ..... Consolidated Driver Training Programs**

**Appendix C: ..... Public Comments**

**Table of Figures**

Figure 1-1 Caltrans Coordinated Planning for California Counties ..... 1-4

Figure 1-2 Projected State of California Funding Sources/Amounts..... 1-10

Figure 1-3 Transportation Funding Matrix..... 1-14

Figure 3-1 Basic Population Characteristics (2000)..... 3-4

Figure 3-2 Projected Growth for Tehama County, 2000 to 2030 ..... 3-6

Figure 3-3 Income Status for Tehama County (1999)..... 3-7

Figure 3-4 Percent Households with No Vehicle Available ..... 3-7

Figure 3-5 Employment in Tehama County (2006)..... 3-8

Figure 3-6 Population Density, Tehama County (2000)..... 3-9

Figure 3-7 Tehama County 2000 Population / Employment Density ..... 3-11

Figure 3-8 Tehama County 2000 Transit Dependency Index ..... 3-13

Figure 4-1 Summary of TRAX Service..... 4-2

Figure 4-2 TRAX Fare Structure (April 2008)..... 4-3

Figure 4-3 ParaTRAX Fare Structure for ADA-certified riders (April 2008)..... 4-4

Figure 4-4 Greyhound Schedule (April 2008) ..... 4-12

Figure 4-5 Tehama County Transit Services and Major Activity Centers ..... 4-15

Figure 4-6 Corning and Red Bluff Transit Services and Activity Centers..... 4-16

Figure 4-7 Transportation Provider Inventory ..... 4-17

Figure 5-1 Participating Stakeholder Organizations..... 5-1

Figure 6-1 Summary List of Needs Presented at Workshop..... 6-3

Figure 6-2 Summary List of Coordination Strategies ..... 6-6

Figure 7-1 Recommended Strategies by Priority ..... 7-1

Figure 7-2 Implementing High and Medium Priority Strategies..... 7-18

# Chapter 1. Project Overview

## Introduction

This Coordinated Public Transit-Human Services Transportation Plan, for the Tehama County Transportation Commission (TCTC) and Tehama County Transit Agency Board (TCTAB), 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.<sup>1</sup>

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 23 rural counties for whom the funds are intended so that potential sponsors of transportation improvements may access the funds.<sup>2</sup> Tehama is one of these 23 counties, which are highlighted in the map in Figure 1-1.

The Tehama County Transportation Commission is responsible for the allocation of transportation funding and the Tehama County Transit Agency Board is responsible for the transit policy of the regional transit system. In accordance with the Agreement for Transit Services between the County of Tehama and the incorporated cities of Corning, Red Bluff, and Tehama the regional transit system is administered by Tehama County Public Works Department. The development of this plan is also consistent with the Agreement between the County of Tehama and the Tehama County Transportation Commission for the Purposes of Providing Administration and Planning Services. Again, the Tehama County Public Works Department provides the administration and all staffing for the TCTC.

## Report Summary

This report summary functions as an executive summary and communicates the organization of the seven chapters, as described below. The structure and content of the report were reviewed and approved by Caltrans. All major sections were required elements of the plan.

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<sup>1</sup> The term “non-urbanized area” includes rural areas and urban areas under 50,000 in population not included in an urbanized area.

<sup>2</sup> 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>.

**Chapter 1 Project Overview** 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. Starting in 2007 projects funded through three Federal Transit Administration (FTA) programs are required to be derived from a locally developed coordinated public transit-human services transportation plan.

This chapter also provides a summary of other key documents related to transportation planning in Tehama County that have helped inform this effort, and discusses federal and state roles in promoting coordination among public transit operators and human service transportation providers. A detailed table identifies multiple funding sources by the following categories: transportation; health and human services; state sources; regional and local; and private sources. It also describes the funding environment for transportation in rural California.

**Chapter 2 Project Methodology** 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 section briefly explains the plans demographic profile, literature review, stakeholder involvement and public outreach, existing transportation services, and needs assessment, as well as the identification and evaluation of strategies, concluding with a discussion of implementation of the plan through recommended strategies.

**Chapter 3 Demographic Profile** includes a demographic profile of Tehama County which was prepared using US census data and data available through the State of California Department of Finance. This information establishes the framework for better understanding the local characteristics of the study area, with a focus on the three population groups subject to this plan: persons with disabilities, older adults, and people with limited incomes.

This chapter identifies a low-end projected transit demand that will grow by 21% between 2010 and 2020 and by 43% between 2010 and 2030. The chapter also identifies that in some categories Tehama County demographics exceed state or federal levels. For example, the percentage of individuals living below the federal poverty line in Tehama County is 17% compared to the State level of 14%, with the City of Corning significantly higher at 26%.

Within the cities of Red Bluff and Corning, there is a high level of transit dependency. These are the same areas that have high population and employment densities. Living in these cities gives transportation-dependent residents easier access to services within those cities and could make it easier to coordinate transportation services to serve these populations.

**Chapter 4 Existing Services** documents the community transportation services that already exist in the area. These services include public fixed-route and demand-responsive services, and transportation services provided or sponsored by social service agencies. Private transportation providers are also included.

Transportation providers were identified through review of existing documents and through local stakeholder interviews. This chapter also incorporates an inventory of social service providers, initially prepared by Caltrans' staff and later confirmed with local program staff, to facilitate increased coordination and improve mobility.

**Chapter 5 Needs Assessment** identifies service needs or gaps as well as institutional issues that limit coordinated transportation efforts in Tehama County. The needs assessment provides

the basis for recognizing where—and how—service for the three population groups may need 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.

This chapter captures the local dynamics and travel needs in Tehama County. Travel needs are analyzed by trip purpose, and include medical, agency-sponsored, employment and training, student commutes, and other miscellaneous trips. Coordination issues are then discussed in an effort to remove barriers and improve services.

**Chapter 6 Strategies** presents various strategies to address service gaps and unmet transportation needs in Tehama County. It also presents the results of a prioritization process undertaken by the public and stakeholders in a second round of workshops that focused on reviewing the preliminary set of strategies in view of evaluation criteria. Included in this Chapter are bullet points of the unmet needs for each of trip purposes discussed in Chapter 5. Thus, both chapters build upon one another resulting in local solutions to address service gaps.

This chapter provides a concise and user-friendly discussion of strategies with expected benefits as well as potential obstacles and challenges and the applicability of each individual strategy in Tehama. This information is complimented by examples of best practices that explain how strategies have resulted in successful coordination.

Note: This plan is not a service plan. The strategies presented in this plan are a starting point, and further discussions by local stakeholders on implementation of the strategies will occur after the plan is finalized. The plan does not commit Tehama County or any stakeholder organizations or individuals to the implementation of strategies by the mere mention of the strategy in the document. Future applications from Tehama County for funding from the Sections 5310, 5316, and 5317 programs received by Caltrans will be cross referenced to this Plan by Caltrans to see whether the strategies reflected in the applications – and the unmet need to be addressed by the applications – have been included in the Plan. As such the adoption of this plan is vital to future funding applications and the implementation of transportation improvements.

**Chapter 7 Implementation Plan for Recommended Strategies** presents an implementation plan for the highly-ranked strategies. Strategies are prioritized as high, medium and low. In Tehama County high priorities include but are not limited to: expanding TRAX service to weekends, expanding TRAX service to Redding and Chico, expanding TRAX weekday service hour to evenings, and also improving access to and amenities at bus stops.

To facilitate the implementation of high and medium priority strategies, a detailed table summarizes a potential project sponsor, 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.

The culmination of this Chapter facilitates project planning thru coordination that results in transportation improvements for Tehama County that are responsive to the service gaps identified by the public and stakeholders.

**Figure 1-1 Caltrans Coordinated Planning for California Counties**



## SAFETEA-LU Planning Requirements

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

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

The 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:

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

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

- An assessment of available services that identifies current transportation providers (public, private, and non-profit);
- 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;
- 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; and
- Priorities for implementation based on resources (from multiple program sources), time, and feasibility for implementing specific strategies and/or activities.

## 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 services and transportation service

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<sup>3</sup> Federal Register: March 15, 2006 (Volume 71, Number 50, page 13458)

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](http://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](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.<sup>4</sup>

## State of California Coordination Efforts

Initiatives to coordinate human service transportation programs in the State of California have been largely guided by the passage of state legislation.

### 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.

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<sup>4</sup> 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:

- Establishment of measures for the effective coordination of specialized transportation service from one provider service area to another
- Transportation planning agencies and county transportation commissions to update every four years the social services transportation inventory pursuant to Section 15973 and every two years shall update the action plan prepared pursuant to Section 15975 and submit these reports to the California Department of Transportation.

## **Assembly Bill 2647 (2002)**

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

## **Role of Consolidated Transportation Service Agencies (CTSAs)**

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

The Tehama County Transportation Commission (TCTC) is the Local Transportation Commission (LTC) and acts as the Regional Transportation Planning Agency (RTPA) for the County of Tehama and its incorporated cities of Corning, Red Bluff, and Tehama. In February of 2003 the Tehama County Transit Agency Board (TCTAB) was established based on the desire to continue the current transit program and evolve the regional transit system.

## **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. 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 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 employment 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
- Establishment of a Mobility Manager

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	Small Urbanized and Rural JARC	\$4,467,218	\$4,791,210	\$5,052,269
Caltrans	Small Urbanized and Rural New Freedom	\$2,339,499	\$2,658,396	\$2,810,304
Caltrans	Elderly and Disabled Section 5310 Statewide (includes urban areas)	\$12,394,851	\$13,496,069	\$14,218,737
TOTAL		\$ 19,201,568	\$20,945,675	\$ 22,081,310

**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 percent 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** (or **STA**) 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. However, these funds and other transportation revenues continue to be at risk. In 2007-08 the legislature shifted approximately \$1.259 billion in dedicated public transit funds from the Public Transportation Account to non-transit purposes (\$948 million general obligation bond debt service, \$129 million to regional center client transportation services, \$99 million to home-to-school transportation programs, and \$83 million to pay back loans from Proposition 42). One year later, as this plan is being completed the legislature struggles to adopt a State budget and address the State budget deficit.<sup>5</sup>

## State Transportation Improvement Program

To receive state funding for capital improvement projects such as new vehicles or other capital equipment, projects must be included in the State Transportation Improvement Program, or STIP. The STIP is a multi-year capital improvement program that includes projects programmed with State funds. Local agencies should work through their Regional Transportation Planning Agency (RTPA) or County Transportation Commission to nominate projects for inclusion in the STIP. Like the STA funds, the revenues that fund the STIP are at risk. In addition, the STIP revenues are considered unstable; as such, Caltrans, RTPAs, and the California Transportation Commission have developed a task force to address this critical issue.

## 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.

### Regional Centers

Regional Centers are private nonprofit corporations established by state legislation. They receive public funds under contract to the California Department of Developmental Services to

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<sup>5</sup> California Transit Association July/August 2007, Executive Director’s Report, Out of Options.

provide or coordinate services and support for individuals with developmental disabilities. There are 21 regional centers with more than 40 offices located throughout the state. Transportation is a critical component of Regional Centers because clients need specialized transportation services for traveling to and from sheltered workshops. It is the responsibility of each Regional Center to arrange their client's transportation. Regional Centers are primarily funded with a combination of State General Fund tax dollars and Federal Medicaid funds. The primary contractual relationship is with the State Department of Developmental Services.

#### Agricultural Worker Transportation Program (AWTP)

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

#### Private Foundations

Many small agencies that target low-income 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

Tribes with casinos in some counties have indicated an interest in coordinated transportation efforts. They may 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

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.

#### 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.

## Local Planning Documents and Relevant Research

To learn more about existing studies or reports relevant to this plan, the consultant team conducted a literature review, with key findings highlighted below.

### **Tehama Regional Transportation Plan (2006)**

The 2006 Regional Transportation Plan (RTP) was prepared and adopted by the Tehama County Transportation Commission (TCTC) in response to State law. It describes planned

transportation development in the Tehama County region through fiscal year 2025, with major emphasis on improvements scheduled in the short-term. Pertinent sections included the description of the Tehama County Social Service Transportation Advisory Committee (SSTAC); the process followed to identify unmet transit needs; and the summary of interagency coordination. Also included in this document were descriptions of TRAX, ParaTRAX, inter-regional service, school transportation, taxi services, and various community transportation services (several focusing on clients of specific agencies.) These descriptions were used as points of departure for the development of the Tehama County inventory in Chapter 4.

### **Tehama County General Plan (Draft March 2008)**

The Tehama County General Plan is in the process of being reviewed by the public. The Transportation Element of the plan describes the transportation setting; the circulation plan; and the goals, policies, and implementation measures for transportation in Tehama County. Goal CIR-5 addresses providing a safe and efficient public transportation system, including bus and rail services. Policy CIR-5.1 addresses provision of “convenient and accessible transit facilities for the elderly, youth, commuters and persons with disabilities.”

### **General Plans of Red Bluff (1991) and Corning (1994)**

The circulation elements of the general plans of Tehama County’s largest cities were reviewed for transportation issues and plans related to social service transportation. The transportation landscape has changed somewhat since these plans were written; some of the plans have already been implemented, and some services described in the plan no longer exist – for example, Greyhound no longer serve Corning.

### **Tehama County Transit Development Plan (TDP) – 2002-2007**

This TDP provides includes several elements useful to the development of the PT-HST Coordination Plan. These elements include service area characteristics (e.g., demographic data and descriptions of major destinations); system management and the role of the SSTAC, a description of existing services that comprise the Tehama County Transit system; a description of other transportation services in the region; and goals and policies of the transit system.

The TDP also includes an operations analysis highlighting ridership and other performance metrics of both the transit and paratransit services as well as an origin-destination analysis. Community input included desires for more routes/better coverage/more frequent service; extended hours/commuter service; improved service to senior centers and to senior housing; the installation of bus stop signs and shelters; better marketing and more user-friendly bus schedules; bi-lingual schedules, drivers and dispatchers; and service to outlying communities. Note that many of these were incorporated into a 5-year action plan that has since been implemented.

### **(CTSA) Unmet Transit Needs Hearing (2008)**

The Tehama County Transportation Commission held a hearing for Unmet Needs on May 20, 2008; public comments from this meeting have been included in the chapter on transportation gaps. No comments were received from the Corning or City of Tehama meetings. The Red Bluff City Council hearing on Unmet Needs has not taken place as of this writing. Public comments from all the cities and the Commission are to be reviewed by the Social Services Transportation Committee (SSTAC) in the Fall of 2008 for designation as Reasonable/Unreasonable to Meet.

### Figure 1-3 Transportation Funding Matrix

Information on FTA grants is available from the FTA Grants website: [http://www.fta.dot.gov/grants\\_financing.html](http://www.fta.dot.gov/grants_financing.html). More information on all Federal grants is available from [www.federalgrantswire.com](http://www.federalgrantswire.com). In August of 2008, the California DOT published the “Transportation Funding Opportunities Guidebook”, which provides concise, high-level overviews of several Federal and State transportation funding programs available to local agencies. It is available on-line at [http://www.dot.ca.gov/hq/LocalPrograms/lam/Transportation\\_Funding\\_Guidebook.pdf](http://www.dot.ca.gov/hq/LocalPrograms/lam/Transportation_Funding_Guidebook.pdf).

More detailed information about each program is available in the *Caltrans Local Assistance Program Guidelines* at <http://www.dot.ca.gov/hq/LocalPrograms/public.htm> , or the Mass Transportation website at <http://www.dot.ca.gov/hq/MassTrans/index.html>.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
<b>Federal Sources</b>						
<b>Transportation Funding</b>						
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 <a href="http://www.dot.ca.gov/hq/MassTrans/">http://www.dot.ca.gov/hq/MassTrans/</a>
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 <a href="http://www.dot.ca.gov/hq/MassTrans/">http://www.dot.ca.gov/hq/MassTrans/</a>

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
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 <a href="http://www.dot.ca.gov/hq/MassTrans">http://www.dot.ca.gov/hq/MassTrans</a>
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	Unknown	Public agencies, local governments, tribal governments, nonprofit agencies	50% for operating costs, 80% for capital costs	Projects are awarded on a statewide competitive basis

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
<b>Health and Human Services Funding <sup>6</sup></b>						
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.	Operations of social service programs <sup>7</sup>	Allotments for Title XX are subject to a limitation of \$2,800,000,000 (estimate). <sup>2</sup>	Child Welfare Services, Foster Care, Deaf Access, Community Care Licensing, CDE Child Care, and Department of Developmental Services programs.	None <sup>2</sup>	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.	Operations, but no more than 15% of dispersed funds on capital <sup>8</sup>	\$83 million	Public and private health care providers as well as social services, local government and other community based organizations.	None	Build upon Federal programs that support entities serving low-income populations in an effort to expand and improve the quality of services for more individuals at a lower cost.
Community Services Block Grant (CSBG) (Department of Community Services & Development)	Assist low income people in attaining the skills, knowledge, and motivation necessary to achieve self-sufficiency.	Unknown	Unknown	Community action agencies, low income individuals in CA (100% of Federal poverty level).	Unknown	Eligible programs must have specified end dates <sup>3</sup>
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.	Operations <sup>3</sup>	\$800,000 awarded to California in 2004	State of California	None	None

<sup>6</sup> Source: Caltrans, Division of Mass Transportation

<sup>7</sup> www.federalgrantswire.com

<sup>8</sup> www.federalgrantswire.com

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
HIV Care Formula Grants (Dept. of Health and Human Services)	Support programs designed to increase access to care and treatment for underserved populations, reduce need for costly inpatient care, reduce prenatal transmission, improve health status of people with HIV. A portion of the funds can be used for transportation.	Operations <sup>3</sup>	\$2,073,296,000	State, local governments, public and nonprofit private agencies.	None	Distributed based on percentage of people with HIV living in state by total number of people with HIV in U.S. <sup>3</sup>
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.	Operations and capital projects <sup>9</sup>	\$1,875,000,000 <sup>4</sup>	Community based organizations including faith based organizations.	None	None
Older Americans Act Title III B - Grants for Supportive Services & Senior Centers (Administration on Aging)	Funds are awarded by formula to State units on aging for providing supportive services to older persons, including operation of senior centers. May be used to purchase and/or operate vehicles and funding for mobility management services.	Capital projects and operations.	\$357 million	States and territories, recognized Native American tribes and Hawaiian Americans as well as non-profit organizations.	Formula Grants are 85 percent Federal and 15 percent nonfederal funds. This program has maintenance of effort requirements. See funding agency for further details.	None

<sup>9</sup> Catalog of Federal Domestic Assistance. <http://12.46.245.173/cfda/cfda.html>

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Program for American Indian, Alaskan Native, & Native Hawaiian Elders (Administration on Aging)	This program supports nutrition, information and referral, multipurpose senior centers and other supportive services for American Indian, Alaskan Native and Native Hawaiian elders. Transportation is among the supportive services, including purchase and/or operation of vehicles and for mobility management.	Capital projects and operation	\$26 million	Recognized Native American tribes and Hawaiian Americans as well as non-profit organizations.	None	Population-based formula application based on number of eligible elders in community <sup>3</sup>
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	Public and private health centers serving adults and children with mental illness	None	Distribution based on weighted population factors and total taxable resources of State <sup>3</sup>
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.	Unknown	\$1.78 billion	State of California	None	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.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
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.	Operations <sup>10</sup>	\$4.8 billion	States and recognized Native American Tribes	None	Formula based fund allocation <sup>5</sup>
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.	Operations <sup>5</sup>	\$11.5 million	State, local, public or private nonprofit organization or agency, must be deemed projects of 'national significance'	Matching requirements are specified in each published program announcement. <sup>5</sup>	None
Head Start (Administration for Children & Families)	Head Start provides grants to local public and private agencies to provide comprehensive child development services to children and families. Local Head Start programs provide transportation services for children who attend the program either directly or through contracts with transportation providers.	Operations	\$7 billion	Local public and private non-profit and for-profit agencies	Grantees are required to provide 20% of the total cost of the program, although this maybe waived wholly or in part if certain conditions pertain. <sup>5</sup>	The Head Start regulation requires that programs make reasonable efforts to coordinate transportation resources with other human service agencies in their communities.

<sup>10</sup> [www.federalgrantswire.com](http://www.federalgrantswire.com)

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
TANF / CalWORKs (California work opportunity & responsibility to kids) (Department of Social Services)	Provide temporary assistance to needy families. Recipients are required to participate in activities that assist them in obtaining employment. Supportive services, such as transportation and childcare are provided to enable recipients to participate in these activities.	Unknown	Unknown	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.	Operations and capital projects <sup>5</sup>	Unknown	Counties with less than 200,000 residents and cities of less than 50,000 residents	None	Applicants cannot be participants on the US Department of HUD CDBG entitlement program.
<b>State Sources</b>						
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.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
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.	Projects nominated by CalTrans and Regional funding agencies	None	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
<b>Regional/Local Sources</b>						
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.	None	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 CTAS	None	None
<b>Private Sources</b>						
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.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
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 Tehama County's Coordinated Plan.

### Demographic Profile

A demographic profile of Tehama County was prepared using US Census data and California Department of Finance projections. This step establishes the framework for better understanding the local characteristics of the study area, with a focus on the three population groups subject to this plan: persons with disabilities, older adults, and those of low-income status. The demographic profile is incorporated in Chapter 3 of this report.

### Literature Review

The consulting team conducted a literature review of recently completed—or currently underway—planning efforts relevant to this Coordinated Plan. The purpose of this literature review is to learn about other planning activities in the County and to identify major transportation issues and concerns to ensure issues of importance are incorporated in the Coordinated Public Transit-Human Services Transportation Plan. Elements of the literature review are included in Chapter 1.

### Stakeholder Involvement and Public Outreach

Stakeholder involvement is an important element of this plan, and is required by SAFETEA-LU. As a first step, Caltrans Division of Mass Transportation worked closely with the Rural Counties Task Force and CalACT to prepare for the development of the 23 plans. These efforts included workshops as well as presentations to the Rural Counties Task Force.

Staff from the California Department of Transportation's Division of Mass Transportation (Caltrans) identified Tehama County Public Works (TCPW) as the primary point of contact. The consulting team then collaborated with TCPW staff to identify key stakeholders to be included during the development of this plan. Stakeholder involvement was solicited through a series of in-person and telephone interviews. The results of the interviews are described in Chapters 4 and 5. SSTAC and stakeholder involvement was critical in identifying unmet transportation needs and obtaining feedback on project activities.

In addition, two sets of public meetings and stakeholder workshops were held in both Red Bluff and Corning on April 15 and July 1, 2008 to receive comments from the public on gaps in transportation services, ideas for and responses to suggested solutions, and prioritization of the solutions.

## Existing Transportation Services

This step involves documenting the range of public transit and human service transportation services that already exist in the area. This process was initiated in July 2008 by Caltrans staff. To ensure all existing services have been identified and accurately described, the consulting team reviewed the inventory with key stakeholders. The services in the inventory include public fixed and flex route transit services, paratransit services, taxi services, and transportation services provided or sponsored by social service agencies. The description and corresponding maps of existing services are presented in Chapter 4.

## Needs Assessment

An important step in completing this plan is to identify service needs or gaps. 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 analysis of existing services and opportunities to improve them. Key findings are included in Chapter 5.

## Identification and Evaluation of Strategies

On July 1, 2008, the consultant facilitated two public workshops in Tehama County – one in Red Bluff and the other in Corning. These locations represent the two largest cities in the County. The goals of the workshops were to:

- Confirm previously identified unmet transportation needs
- Confirm criteria to evaluate potential strategies
- 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. Where applicable, examples of best practices or model programs implemented elsewhere are presented to help guide local implementation efforts.

## Implementation Plan for Recommended Strategies

As a final step for this planning effort, an implementation plan was developed for each of the highly-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: What are the short, medium and long-term steps needed to implement the strategy?
- Estimated Costs: The assessment considered the range of operational and capital costs needed to implement the strategy

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

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

It is anticipated that this plan will serve as a basis to further evolve the regional transit system in cost efficient and effective manner. Much of the discussion in Chapters 6 and 7 will help foster a vision for improvements that can be developed in the future to improve transportation services and coordination.

## Chapter 3. Demographic Profile

### Study Area Description and Demographic Summary

Tehama County lies near the north end of the Sacramento Valley and is bordered by Shasta County to the north, Trinity and Mendocino Counties to the west, Glenn and Butte Counties to the south, and Plumas County to the east. It encompasses 2,976 square miles, which includes 615.5 square miles of National Forest (approximately 20% of the County). Within Tehama County, the Sacramento Valley is bounded to the west by the Coast Range Mountains and to the east by the Southern Cascade Range.

The Sacramento River flows north to south through the county, and has been a major influence on the development of the county, serving as the primary means of moving people and goods prior to the building of roads. Interstate Highway 5 (I-5) bisects the County in the north/south direction following the path of the river through Tehama’s larger cities. Because of the fertile valley lands and foothills of the Sacramento Valley, Tehama has been and continues to be an agrarian and rural area.

### Population Characteristics

Tehama County reported just over 56,000 residents in the 2000 Census. The largest city and County seat is Red Bluff, with almost a quarter of the county’s population. Red Bluff is approximately 30 miles south of Redding, a regional hub with medical facilities and job and educational opportunities. The second largest city is Corning, located 20 miles south of Red Bluff and 30 miles north of Chico, another regional hub. Tehama is another incorporated city located 8 miles south of Red Bluff on Route 99W. Rancho Tehama is an incorporated community operating under "The Rancho Tehama Association", a California Common Interest Development (CID) corporation.

The remaining Tehama County residents live outside the three cities, in and around the unincorporated communities of Bend, Bowman, Capay, Dairyville, Dales Station, El Camino, Flournoy, Gerber, Kirkwood, Lake California, Las Flores, Los Molinos, Manton, Mill Creek, Mineral, Paskenta, Paynes Creek, Ponderosa Sky Ranch, Proberta, Richfield and Vina.<sup>11</sup>

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<sup>11</sup> Tehama Regional Transit Plan, 2006

The California Department of Finance estimates the 2005 Tehama County population to be 60,019, with 13,712 living in the City of Red Bluff, 7,028 living in the City of Corning, and 433 living in the City of Tehama.

Figure 3-1 compares the population of California, Tehama County and its three cities.

As of the 2000 Census, 16% of Tehama County residents were seniors over the age of 65, somewhat higher than the statewide average of 11%. It is important to note that over 60% of residents over 65 live in unincorporated areas of Tehama County, areas difficult to serve with public transit.

The percentage of residents with a disability is also slightly higher than the state (23% vs. 19%), with Corning having the highest percentage (26%). With regard to income, 17% of the county population is living below the federal poverty level, which is again somewhat higher than the statewide average of 14%. Corning has the highest percentage of residents living below the federal poverty level (26%). Unlike some other rural California counties, there is no significant prison population in Tehama, with only 3% of the population living in group quarters.

**Figure 3-1 Basic Population Characteristics (2000)**

Area	Total Population	Percent of County Population	Percent Aged 65+	Percent with Disability	Percent Below Poverty Level
California	33,871,648		11%	19%	14%
Tehama County	56,039		16%	23%	17%
Red Bluff	13,147	23%	10%	22%	21%
Corning	6,741	12%	13%	26%	26%
Tehama (city of )	432	1%	27%	25%	17%

Source: 2000 Census

The definition of “disability” varies. For this project, information cited is consistent with definitions reported in the Census 2000. It included two questions with a total of six subparts with which to identify people with disabilities.<sup>12</sup> 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 the particular, the number of people with a “go outside the home disability” was

<sup>12</sup> These questions were: 18. Does this person have a physical, mental, or other health condition that has lasted for 6 or more months and which (a) limits the kind or amount of work this person can do at a job? (b) prevents this person from working at a job? 19. Because of a health condition that has lasted for 6 or more months, does this person have any difficulty—(a) going outside the home alone, for example, to shop or visit a doctor’s office? (b) taking care of his or her own personal needs, such as bathing, dressing, or getting around inside the home?

substantially overstated as a result of a confusing skip pattern in the mail-back version of the Census long form.<sup>13</sup>

The Census's 2006 American Community Survey incorporated an improved questionnaire that eliminated the source of the overstatement. For California as a whole, the 2000 Census estimated that 19% of non-institutionalized people age five and older had a disability. The corrected estimate, based on the 2005 American Community survey, was 12%. 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.

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<sup>13</sup> Sharon Stern and Matthew Brault , "Disability Data from the American Community Survey: A Brief Examination of the Effects of a Question Redesign in 2003," Feb. 2005. At [www.census.gov/hhes/www/disability/ACS\\_disability.pdf](http://www.census.gov/hhes/www/disability/ACS_disability.pdf).

## Population Growth

The population of Tehama County is expected to grow steadily through 2030. The California Department of Finance forecasts the population in Tehama County to grow at a faster rate than California as a whole, particularly between 2010 and 2020, when the county is projected to grow 21%, as compared to 13% statewide. The estimated 2006 population estimate for Tehama County is 61,686, reflecting a 9% growth since 2000.<sup>14</sup>

The majority of population growth is expected to occur along the I-5 corridor, in and adjacent to the three incorporated cities, and in the unincorporated communities of Bowman and Lake California.<sup>15</sup>

The senior population is a growing group, with the “Baby Boomers” reaching retirement age in the coming decade. Seniors are projected to comprise an ever greater proportion of the population for the foreseeable future. In 2000, approximately 16% of the Tehama county population was over 65 years of age; by 2030 this proportion is expected to increase to 18%. Providing public transit services to this growing senior population, and especially to those seniors residing in the rural areas of the county, will be challenging.

Figure 3-2 shows the projected growth for Tehama County overall and for the senior population.

**Figure 3-2 Projected Growth for Tehama County, 2000 to 2030**

	2000	2010	Growth 2000 - 2010	2020	Growth 2010 - 2020	2030	Growth 2020 - 2030
California	34,105,437	39,135,676	14.7%	44,135,923	12.8%	49,240,891	11.6%
Tehama County	56,130	65,593	16.86%	79,484	21.18%	93,477	17.60%
Population 65+	8,949	10,223	14.24%	13,041	27.57%	16,850	29.21%
% Residents 65+	15.9%	15.6%		16.4%		18.0%	

Source: State of California, Department of Finance, Population Projections for California and Its Counties 2000-2050, by Age, Gender and Race/Ethnicity, Sacramento, California, July 2007.

## Income Status

The median household income in Tehama County in 1999 was \$31,206, over 50% lower than the median household income for California, which was \$47,493. The percentage of residents living below the federal poverty line was slightly higher for Tehama County than for California as a whole (17% vs. 14%), and considerably higher in Corning (26%). Figure 3-3 compares the income status of the State of California, Tehama County and its three largest cities.

<sup>14</sup> U.S. Census Bureau, Summary File 1 (SF 1) and Summary File 3 (SF 3)

<sup>15</sup> Tehama County Regional Transit Plan, 2006

**Figure 3-3 Income Status for Tehama County (1999)**

Area	Median Household Income	% of Individuals Below Poverty Level	% of Individuals Below 150% of Poverty
California	\$47,493	14%	24%
Tehama County	\$31,206	17%	30%
Red Bluff	\$27,029	21%	35%
Corning	\$25,357	26%	40%
Tehama (city of)	\$27,500	17%	28%

Source: 2000 Census

One useful tool to better pinpoint low-income pockets in the county is to review data from the State Department of Education, which shows the percentage of the enrolled public school students in each district that receive a free or reduced-price lunch. Based on 2007 data, it is noteworthy that Tehama County’s communities have an average of 63% of the student population enrolled in these meal programs, with the elementary districts of Elkins, Plum Valley, Flournoy Union, Manton Joint Union, and Gerber Union all having over 80% of students enrolled. In other cities and communities in Tehama County, the lowest percentage of students enrolled in this program is 43%. This substantiates the high levels of poverty and low-income households noted in the 2000 Census data.

### Access to a Vehicle

Almost 8% of households in Tehama County do not have access to a vehicle, slightly lower than the statewide average of 9.5%. However, access to a vehicle varies widely between homeowners and renters, and for householders over 65 years of age. Figure 3-4 summarizes the percent of households with no vehicle available for the overall population, renters and owners, and the population where the head of household is over 65.

**Figure 3-4 Percent Households with No Vehicle Available**

Area	All Households	Owner-occupied	Renter-occupied	Head of Household Over 65
California	9%	4%	17%	17%
Tehama County	11%	4%	15%	11%
Red Bluff	12%	7%	22%	24%
Corning	15%	9%	16%	19%
Tehama (city of)	5%	2%	13%	3%

Source: 2000 Census

## Employment

In 2006, the unemployment rate in Tehama County was 6.5%, slightly higher than California's 2006 rate of 4.9%.<sup>16</sup> Tehama County is largely dependent on agriculture and the timber industries. However, only 5% of workers in the County were employed in these industries in 2006. Trade, transportation and utilities comprise the largest percentage of non-agricultural workers (26%) followed by state and local government (24%). Figure 3-5 below shows employment information for Tehama County.

**Figure 3-5 Employment in Tehama County (2006)**

Nonagricultural wage & salary employment, 2006 (BLS series)	16,340	
Agricultural employment, 2005	1,250	
		% of non-agricultural workers
Trade, Transportation and Utilities	4,166	25.5%
State and Local Government	3,971	24.3%
Manufacturing	2,313	14.2%
Educational and Health Services	1,826	11.2%
Leisure and Hospitality	1,219	7.5%
Construction	715	4.4%
Professional and Business Services	684	4.2%
Other Services	493	3.0%
Financial Activities	447	2.7%
Federal Government	270	1.7%
Information	122	0.7%
Natural Resources and Mining	116	0.7%
Civilian labor force, 2006	25,400	
Civilian employment	23,800	
Unemployment	1,600	
Unemployment rate	6.50%	

Source: Tehama County Profile - California Department of Finance 2006

## Projected Demand for Public Transportation

Since Tehama 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. For purposes of this plan therefore, the projected growth of the total population in Tehama County is used as a low-end projection for transit demand, and the projected growth of

<sup>16</sup> California Employment Development Department, Tehama Snapshot

the population over the age of 65 is used as a high-end projection for transit demand. Based on the California Department of Finance figures used in Figure 3-2, a low-end projection for transit demand is that it will grow by 21% between 2010 and 2020 and by 43% between 2010 and 2030. A high-end projection is that transit demand will grow by 28% between 2010 and 2020 and by 65% between 2010 and 2020.

## Population Density

The overall density of Tehama County is extremely low, at 19 people per square mile. This reflects the topography and land use of the county, with a large proportion being very mountainous with few settlements. In the population centers, density is far higher, with over 2300 people per square mile in Corning, and over 1700 people per square mile in Red Bluff. Figure 3-6 below shows the densities for California, Tehama County, and its population centers, while Figure 3-7 on the following page illustrates the population and employment density of Tehama County.

Due to low density levels, the most cost effective approach to providing fixed route service has been to focus on the population centers and the communities located on State Route 99, Highway 99W and San Benito Avenue.

**Figure 3-6 Population Density, Tehama County (2000)**

Geographic area	Population	Households	Land area (sq. miles)	Density per Square Mile	
				Population	Households
California	33,871,648	12,214,549	155959.3	217.2	78.3
Tehama County	56039	23547	2951.0	19.0	8.0
Red Bluff	13147	5567	7.4	1768.7	748.9
Corning	6741	2614	2.9	2320.3	899.8
Tehama (city of)	432	196	0.8	543.3	246.5

Source: U.S. Census 2000

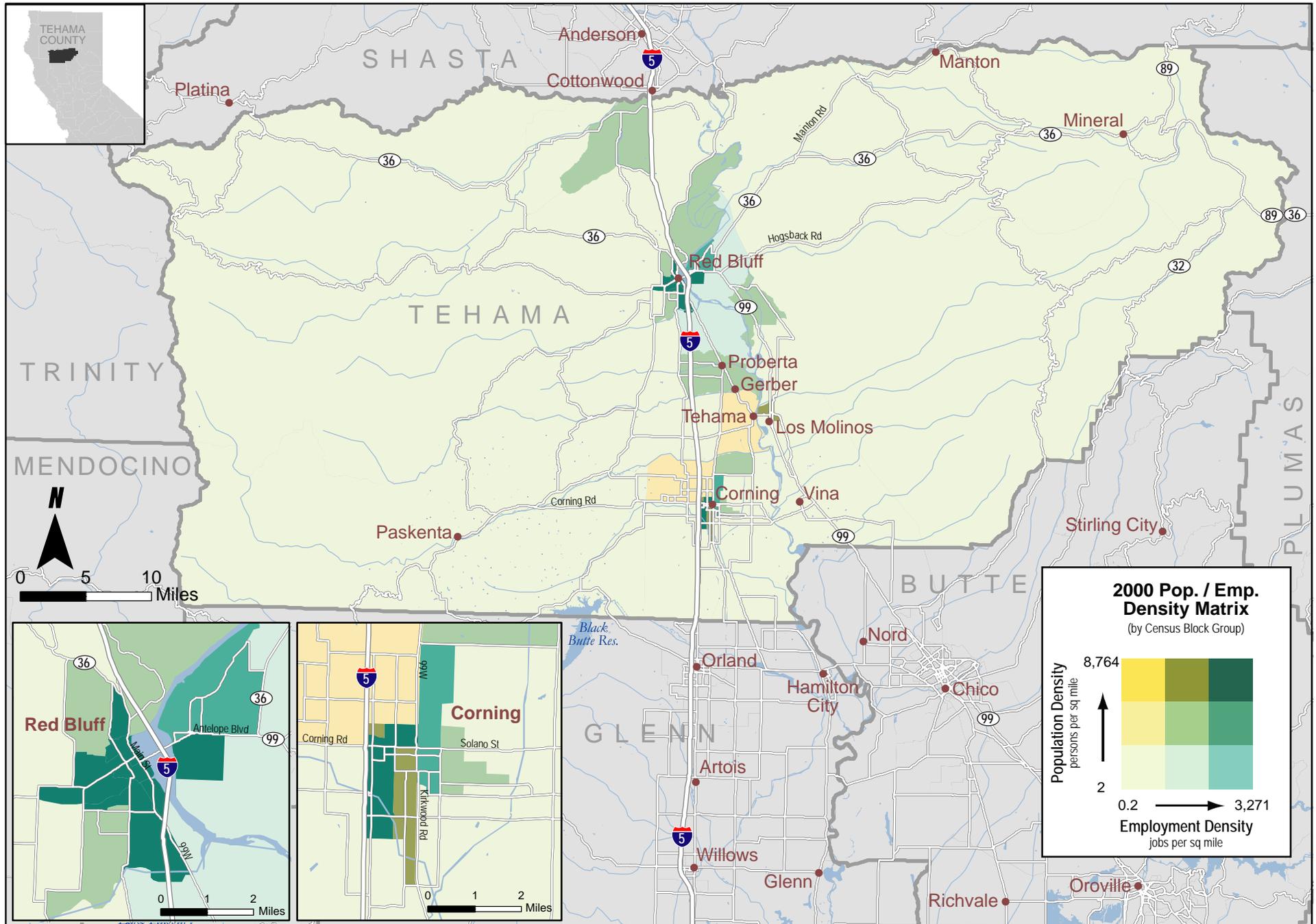
## Population/Employment Density

A Population/Employment Matrix was created to present existing demographic components of the study area. The 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, value1-3	7	8	9
	4	5	6
	1	2	3
Employment, values 1-3			

Figure 3 7: Tehama County 2000 Population / Employment Density



GIS Data Source: ESRI, Census 2000

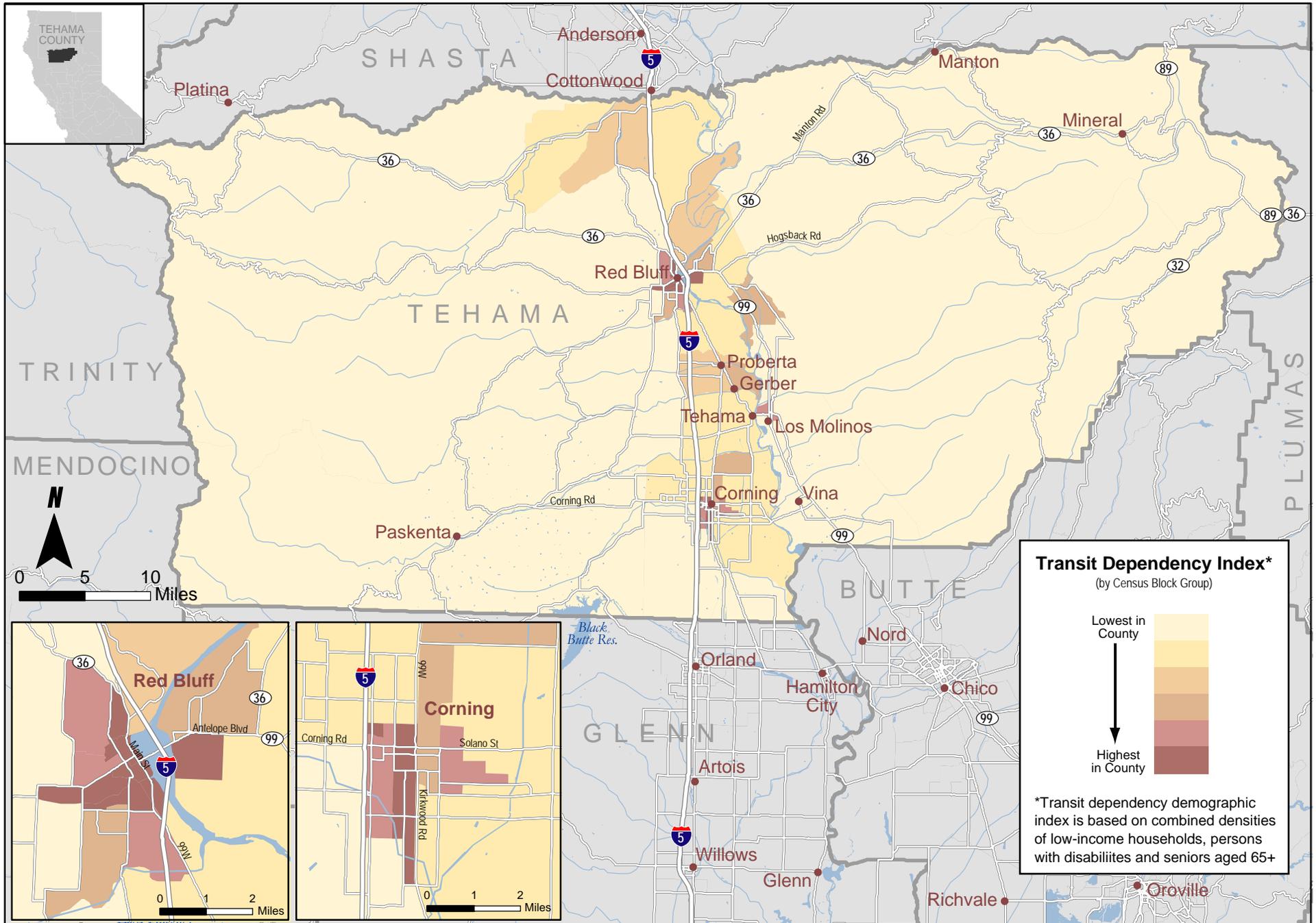
The matrix values were color coded and applied to a map of Tehama County, as seen in Figure 3-8. Most of Tehama County has a fairly low population and employment density. Concentrations of population and employment densities are shown in the county's largest cities of Red Bluff and Corning, while areas in and around Tehama and west of Corning show higher population levels but not as many jobs. The highest population density is in areas of Corning, and the highest employment density is in central Red Bluff.

## Transit Dependency

A Transit Dependency Index was created (Figure 3-8) to present existing demographic components and transportation needs of the study area. The 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 a number between three and 15. Block-groups with higher index values have greater concentrations of seniors, people with disabilities and/or low-income population.

Within the cities of Red Bluff and Corning, there is a high level of transit dependency. These are the same areas that have high population and employment densities. Living in these cities gives transportation-dependent residents easier access to services within those cities and could make it easier to coordinate transportation services to serve these populations.

Figure 3 8: Tehama County 2000 Transit Dependency Index





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

## Introduction

This chapter provides an overview of existing public transit services and community transportation services that are provided or funded by social service agencies in Tehama County. It also includes a brief discussion of key private transportation operators that contract with agencies serving low-income individuals, older adults, or people with disabilities, in addition to serving as a transportation resource for the community as a whole. Maps illustrating existing transportation services (Figures 4-5 & 4-6) and a matrix summarizing existing services (Figure 4-7) can be found at the end of this chapter.

Some of the descriptions in this chapter have been excerpted or paraphrased from the 2006 Final Regional Transit Plan for Tehama County.

## Tehama County Public Transit Services

### **Tehama Rural Area Express (TRAX)**

The County regional transit system, Tehama Rural Area Express (TRAX), operates local, express, direct and deviated fixed route service as well as paratransit services (ParaTRAX) throughout Tehama County. The TRAX service area includes the cities of Corning, Red Bluff and Tehama, as well as the unincorporated communities along Highway 99E and Highway 99W, including Dairyville, El Camino, Gerber, Las Flores, Los Molinos, Los Robles, Proberta, and Richfield.

At least 65% of the County's population is within the TRAX service area. TRAX remains an effective and important link to Red Bluff, Corning and Tehama for residents in the unincorporated communities. TRAX also provides service to Shasta College students via a connection with the Shasta College bus in Red Bluff.

TRAX service consists of city routes in Red Bluff and Corning, commuter routes along Highways 99E & 99W connecting to city routes and Shasta College service to Redding, and regional routes providing linkage with unincorporated communities.

TRAX provides fixed route transit service and complementary ADA paratransit within Red Bluff known as ParaTRAX; it provides route deviation service, deviating only for people with ADA-certification, elsewhere in its service area. Deviated route service is operated in conjunction with regular TRAX regional routes; pickup and return trips must coincide with regularly scheduled TRAX routes. Deviations of up to  $\frac{3}{4}$  mile off the route may be requested by phone, a minimum of 12 hours to a maximum of seven days in advance. Requests can be left on a message machine anytime.

Service is operated from 6:30 AM until 6:30 PM Monday through Friday, with no weekend service. Buses run on fixed schedules and are accessible at any designated bus stop or by "flagging" down a bus anywhere along the route where it is safe to stop. In addition, off-route deviations may be requested in advance as mentioned above.

TRAX uses 11 buses – six coaches and five cutaways – driven by seven full-time and five part-time drivers. All TRAX buses have bike racks, are wheelchair lift equipped, and have relatively short wheelbases so they can operate in rural areas.

Figure 4-1 summarizes the level of service provided on the fixed routes.

**Figure 4-1 Summary of TRAX Service**

Route Number	Communities Served	Daily Round Trips
1	Red Bluff – South Main/Walnut	Eleven daily trips stopping at the Red Bluff Bus & Ride at Rio & Walnut
2	Red Bluff – Antelope/Jackson	Eleven daily trips stopping at the Red Bluff Bus & Ride at Rio & Walnut
3	Los Molinos/99 Loop	Four morning trips and four afternoon trips
4	Corning and Los Molinos	Three morning trips and three afternoon trips
5	Downtown Corning	Six round trips per day
6	Corning, Tehama, Los Molinos, Red Bluff	Two commuter routes; one route connects with Shasta College Bus

Figure 4-2 shows the current fare structure by fare type and passenger categories. Fares are based on the area in which the rider is traveling (city or regional), the passenger type, and the fare medium being used. Discounted fares are available for seniors, students and people with disabilities. Seniors age 60+ must show valid proof of age. Students (TRAX only) are children aged 6 to 18 and ages 18 and over with valid student ID. Disabled riders must show a valid ADA Certified Disabled ID card, California DMV Disabled Person or a Veteran ID Card.

While transfers are issued, transfer points are limited to Routes 1 and 2 at the Bus & Ride facility at Rio and Walnut, or Routes 3 and 4 at the U.S. Post Office in Los Molinos, or Gyle Road at Hwy. 99W. No transfers are issued or accepted anywhere else along any route. See the map in Figure 4-5 and 4-6 at the end of this chapter for the location of transfer points.

**Figure 4-2 TRAX Fare Structure (April 2008)**

Single One-Way Fares	City (Red Bluff & Corning)	Regional	Deviated Routes (ADA only)
General Public	\$ 0.50	\$ 1.50	
Seniors/Students/Disabled	\$ 0.50	\$ 1.00	\$1.50
Children Under 6 (with an adult)	Free	Free	
ADA attendant	Free	Free	Free
<b>Monthly Pass/Punch Card (must be shown each time)</b>			
General Public	\$30.00	\$30.00	
Seniors/Students/Disabled	\$20.00	\$20.00	
<b>Punch Cards – \$5.00 (worth \$5.00 in fares)</b>			

TRAX maintains a website ([www.taketrax.com](http://www.taketrax.com)) which provides complete information on the service, including rider guides in English and Spanish, schedules, fares, announcements of service changes, and contact information.

For fiscal year 2006/2007, total operating costs were approximately \$750,000, and farebox revenue from 70,000 passengers was approximately \$48,000, for a farebox recovery of 6.4% and an overall cost per passenger of \$10. It is noteworthy, that TCTC adopted alternative performance criteria standards in the form of cost per passenger in May 2002 that measures the systems overall effectiveness. The Transportation Development Act (TDA) allows agencies the flexibility of using alternative performance criteria in lieu of a fare box ratio recovery.

Policy and funding for TRAX, ParaTRAX, and METS is determined by the Tehama County Transit Agency Board (TCTAB), which is made up of elected officials from the Tehama County Board of Supervisors and the City Councils of Red Bluff, Corning, and Tehama. The Tehama County Public Works Department, under the direction of TCTAB, oversees the day-to-to operations and administers the agreement with the contractor, who performs daily bus operations and maintenance.

**ParaTRAX ADA Complementary Paratransit Service**

ParaTRAX is Tehama County’s ADA paratransit service. Both TRAX and ParaTRAX are operated by Paratransit Services, a private non-profit organization based in Bremerton Washington with more than 30 plus years of transit and coordination experience. The existing contract between the County and Paratransit Services provides for a “turn key” operations of fixed route, ADA paratransit, route deviation, as well as a volunteer program METS.

The service area for ParaTRAX is within ¼ miles of the fixed transit routes. It covers the greater Red Bluff area, and represents the original general public demand response service area previously known as VanTrans. In 2006 the general public ridership was shifted to the fixed route TRAX and the demand response service was limited strictly to ADA certified riders in the greater Red Bluff area. ParaTRAX operates Monday through Friday from 7:00 a.m. to 6:00 p.m., and 9:00 a.m. to 3:00 p.m. on Saturdays; however, hours will be extended to match TRAX hours on request with a 24-hour advance notice. Note that ParaTRAX operates on Saturday, where

TRAX operates only on weekdays. This Saturday service is over and above that which is minimally required by the ADA, and is funded by the City of Red Bluff.

Advance reservations are required, with an extra charge for same-day service; same-day requests are on a first come-first served basis. Personal care attendants ride for free, while companions pay the same fare as the ADA rider.

**Figure 4-3 ParaTRAX Fare Structure for ADA-certified riders (April 2008)**

Category	Fare
Advance Reservation	\$1.50
Same Day Service	\$2.50
Punch card	\$5.00
Children under 6	Free when accompanied by an adult

For fiscal year 2006/2007, total operating costs for ParaTRAX were approximately \$600,000, and farebox revenue from 14,300 passengers was approximately \$20,200, for a 3.4% farebox recovery, and an overall cost per passenger of \$40. ParaTRAX uses 5 cutaways with wheelchair lifts, and uses “Rides Unlimited” software for dispatching (now owned by Trapeze).

**METS – Medical Transportation Services**

The Tehama County Department of Public Works also administers the Medical Transportation Service (METS) program. The daily operations of the volunteer driver program was shifted from Public Works to the transit contractor Paratransit Services for purposes of consolidation and operational efficiencies in July of 2008. This “turn key” approach is consistent with the evolution of the regional transit system, TDP and the RTP.

METS provides non-emergency medical transportation (NEMT) for ambulatory passengers to medical facilities in Butte, Glenn, Shasta and Tehama Counties. It is funded with State Transit Assistance (STA) funds.

Transportation is provided by approximately 10 local volunteer drivers who use their own vehicles to transport clients to medical appointments. Volunteers are reimbursed at the existing IRS rate, which is currently \$0.585 (fifty eight and a half cents) per mile. In case of accidents while volunteering, drivers are covered by Workmen’s Compensation for medical costs, their vehicles are covered by their own insurance, and riders are covered by Non-Profits United, the carrier for Paratransit Services, as part of the existing insurance coverage for the regional transit system.

METS service is available to Tehama County residents who are unable to find transportation to medical appointments through friends, family, or public transit. For example, medical trips that can be served through TRAX or ParaTRAX are not served through METS. A voluntary \$5 donation is requested for a round trip within Tehama County, or \$10.00 if the trip is out of county. This voluntary donation is modeled after the Senior Nutrition Program as recommended by the SSTAC, and was approved by the TCTC. Clients must schedule rides at least two working days in advance of their appointment. Persons using wheelchairs are not accommodated since the wheelchairs will not fit into most personal cars, and the volunteer drivers do not wish to be responsible for transferring people in and out of wheelchairs.

Note that the American Cancer Society, based in Redding, and Tehama County work as partners, such that when a cancer patient in Tehama County calls the ACS to request transportation, they are referred to METS. Then ACS reimburses the METS program at .14 cent per mile for each trip.

For fiscal year 2007-2008, METS transported close to 800 clients, or approximately 145 per month, using an average of nine drivers per month. Drivers were reimbursed \$28,300, while clients donated \$1,440. In addition, the American Cancer Society, through its partnership with METS, reimbursed the County \$870 for transporting residents to cancer treatment.

## Other Non-Emergency Medical Transportation Providers

### **Merit Medi-Trans**

Merit Medi-Trans is a private for-profit Medi-Cal certified medical transportation carrier providing non-emergency medical transportation (NEMT) as qualified below.

Merit will pick up from residences within 10 miles of Red Bluff for a charge of \$40. This can be billed to Medi-Cal, insurance or private pay. Merit will also pick up from medical and residential facilities throughout the county. For residences outside a 10-mile buffer around the city limits, they will only pick up on a private-pay basis. The charge for these trips is a \$26 base fee plus \$2.25 per mile. Destinations include any medical facility within Tehama County or beyond; however, trips sponsored by MediCal or Insurance must be pre-authorized.

Merit will also serve Medi-Cal-sponsored trips originating outside the 10-mile limit if the patient is (1) going to dialysis at least 3 times a week, (2) going to physical therapy or rehabilitation at least 6 times a month, or (3) going for cancer treatments at least 6 times a month. There is no special status for trips to and from Corning, as it is wholly outside the 10-mile limit and hence follows all the rules as above.

As of July 2008, the number of Medi-Cal trips has been reduced due to a reduction in their reimbursement.

### **Northern Express Transportation**

(formerly "Platinum Care, Precious Cargo")

This private for-profit service provides non-emergency medical transportation to people with disabilities on a private-pay basis only; the company does not bill insurance or Medi-Cal. Based in Redding, Platinum will pick-up anywhere in Tehama County. The charge is \$25 to be picked up plus \$2.50 per mile. The company has 10 accessible vans.

### **American Cancer Society - Volunteer Program (Redding)**

The American Cancer Society in Redding provides information referral services to local resources for transportation and, if none is available, will provide transportation services for their clients – exclusively cancer patients - regardless of income. Clients can receive monetary reimbursement for travel by car to chemotherapy or radiation treatments or can be assigned a volunteer driver to drive them to and from their treatments. The ACS provides an array of transportation-related services for cancer patients, including:

- Funding transportation to assist cancer patients to reach medical treatment. Priority is given to radiation and chemotherapy patients.

- Arranging or providing volunteer drivers to take clients to medical appointments.
- Reimbursing or subsidizing transit and taxi fares or personal car mileage. If they cannot provide a volunteer driver they will reimburse up to 14 cents per mile to the patient or family to drive the patient to cancer treatment. The cap is currently \$400 per fiscal year (Sept. 1<sup>st</sup> to Aug. 31<sup>st</sup>).

Qualified cancer patients calling ACS for transportation from Tehama County are referred to METS; ACS reimburses METS for services rendered to these patients. See the METS description above for more information.

The ACS does not track the number of riders they serve; in addition, since many volunteers do not ask for reimbursement, tracking actual cost is also difficult.

### **Catholic Healthcare West / Mercy Medical Center**

Mercy Medical Center, a private non-profit hospital in Redding, operates a Mercy Outreach Van program which provides transportation for patients 30 minutes or more from Mercy Care Center. The service is free to the patients, and drivers are volunteers. The hospital owns and maintains three vans, one of which is wheelchair accessible.

Patients call the service in advance to schedule rides, and are picked up from and returned to their homes. Many riders have recurring medical appointments such as cardiac rehabilitation or radiation treatments for cancer. Van schedules depend on treatment schedules, with cardiac rehabilitation occurring on Monday, Wednesday and Friday.

### **Veteran's Administration Shuttle (Redding)**

The Veteran's Administration in Redding provides transportation to medical appointments for veterans. The medical shuttle runs from Redding to Sacramento Monday through Friday, serving all the towns along Route 5, including Red Bluff, Orland, Willows, etc. On Mondays and Wednesdays, another VA shuttle starts in Redding and goes through Martinez to San Francisco. The service is fully funded by the VA, and ridership is not tracked.

It is noteworthy that trips from Tehama County to Redding for veterans are not served thru this program. To fill this need, METS transports veterans to the VA center in Redding. In the spring of 2008, the TCTC and TCTAB surveyed TRAX riders to identify the number of veterans riding TRAX. At the time of this draft, a discounted fare for veterans similar to that for seniors, students, and disabled was being considered. The following chapters of this plan discuss the need to expand service to Redding and Chico. It is the hope of the TCTC and TCTAB that a veterans' discount could shift METS users to TRAX from METS when regional routes provide service out of Tehama County.

## **Greenville Rancheria (Plumas County)**

The Greenville Rancheria is located in Greenville, in Plumas County. It is included here because, through their Tribal Health Organization, they provide a variety of transportation services for tribal members and the general public which go to Tehama County. These include;

- Medical trips to tribal clinics in Greenville and Red Bluff;
- Medical trips to referred facilities with regular trips to Chico, Reno, Redding and Davis;
- Transporting doctors for home visits.

The health program has nine vehicles including four-wheel drive SUVs and passenger vans. Program funding comes from Indian Health Services, CalWORKS and general Tribal Funds. Service is highly personal with most trips made on a one-on-one basis with drivers staying with patients, including overnight stays on long distance trips.

## **Arcadia Healthcare**

Arcadia Healthcare is a private for-profit company providing temporary healthcare staffing for a range of clients including hospitals, medical offices, and the general public for in-home healthcare. One of their services is transporting clients to medical appointments. Clients can arrange transportation a few days in advance, or set up regularly scheduled trips. Arcadia charges \$18.50 per hour with a 3 hour minimum. The caregiver may use the client's car, or will drive their own car for a mileage charge of \$0.40 per mile. Arcadia has offices in Redding and Chico, and do serve locations in Tehama County.

## **Social Service Transportation Providers**

Transportation is also provided by a range of social service agencies serving their clients in Tehama County. While some agencies provide transportation directly, others arrange for it on behalf of their clients by contracting with others, or by subsidizing transit fares. Most of the agencies listed below have a particular focus on the needs of those traveling to medical appointments, people with disabilities, or low-income individuals; however, some agencies may serve a broader group or a wider variety of trip purposes.

## **Tehama County Senior Nutrition Program**

The Tehama County Senior Nutrition Program provides home-delivered meals and congregate meals to elderly residents in Red Bluff, Corning, and Los Molinos. In 2007, the Nutrition Program provided 3,100 trips to congregate meals, home delivery of more than 24,500 meals, and 16,000 congregate meals. In Red Bluff, they are able to both deliver food to homes and also bring people to the meal sites and take them home. In Corning, they are only able to deliver meals to homes, and take people home from meals at the congregate sites. As time allows, the driver will also stop at stores or pharmacies on the homeward bound trip, as time allows.

This program is grant funded through Tehama County and administered by the City of Red Bluff with a 2007-08 grant of \$13,205 for transportation alone. The fleet consists of three vans and one sedan; the vehicles are used for home delivery in all three communities and passenger transportation to the congregate sites in Corning and Red Bluff. There is no transportation provided to the congregate site in Los Molinos.

## **Far Northern Regional Center / North Valley Services**

The Far Northern Regional Center (FNRC) provides services for persons with developmental disabilities. The center provides case management services and coordinates community resources such as education, health, welfare, rehabilitation and recreation for the developmentally disabled. The center serves the following counties in Northern California: Butte, Glenn, Lassen, Modoc, Plumas, Shasta, Siskiyou, Tehama, and Trinity. The FNRC is headquartered in Redding with field offices in Chico, Susanville, and Mt. Shasta.

In Tehama County, the FNRC contracts with North Valley Services to provide transportation for their clients. Based in Red Bluff, North Valley Services (NVS) is a private non-profit agency providing a variety of services to nearly 260 developmentally disabled clients in Tehama, Glenn and Lassen Counties. Clients are transported daily to a number of different programs using TRAX or ParaTRAX when feasible, or by the NVS fleet when public transit is unable to meet the client's specific needs. NVS has been successful in receiving FTA Section 5310 grants for eight years in a row, leveraging local funds with FTA dollars. This is a significant accomplishment as NVS has limited resources and the 5310 grant is a state-wide competitive program. TCTC and TCTAB strongly endorse the annual NVS application, as NVS services to the disabled community could not be provided by the regional transit system.

Every effort is made by NVS and Tehama County to coordinate services. For the past seven years a minimum of 20 NVS clients have used the ParaTRAX system, Monday thru Friday which allows NVS to provide critical transportation services outside the greater Red Bluff area. NVS clients also use ParaTRAX on Saturday for shopping or recreational purposes.

NVS provides door-to-door fixed route service Monday through Friday on seven routes, although the routes change fairly often depending on the clients being served. The fleet consists of approximately 40 vehicles, including 14 buses, 15 15-passenger vans, and 17 cars/trucks, which travel approximately 14,000 miles per month. Their operating expenses in 2006 totaled \$644,000, most of which was covered by the contract with the Far Northern Regional Center.

In addition, FNRC also contracts with Lighthouse, described below.

## **Lighthouse**

Lighthouse is a day program for adults with special needs. Clients are brought to their facility by Laidlaw, through a contract with the FNRC. In addition, Lighthouse owns one accessible 10-passenger van. They also provide mobility training through their Independent Living Services, which teaches clients how to use the TRAX system, including locations of landmarks and bus stops, in order to give them a greater degree of independence in the community.

## **CalWORKs**

The CalWORKs program provides temporary financial assistance and employment focused services to families with minor children who have income and property below State maximum limits for their family size. Most able-bodied aided parents are also required to participate in CalWORKs employment services programs.

Tehama County CalWORKs owns three vans which are driven by Social Service aides to take clients to Welfare-to-Work activities such as training and interviews. These are not regularly

scheduled but are on a case-by-case basis. The aides spend up to 80% of their workday solely on transporting clients.

For fiscal year 2007/2008, CalWORKS provided 5200 trips (2600 round trips) totaling 35,000 miles. Combining the cost of the three aides and the mileage cost at \$0.485 per mile, annual transportation costs for CalWORKS was \$136,000.

### **New Directions to Hope**

New Directions to Hope (NDTH) is a non-profit organization providing mental health services for dysfunctional or emotionally stressed families. They are contracted through the Tehama Department of Social Services. Services include counseling and training in autism, parenting, anger management, and eating disorders, among others. Their Wraparound program supports families in becoming independent of social services, and in keeping custody of children who might otherwise be placed in foster care. Wraparound Services has a transportation component, where clients are transported to job interviews, community resource centers, and to NDTH meetings. NDTH owns 2 vans and a car. Transportation is on a case-by-case basis. They have offices in both Redding and Red Bluff.

### **Northern Valley Catholic Social Services (NVCSS)**

NVCSS is headquartered in Redding, but has offices in Red Bluff and Corning, as well as in other northern counties. Their Home Help for Hispanic Mothers program serves approximately 300 undocumented immigrant Latinas with less than an eighth-grade education. Under this program, transportation to medical appointments using one four-passenger car is provided.

### **Pathways to Success**

Pathways to Success is a day program offering activities and opportunities for individuals with developmental challenges. Transportation is provided to their adult daycare program using their two vehicles Monday through Friday.

### **Tehama Estates Retirement Home**

Tehama Estates, a senior housing complex in Red Bluff, provides transportation for their residents for scheduled appointments and errands, Monday through Friday, from 9:00 am to 12:00 pm using one van.

### **Lassen House**

Lassen House in Red Bluff is a private for-profit assisted living facility housing approximately 70 residents. They own an accessible 12-passenger van which they use to transport their residents to a wide variety of activities, including medical appointments and social activities. They do not provide any transportation for the general public.

## **Student Transportation Services and Programs**

### **Home to School Transportation**

Fixed route school bus service for K-12 students is provided through the 18 school districts in Tehama County. School buses operated by or under contract to various school districts provide the primary source of transportation for students during the academic school year with numerous stops along major transportation corridors.

In Tehama County, school districts have worked closely together for decades to provide the greatest amount of transportation service to students using limited resources. Because of the high degree of coordination already happening between and among schools, any strategies for transportation improvements which involve school district resources would require the review and approval of both the elementary and high school boards in the district.

### **Red Bluff Elementary & High School Districts**

For approximately 30 years, the Red Bluff school districts have been coordinating transportation services in the following ways:

- Joint procurement of vehicles – some bus owned by Elementary ; some by high school
- Shared routing and shuttling of students
- Shared expenses
- Elementary School District transfers their State funds to RB HS to operate transportation
- Shared Drivers are HS District Employees --- Note both districts OWN buses – but HS provides drivers
- One bus barn/ bus yard

Charles Allen, the Superintendent of the Red Bluff Elementary School District, stated that, “We definitely have a everyday working partnership to provide services to the community. We want to work together to maximize services. We hope to expand our partnership with TRAX as the afterschool transportation has worked really well for Metteer School.”<sup>17</sup>

### **Corning Elementary & High School Districts**

The Corning Elementary and High School Districts have coordinated on filling the transportation of their students for almost 10 years, with a signed agreement between them. Per this agreement, transportation expenses are split with 40% being paid by the Elementary District, and 60% paid by the High School District. The Corning Elementary also school provides a 12-week block of transportation for after school tutoring.

Students beyond ½ mile from school are eligible for transportation. This includes Rancho Tehama Reserve, which, while it has its own elementary school with 90 to 95 students, sends middle (6, 7, and 8 grade) and high school students to Maywood Middle School and Corning High School in Corning. In addition, some elementary school children travel to Woodson Elementary in Corning. Several buses provide extensive service through RTR on paved roads.

While efforts are made to avoid comingling high school students with middle school students, sometimes this occurs. This also occurs when students are picked up form RTR in the morning. To help keep order on the buses, cameras have been installed on the middle buses and plans to install cameras on high-school buses.

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<sup>17</sup> Interview, October 7 2008

Coordination between the two districts includes but is not limited to:

- Shared routes
- Shared facility (1 bus barn; bus yard)
- Shared mechanics
- Operating costs: fuel, etc.
- Shared drivers: drivers are employed by each district and bargain agreements are in place; routes are bid by seniority,
- Coordination of field trips: if the High School does not have a driver available, then the Elementary District fills in, and vice-versa.

### **Tehama County Department of Education After-School Program**

The Tehama County Department of Education runs an after-school activities program which provides transportation to the student participants. Through their county-based after-school program, they transport students to 27 different program sites on field trips. For trips of fewer than 8 students, they can use the one of the four vehicles owned by the program; beyond that, all trips are contracted through North Valley Services, Paratransit Services, Laidlaw, or sometimes through school district which owns vehicles.

### **Head Start**

Northern California Child Development is the grantee in Tehama County for Head Start. It is supported through Federal Head Start and First Five California Commission grants. NCCD owns 20 vans which they use primarily in their home visit program. When families don't have transportation to bring their pre-schooler to a Head Start center, home visitors go to the home once a week to work with the child. Additionally, the vans are used to transport the children and their parent(s) to medical, dental, or other social service appointments.

### **Other Local Transportation Services**

The following providers offer other transportation options within Tehama County and beyond.

#### **Taxi and Livery Services**

There are two privately owned and operated taxi services in the City of Red Bluff. The Sunset Cab Company offers traditional taxi service 24 hours a day every day. The company operates two metered taxicabs, neither of which is accessible for wheelchairs; however, standard non-electric wheelchairs can be accommodated in the trunk.

Senior Ride-On is a private for-profit licensed taxi service available for riders who are over 55 years old and ambulatory. Rides are available for any purpose, Monday through Friday, 8 AM to 5 PM. Riders make reservations for the service, sometimes months in advance, however, same-day service is also available if the cab is not already reserved. While there is no meter, the vehicle is equipped with a special odometer allowing the operator to track mileage for up to two trips at a time.

Both services charge the standard fare of \$4.00 for the first mile and \$2.40 for each additional mile, as set by the City of Red Bluff. Sunset Cab also charges a "standby" rate of \$30 an hour

(50 cents a minute), and offers a 10% discount for seniors and persons with disabilities, while Senior Ride-On charges one rate for everyone with no standby charge. Sunset has requested a fare increase from the City due to the rising cost of gasoline, and anticipates this will be acted on in May 2008.

Up until recently, there was also a taxi company based in Corning; however, this company has ceased operations.

In addition to these two taxi companies, Impressions Limousine in Red Bluff is a private for-profit company providing hired car services using two Lincoln Town cars, primarily for special occasions.

## Inter-County Transportation Services

### Greyhound

Greyhound Lines Inc. provides fixed route interregional and cross-county transportation from Red Bluff on a limited basis. They provide service between Sacramento and Redding, passing through Oroville and Chico, with some runs stopping in Red Bluff. In Red Bluff, the station is located at Sunshine Food & Gas, 22700 Antelope Blvd., and is open from 5:00 a.m. to 10:00 p.m. all year. There are two northbound and two southbound trips per day, departing Red Bluff between 10:00 and 11:00 in the morning. Figure 4-3 below shows the trips on this route and those which stop in Red Bluff.

**Figure 4-4 Greyhound Schedule (April 2008)**

Northbound				
Dep Sacramento	Oroville	Chico	Red Bluff	Arr Redding
03:30 a.m.				06:10 a.m.
07:00 a.m.	8:35 a.m.	9:20 a.m.	10:10 am	10:50 a.m.
06:00 p.m.	7:35 p.m.	8:20 p.m.	9:10 p.m.	09:50 p.m.
08:45 p.m.				11:25 p.m.
Southbound				
Dep Redding	Red Bluff	Chico	Oroville	Arr Sacramento
4:50 a.m.				7:30 a.m.
7:30 a.m.				10:10 a.m.
9:50 a.m.	10:30 a.m.	11:20 a.m.	12:05 p.m.	1:40 p.m.
5:35 p.m.	6:15 p.m.	7:05 p.m.	7:50 p.m.	9:25 p.m.
11:10 p.m.				1:50 a.m.

Source: www.Greyhound.com

## **Mt. Lassen Motor Transit**

Mt. Lassen Motor Transit, based in Red Bluff, provides scenic tours, day trips, charter service and daily service from Red Bluff to Susanville. Mt. Lassen Motor Transit operates one round trip on the contracted U.S. Mail delivery truck daily (except Sundays and holidays) from Red Bluff to Susanville, passing through Mineral, Chester and other intermediate towns. The one-way fare from Red Bluff to Susanville is \$25.00.

The mail truck leaves Red Bluff at 8:00 AM and arrives in Susanville at approximately 1:00 PM. The return trip leaves Susanville at 2:00 PM and arrives in Red Bluff at approximately 4:45 PM. The bus stop in Red Bluff is located at 22503 Sunbright Avenue (the transit office); in Susanville, the mail truck stops at Hart's Café on Main Street and at the Senior Center.

## **Shasta College Transportation**

Shasta College runs a fixed route service which connects to TRAX in Red Bluff and takes riders to Shasta Community College in Redding.

Shasta and Tehama used to be in separate community college districts. In the 1960's, Tehama joined Shasta Community College District with the promise that Shasta College would pick up students in Tehama. Since then both Tehama and Shasta Counties developed transit systems, but neither of them cross county lines. Shasta College and Tehama County have an agreement that TRAX will "sweep the county" for Shasta College students and bring them to the transfer point at the north end of Red Bluff (Rio and Walnut), where they can transfer to Shasta College transit to go to the college in Redding.

The Red Bluff College Center, at 900 Palm St., will remain open until the Summer of 2009, when the college will open a more substantial Red Bluff campus. At that time, the service between the Red Bluff and Oroville campuses are anticipated to be discontinued.

## **Airport Transportation**

There are two publicly owned general aviation airports within Tehama County: the Corning Municipal Airport and the Red Bluff Municipal Airport, owned by the respective cities. In addition, small airfields exist in or near the communities of Lake California, Bowman, Rancho Tehama and Vina. All of these airports serve private pilots in the area and do not provide any commercial service. The California Department of Forestry operates two State permitted heliports, one at the Vina Fire Station and one at Lyman Springs, serving functions such as fire fighting and emergency medical evacuations.

While there is no commercial aviation service in the area, major carrier commercial service is available at the City of Redding Municipal Airport in Shasta County and the City of Chico Municipal Airport in Butte County. National and international connections can be made from these locations via the Sacramento International Airport, the San Francisco International Airport, and the Los Angeles International Airport.

## **Rail Service**

Rail service in Tehama County runs on two single-track rail lines connecting Sacramento, California, to Portland, Oregon. The Union Pacific Railroad and California Northern Railroad services focus primarily on freight hauling facilities available at Red Bluff, Corning, Tehama, Richfield, Gerber, Vina, and Los Molinos.

Amtrak provides passenger service in northern California via the Coast Starlight route which runs from Seattle, Washington to Los Angeles, California. The Coast Starlight passes through Tehama County twice a day on its way between Chico and Redding (once northbound and once southbound) without stopping in Red Bluff. At this time there are no passenger rail stops within Tehama County.

Amtrak’s connecting bus service to the Capital Corridor service in Sacramento, and to the San Joaquin service in Sacramento and Stockton, is available several times per day with stops in Chico, Red Bluff and Corning. There are four southbound Amtrak buses a day which stop in Red Bluff at: 4:25 a.m., 6:55 a.m., 12:50 p.m., 3:05 p.m. Passengers on Amtrak connecting bus service must have a rail ticket to board the bus.

Following are transit maps for Tehama County, showing the county overall (Figure 4-5), and detail maps for Red Bluff and Corning (Figure 4-6).

Figure 4-7 is an inventory of all transportation service in Tehama County.

Figure 4-5: Tehama County Transit Services and Activity Centers

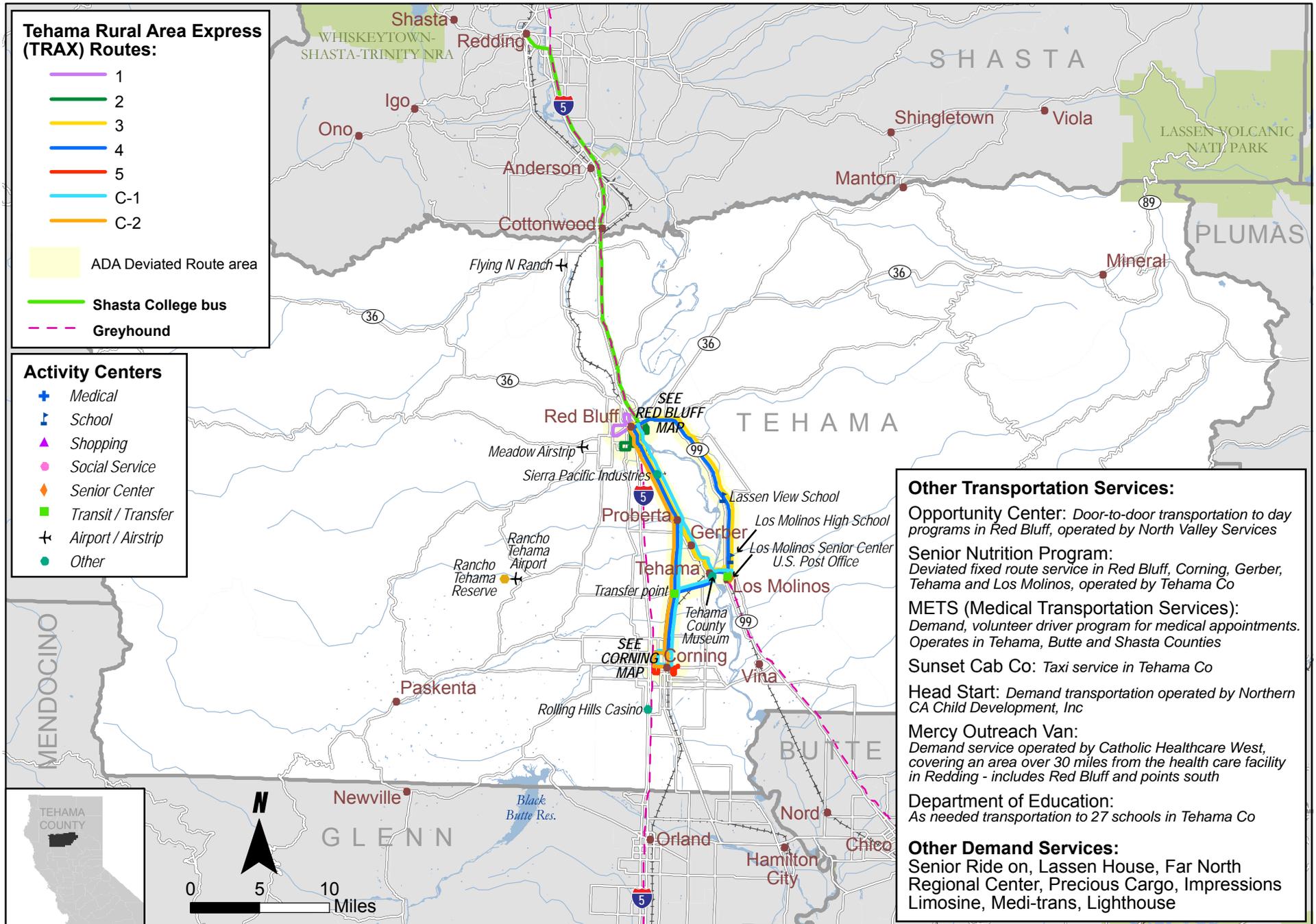
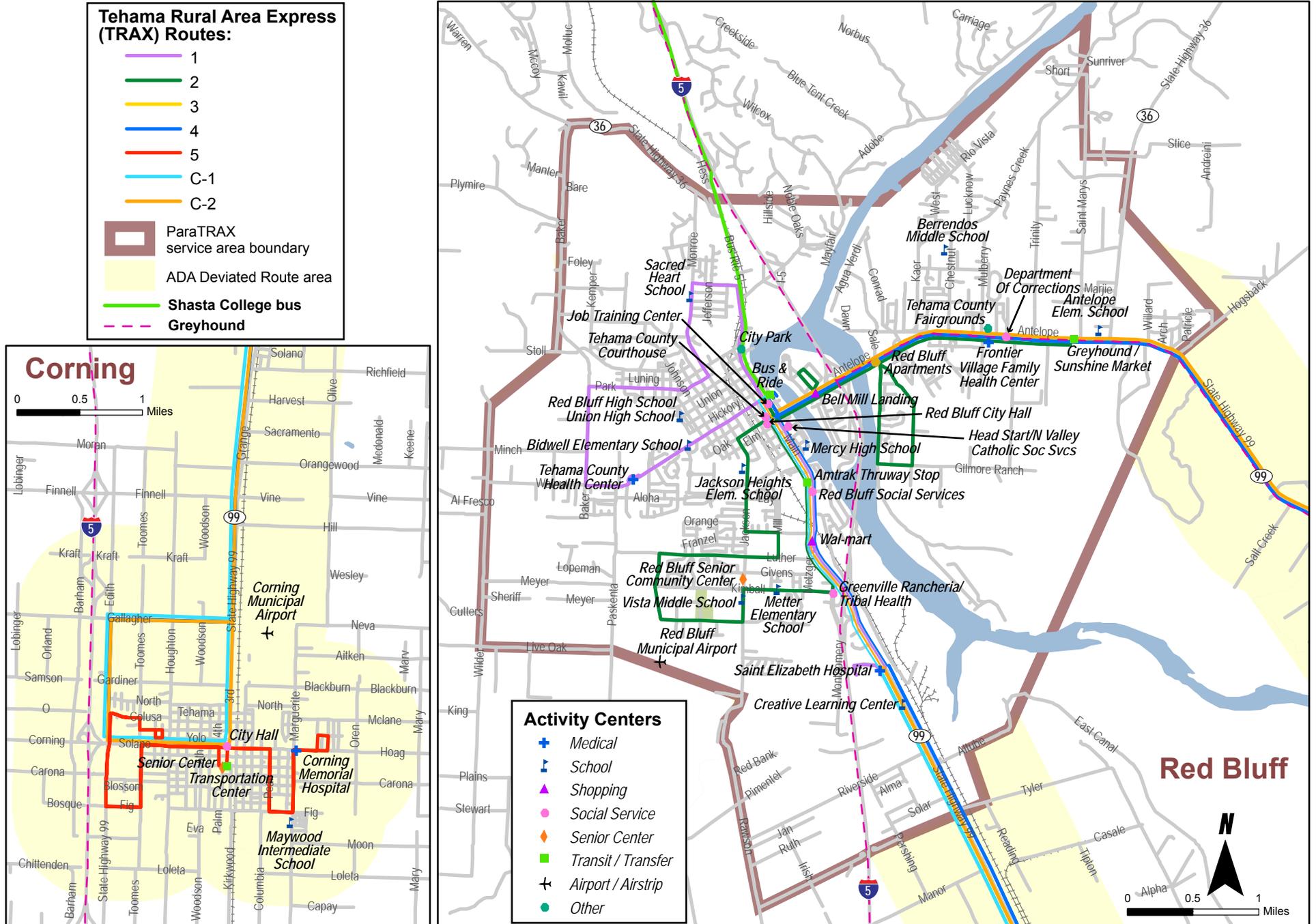


Figure 4–6: Corning and Red Bluff Transit Services and Activity Centers



**Figure 4-7 Transportation Provider Inventory**

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Number of Drivers	Driver Training Program	Vehicle Maintenance Provider	Miscellaneous Comments
		Public Transit	Operates transportation	Funds or subsidizes transportation	Volunteer / staff drivers	Provides I&R													
Alternatives to Violence	Non-profit				X	X	Alternatives to Violence	Transport clients (victims of domestic violence) in personal vehicles for safety; or purchase passes	Not available	Not available	Not available	See notes	Not available	Not available	Not available	Not available	Not available	Not available	The only transportation offered to clients is if the client is in the shelter and they need to take them to the hospital or some other emergency, the staff uses their own personal vehicles to give them a ride. There is no regular transportation offered.
Arcadia Healthcare	Private for-profit				x		Arcadia Healthcare	Private healthcare staffing for hospitals, nursing homes, medical offices and in-home healthcare	Private pay			Demand	Clients	Caregiver vehicles	Not available	Not available	Not available	N/A	Clients can arrange transportation to medical appts a few days in advance. Charges are \$18.50/hour with a 3 hour minimum. Driver can use client's car, or will drive own car for 40 cents mileage charge. Offices in Redding and Chico, do serve Tehama County.
American Cancer Society - Volunteer Program	Non-profit			X	X	X	Road to Recovery	Dedicated to eliminating cancer as a major health problem by prevention, saving lives and diminishing suffering through various programs. Provides volunteers to drive cancer patients to and fro from clinic, and also provides partial reimbursement for gas (@ \$0.14 per mile)	Community donations	approx. \$400 available per patient	Butte and Glenn Counties	Demand response	Cancer patients	None, volunteers vehicles, if any	Not Applicable	Not Applicable	Not Applicable	Not Applicable	
CalWORKs	Non-profit		X	X	X		Social Services	Social Services aides (2) will transport people to Welfare-to-Work activities, which are required of everyone who is receiving welfare.	CalWORKs Single allocation (Federal, State)	\$ 135,743	Tehama County	Demand	Only people who have Cash Assistance (CalWORKs Cash-aid)	3 vans (7-pax)	4200	3	None, defensive driving through DMV required	Contracted to Private Vendor through a service manager	
Catholic Healthcare West	Private Non-profit		X	X	X		Mercy Outreach Van	Provides transportation for patients 30 miles or more from Mercy Care Ctr.	Mercy Found. & Catholic Health Care	\$ 20,000	Area over 30 miles from health care facility	Demand	Hospital patients	2 vans, one is ADA compliant	1500	8	In-house training / orientation, no special license required.	Contracted to local mechanic	

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Number of Drivers	Driver Training Program	Vehicle Maintenance Provider	Miscellaneous Comments
		Public Transit	Operates transportation	Funds or subsidizes transportation	Volunteer / staff drivers	Provides I&R													
City of Red Bluff	Public	X	X	X	X		Senior Nutrition Program	Transport seniors to/from centers in Red Bluff, Corning, and Los Molinos for meals	Fed/State Grants, donations, County & AAA funds	\$ 300,000	Red Bluff, Corning, Gerber, Tehama, and Los Molinos	Fixed	Elderly	Total 4: 3 vans and 1 bus	Not available	4	Not available	Not available	
Far Northern Regional Center (FNRC)	Non-profit		X		X		Far Northern Regional Center (FNRC)	Provides transportation services through public transportation systems and contracted providers to developmentally disabled	State Dept. of Developmental Services (DDS)	Not Applicable	Chico = Plumas & Lassen, Redding = Modoc, Siskiyou, Tehama & Trinity Co's	Demand	Developmentally Disabled	See note --->	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Each county has many transportation options based on client needs (public transit vouchers, reimbursements, etc). Other contacts Karen Loeper in Redding 222-4791 and Larry Withers in Chico 895-8633
Greenville Rancheria	Tribe		X	X	X			Transports patients of the clinic and tribe for errands, doctors appt, etc at no expense to them	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available	Not available		
Greyhound Bus Lines	Private for profit	X	X		X		None	Intercity Bus Transportation	Private	Not Available	3,100 destinations across North America	Fixed	Public	Accessible and limited accessible buses	Not available	N/A	Not available	Not available	Accessible buses (wheelchair lifts) available with 48-hour notice, otherwise other options available.
Impressions Limousine	Private for profit		X		X		None	Transportation to airport, weddings, and special events	Private	Not Applicable	Tehama County	Demand	Residents	2 Lincoln Town cars	3,000	1	Not available	Not available	
Lassen House	Private for profit		X		X		None	Assisted living facility	Private	Not Available	Tehama County	Demand	Medical and community access	1- 14- passenger bus	250	1	In-house with other drivers	Contracted - local shop	
Lighthouse	Private		X		X		Lighthouse	Provide transit to developmentally disabled	Far Northern Regional	Not Available	Tehama county	Demand	Developmentally disabled adults	1 10- passenger bus and private vehicles	11,000	15	Not available	Not available	Laidlaw provides a.m. service & TRAX provides p.m. services
Mercy Medical Center	Private / Non-profit		X	X	X		Mercy Outreach Van	Van that goes to Red Bluff to pick up cancer patients and patients of other kind	General fun of the Hospital Budget	\$20,000	transportation for patients 30 minutes or more from Mercy Care Center	Free service, voluntary drivers	Patients with recurring medical appointments such as cardiac rehabilitation or radiation treatments for cancer.	3 vans, one of which is wheelchair accessible, owned by Hospital	Not available		In-house orientation and wheelchair life training	Contracted to local shop	Van schedules depend on treatment schedules, with cardiac rehabilitation occurring on Monday, Wednesday & Friday. Conducts approx. 3 rides per week. Very erratic schedule of the vans, average monthly miles could not be calculated
Merit Medi-trans	Private for profit		X		X		Merit Medi-Trans	NEMT	Private (bill Medi-Cal and insurance, also private pay)	\$1,500,000	Northern CA, including Red Bluff	Demand	Wheelchair & bed bound patients	32 accessible vans	75,000	40	In-house program for 1-2 weeks, Drivers require first aid and CPR training	In house (85%), contracted to local garage for tire alignment, smog check etc	Have contract with care home

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Number of Drivers	Driver Training Program	Vehicle Maintenance Provider	Miscellaneous Comments
		Public Transit	Operates transportation	Funds or subsidizes transportation	Volunteer / staff drivers	Provides I&R													
METS - Medical Transportation Services	Public	X	X	X	X		METS	Volunteer-driver program for medical appointments	LTF and/or STA	\$53,730	Tehama, Butte and Shasta Counties	Demand, volunteer	Medical	Personal vehicle	75,000	10 drivers	In-house safety program, require valid CA license with good CHP report, public and property liability insurance, current DMV H-6 printout (10 year) & 3 references	None, vehicles maintained by owners	Public - Private partnership. Volunteer drivers using personal vehicles
Mt. Lassen Motor Transit, Inc.	Private for profit	X	X		X		Mt. Lassen Motor Transit, Inc.	Tour & charter services	Private	N/A	Tehama County	Fixed and Demand	Seniors and students	8 large buses	15,000 for schools	12	Not available	Not available	Tourism oriented...national parks, sporting events, casinos, etc.
New Directions to Hope	Non-profit		X		X		Wraparound Program	Takes clients to job interviews, community resources in the area and to/from their house to attend meetings at the agency.	State	to call and check with Acc office	Los Molinos, Red Bluff, and Corning	Demand	Disadvantaged persons, including from foster families	2 vans, 1 car	Not available		No	Maintained at local garage	It is a contracted program through the Department of Social Services
New Directions to Hope	Non-profit	X	X	X	X	X	CHAT	For victims of child abuse	Not available	Not available	Not available	Demand	Victims of child abuse	1 van	Not available		Not available	Not available	
North Valley Services (NVS)	Private Non-profit		X		X		Opportunity Center, or North Valley Services	Disabled services provider for developmentally disabled adults	Funding through Far Northern RC	\$600,000	Tehama County & parts of Glen and Lassen	Door-to-door fixed route	Developmentally disabled	Total 46: 14 buses, 15 vans, & 17 cars/trucks	45,000	Total 61: (10 full time)	In-house Sensitivity training, drivers meetings, basic safety and wheelchair lift, Class B license required	In-house for light maintenance, contracted to TRAX for heavy mechanical maintenance	Provide transportation, job training and life skills training for disabled
Northern CA Child Development, Inc.	Private Non-profit		X		X	X	Head Start	Social service for low income families	Fed. Headstart Grant & CA First Five Comm. Grant	\$31,300	Tehama County	Demand	Preschool children and their families	20 vans and 3 buses	Not available	30	Not available	Not available	Clients only: Child needs, i.e., Dr. visits, parental meeting and training
Northern Valley Catholic Social Services	Non-profit		X		X	X	Home Help for Hispanic Mothers	Transports needy mothers to / from doctors appointment visits	Not Available	Not Available	Tehama County, sometimes travel till Redding / Chico	Not Available	Mothers	1 car (4 pax)	900		Not required	Contracted to local shop	Very old vehicles, no funding for new programs, initially had a home visiting component too, but now only the Home Health for Hispanic Mothers program is partially working
Northern Valley Catholic Social Services	Non-profit		X		X	X	Independent Living Skills	Transport foster youth to help them become self sufficient					Foster Youth	1 van (8 pax)	1,113				
Pathways to Success	Private		X		X		Pathways to Success	Provides transportation for adult care clients from their home to the program - all weekdays	Not Available	Not Available	Not Known	Fixed route	Developmentally disabled adults	2 vehicles	Not available	Not available	Not available	Not available	Transportation service provided only for clients of the agency
Northern Express (formerly Precious Cargo & Platinum Care)	Private for profit		X		X		Northern Express	NEMT (Private Pay)	Private	Not Available	Tehama and Trinity Counties	Demand	Disabled needing NEMT	10 accessible vans	40,000	14	In-house CPR and first aid training	In-house	*Agency name now changed to Northern Express Transportation
Senior Ride On	Private for profit	X	X		X		Senior Ride On	Transportation for seniors	Private	\$15,120	Tehama County	Demand	Seniors (55 and over)	1 Chevy Impala	3,500	1	None	Contracted to local Chevy agency	Daytime - limited on weekends. Licensed taxi, uses odometer to charge per mile.

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Number of Drivers	Driver Training Program	Vehicle Maintenance Provider	Miscellaneous Comments
		Public Transit	Operates transportation	Funds or subsidizes transportation	Volunteer / staff drivers	Provides I&R													
Shasta College	Public	X	X		X		Transportation	Provides rides to both disabled and nondisabled students	Shasta College general budget funds	Not available	Trinity, Tehama, & Shasta Counties. Connects to TRAX at Rio and Walnut, Red Bluff. Route 273 through Anderson & S. Redding to Shasta College (Redding)	Fixed	All including seniors and disabled	2 buses service Tehama County.	2,450 - (annualized average)	3	Not available	Not available	Working partnership in Tehama County.
Sunset Cab Co.	Private for profit	X	X		X		None	Taxi Service	Passenger fares	Not Available	Tehama County	Demand	Public	Two 4-door sedans	2,400	2	In-house, no special license required	Contracted to the Ford Agency	No disabled access
Tehama County	Public		X		X		Department of Education	Transportation for school kids, (K through 12)	CDE Grant, 21st Century Learning grants, monthly program fees	\$7,000 for the school year	27 schools in Tehama County	As needed	School kids (K - 12)	Contracts with North Valley Services (for 20 pax requirements) and with TRAX Paratransit (for over 20 pax)	Not available	Not available	Not required, contracted agencies train drivers. They require the drivers to be SPAB certified (as required in CA through Highway Patrol for children's transportation)	Contracted agencies maintain vehicles	They do not provide transportation directly. They just contract required transportation services with NVS and TRAX. Only 4 schools on TRAX system
Tehama County Public Works	Public	X	X	X	X	X	TRAX	Regional transportation services to public. Buses wheelchair lift equipped	LTF, STA, 5310, 5311, and fares	\$1,098,883.55 (FY 07/08 Projected final)	RB to Corning, inc., Dairyville, Proberta, Gerber, Los Molinos, Tehama, & Richfield	Fixed and Demand	All including seniors and disabled	11 buses; 6 coaches & 5 cutaways, with wheelchair lifts. Vehicles include bike racks	TRAX = 250,000, ParaTRAX = 46,000 ((FY 06/07 actual)	12 Drivers; 7 FT and 5 PT	Not available	Contracted to their Transit Contractor	TRAX - Mon to Fri 6:30 to 6:30 ParaTRAX Mon to Fri 7 - 6, Sat 9 - 3 (Closed 9 holidays)
Tehama Estates Retirement Home	Private		X		X			Transports renters of the facility for scheduled appointments and errands, Mon- Fri from 9am to 12 pm	Not Available	Not Available	Within Red Bluff only	Demand	Senior Citizens in the Retirement home	1 van	Not Available	Not Available	Not Available	Not Available	
Veteran's services	Public		X	X	X	X	VA Outpatient Shuttle	To transport veterans between Shasta, Tehama and Glenn counties and points south such as Chico and San Francisco	Veteran's Administration	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Do not offer any transportation services, but refer everyone to METS, TRAX, or the VA Shuttle that comes from Redding. (530-226-7555).

## Chapter 5. Needs Assessment

This chapter summarizes the range of transportation needs among the three target populations.

### Stakeholder Input

Service gaps and coverage needs were identified through interviews, both in-person and by telephone, and through meetings with stakeholder groups from across the county. Stakeholder groups were selected through consultation with local staff from the Tehama County Department of Public Works.

Stakeholder organizations and representatives that were interviewed or otherwise provided feedback during the course of the study are listed below in Figure 5-1.

**Figure 5-1 Participating Stakeholder Organizations**

Alternatives to Violence	Passages Adult Resource Center
CA Health Collaborative	Rape Crisis Intervention
Child Care Referral and Education	Red Bluff Elementary School District
Corning Senior Center	Red Bluff Union High School
Daystar Ranch	St. Elizabeth's Hospital
Downtown Red Bluff Business Ass'n	St. Elizabeth's Hospital - Perinatal Education
Elder Services Coordination Services	Tehama County Staff Management Services
Far Northern Regional Center	Tehama County Child Welfare
First 5 Tehama	Tehama County Department of Education
Mayor, City of Corning	Tehama County Health Services Agency
No. CA Child Dev't Inc. (Tehama County Head Start)	Tehama County Health Services Agency - Mental Health
New Directions to Hope	Tehama County Health Services Agency - Public Health
North Valley Services	Tehama County Health Services Clinic
Northern Valley Catholic Social Services	Tehama County Public Authority
Office of Dr. Volz, MD	Tehama County Public Works
Paratransit Services, Inc.	Tehama County Social Services

In addition, thirteen residents attended public workshops to contribute their views. In all, over 60 people participated in outreach meetings and interviews. See Appendix A for a list of attendees.

This chapter compiles and summarizes the feedback received from these individuals and organizations. The result is a preliminary list of unmet transportation needs in the county that will serve as a basis for developing key strategies. Needs are arranged by trip type/purpose, and are then broken down according to population group in order to pinpoint groups affected by gaps in service.

## Travel Needs in Tehama County

### **Key Origins and Destinations**

Red Bluff is the largest city in Tehama County, and also has a large number of transit-dependant residents. Most jobs are in Red Bluff, Gerber and Corning, with some near Interstate 5 but not within any town. Both Redding to the north in Shasta County, and Chico to the east in Butte County, are major destinations for residents of Tehama County. These cities provide employment, education, shopping, recreational and medical services not available in Tehama.

## Medical Trips

### **All Three Target Populations**

Tehama County’s Medical Transportation Services (METS) volunteer driver program focuses on serving inter-county and intra-county medical trips unable to be served by TRAX and ParaTRAX. However, there are some challenges:

- The demand for medical trips outstrips the supply of volunteer drivers. Indeed, a sufficient number of volunteer drivers is difficult to maintain because of the rising cost of gas compared to the reimbursement rate and because of insurance issues faced by the volunteer drivers.
- METS is unable to serve trips that require an accessible vehicle.

While there are other private companies (e.g., Arcadia and Northern Express) that do provide medical transportation services, their rates are generally unaffordable by persons in the three target populations.

### **Cancer Patients**

The American Cancer Society also provides volunteer driver services but only to cancer treatments. As with METS, this program is unable to serve trips that require an accessible vehicle.

### **Medi-Cal-Sponsored Non-Emergency Medical Trips for Medicaid Recipients**

One carrier in Chico, Merit Medi-Trans, provides non-emergency medical transportation to Medicaid recipients. However, rates for these private carriers limit the amount of service that they provide. Beyond a 10-mile radius of Red Bluff, rates can be very expensive. Medicaid coverage is available only for pre-approved trips.

### **Dialysis Patients**

The county’s first dialysis unit was recently established on the campus of St. Elizabeth’s Medical Center. Treatments are given on Monday, Wednesday and Friday, and would offer it on Saturday but do not have enough patients to support Saturday treatments. ParaTRAX is available only to ADA eligible riders living in Red Bluff. While dialysis patients can also access METS, accessible vehicles and trained professional drivers are not part of METS.

## **Hospital Patients**

Hospital patients who do not qualify for or have access to other medical transportation services in the county may receive service directly from the hospitals. St. Elizabeth's in Red Bluff and Catholic Health Care West in Redding occasionally provide transport to patients who have no other means to access care. However, Catholic Health Care West only has three vans available, so these services are limited.

## Agency-Sponsored Trips

### **Persons with Developmental Disabilities**

Persons with developmental disabilities receive good service coverage on weekdays through the North Valley Services (NVS), funded by the Far North Regional Center. With its fleet of 40 vehicles, NVS provides inter-county and intra-county service to work and training sites. In addition, residential units have their own vehicles.

### **Seniors**

Title III funds for senior nutrition programs are used primarily for meals-on-wheels programs and only incidentally for the transportation of seniors home from the congregate meal sites. Ride On provides transport service exclusively for seniors to attempt to fill the service gap, but is only one vehicle. Also note that METS riders (see above) are mostly seniors. Longer trips on TRAX and waiting for TRAX, especially during certain seasons, can be problematic for some senior riders, especially those that are frail.

### **Other Agency-Sponsored Clients**

Some social service agencies have minimal funds available to provide transportation services to clients. Many rely on TRAX, volunteer drivers, or mileage reimbursement, but many public programs or social service courses such as pre-natal classes or rape crisis programs take place in the evening when TRAX is no longer in service, and the number of volunteer drivers is scarce. Client transportation is bundled into tasks for IHSS caregivers; however, these caregivers are not reimbursed for mileage, gas or wait time. Lastly, it was reported that transporting of children from foster homes to the school in their former neighborhood can be problematic.

## Employment and Training Trips

### **Prospective/Current Employees**

Because the service hours of TRAX and ParaTRAX end in the early evening, many workers on second or third shifts are left without transportation either to or from work. Using either of these services to also transport their children to and/or from childcare is problematic. Except for ADA-eligible workers who live and work in Red Bluff, there is no available public transit for weekend trips. Limited intercity services to Redding and Chico can further limit employment prospects for county residents, because the schedule and frequency are not conducive to typical commuting times.

### **Prospective/Current Employees in Unserved Cluster Markets**

Many remote areas in Tehama County are unserved by TRAX, leaving workers without means of accessing jobs. The various mobile home parks in the county and Rancho Tehama, a

community with many unpaved roads, suffer from lack of a transit connection to other parts of the county.

## Student Commute Trips

### **Shasta College Students**

Currently, the Shasta College Shuttle Bus (that is accessible) interfaces with TRAX in Red Bluff. However, when Shasta Community College establishes a new facility in Red Bluff in 2009, this shuttle may cease operation.

### **Rancho Tehama Students**

There are approximately 60 students living in Rancho Tehama who attend Corning High School and are unable to participate in after school activities due to the lack of transportation. The same problem occurs for the students who attend the middle school in Corning.<sup>18</sup> Typically, 20% of students participate in these programs. If there was a bus returning to Rancho Tehama later in the day, these students could participate in these after-school activities.

## Other Miscellaneous Trips

### **Seniors**

As mentioned above, extreme weather patterns in both summer and winter make the use of TRAX uncomfortable for many senior riders. Walking in heat, cold and rain, and then waiting at stops without shelters can not only be uncomfortable but also dangerous for those who might be weak or frail. Senior paratransit services could help accommodate this population. Some stakeholders are of the view that many more seniors could qualify as ADA-eligible, but have a psychological barrier to being qualified as “disabled”. Some stakeholders suggested that ParaTRAX be extend to include seniors and not just limited to ADA certified riders.

The lack of evening and weekend service for the general public means that non-ADA seniors can't go to evening events, shop on Saturdays or attend church services using transit. Outside of TRAX weekday hours, the only services available to seniors (not eligible for other services) are Ride-On<sup>19</sup> and Sunset Cab Company. These companies operate primarily in the Red Bluff area. For seniors, this translates to lack of accessible transport for a range of activities in the evenings and on weekends.

Finally there is a shortage of inter-city services to take seniors to Redding or Chico, with Greyhound and Amtrak Coach being the only providers on weekends.

### **Persons with Disabilities**

For ADA qualified individuals, ParaTRAX and TRAX respectively provide services only within Red Bluff or along ¾-mile route corridors elsewhere in the county. On the weekends, ParaTRAX Saturday service is available, but only within Red Bluff. For persons with disabilities, there is virtually no transportation service available on Sundays.

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<sup>18</sup> Unmet Needs Hearing at the Tehama County Transportation Commission Meeting, May 2008

<sup>19</sup> Ride-On will drive long distances (up to three or four hours each way) if scheduled well in advance. This service has one driver and one car and thus has limited available service hours.

## **Persons with Low Income**

In households where just one automobile is available, a common situation in households of low income and in predominantly Hispanic communities, the car is most often used by the head of the household to commute to work. Other members of the household are left with no means of travel. If the household is outside the TRAX service area, these individuals are left with no options for transportation.

## **Youth**

Because of TRAX's limited hours, youth have no way to get to jobs or to recreational activities on weekday evenings or on the weekends. Many entry-level jobs are in retail or fast food, which are open and sometimes see the bulk of their business during these time periods.

## **Summary of Unmet Needs**

This assessment process revealed several significant unmet needs among transit-dependent individuals for:

- Weekend public transit service
- Weekday evening public transit service
- Expanded public transit service to include unserved areas in the county and additional parts of the county on weekends (beyond Red Bluff)
- More affordable and accessible services to medical facilities and appointments
- More options for employment trips
- More paratransit options for seniors

## **Coordination Issues**

The following section describes current efforts at coordination and explores possibilities and barriers for future coordination of transportation services.

### **Existing Coordination of Services**

Coordination efforts occurring at present are: the American Cancer Society's arrangement with METS to reimburse them for transporting cancer patients to treatment; NVS clients riding TRAX and or ParaTRAX; the Shasta College connection with TRAX in Red Bluff; and TRAX bus stops at Greyhound and Amtrak locations within Red Bluff and Corning

### **Opportunities for Coordination**

Opportunities for coordination may include:

- Coordination with a current carrier or carriers to provide accessible, demand-responsive service on weekday evenings and weekends when TRAX is not in service. North Valley Services has a large fleet of buses which is not in use on the weekends. They have expressed a willingness to explore possibilities of having these wheelchair accessible vehicles used for weekend demand-response or fixed route services.
- Coordination among transportation services/programs focused on medical transportation. It may be possible for Tehama County or Paratransit Services, Inc. to become certified

as Medicaid carriers, which would provide Tehama with greatly increased service for people under Medicaid.

- Improved coordination between inter-county and inter-city services and TRAX, e.g. Greyhound.

## Major Barriers to Coordination of Services

Because of the low density and sparse population of Tehama County, transportation needs for individuals can be unique to their circumstances. Those interviewed did not see many opportunities for coordinating services, with the exception of those mentioned above. Barriers include the *perception* of restrictions on the use of funds and vehicles; for example, while several stakeholders perceived that vehicles purchased with Section 5310 funds must be used solely for transportation programs for persons who are elderly and/or disabled, Caltrans guidelines do allow the use of vehicles for other populations. See below.

## Use of 5310 Vehicles

- Vehicles acquired under the Section 5310 program must be used primarily for elderly persons and persons with disabilities **a minimum of 20 hours of service per week**. Services are to be provided only within the legal jurisdiction of the grantee. There are three categories of eligible sub recipients of Section 5310 funds: page 20 and 21 of the Section 5310 FTA Circular indicates eligible sub recipients. (<http://www.fta.dot.gov/documents/C9070.1F.pdf>) :

### 6. ELIGIBLE SUBRECIPIENTS.

- a. Private non-profit organizations;
- b. Governmental authorities that certify to the chief executive officer of a State that no non-profit corporations or associations are readily available in an area to provide the service; and FTA C 9070.1F Page III-3
- c. Governmental authorities approved by the State to coordinate services for elderly individuals and individuals with disabilities.

Some programs are limited to a specific clientele (i.e., Veterans, seniors, developmentally disabled, etc.) and are not well coordinated with others; it may be difficult to transport certain populations with other people, such as children in the Child Protective Services system, parolees, and seriously ill or disabled travelers who need more assistance. Some agency transportation is not on a regular schedule, which also makes coordinating with others difficult.

## Duplication of Services

Several public and non-profit agencies provide transportation from Red Bluff to Chico and Redding for medical appointments. There may be opportunities to organize these trips to use these resources more efficiently. However, as mentioned above, some populations can't be transported together.

## Chapter 6. Identification of Strategies and Evaluation

The focus of the coordinated plan is to identify strategies and solutions to address the service gaps and unmet transportation needs presented in Chapter 5. This chapter identifies these strategies, and presents a set of criteria used to evaluate them. It also describes results of three workshop held in Tehama County in July 2008 to develop and prioritize strategies.

### Public Workshop

#### **Methodology**

As a community-based plan, a key focus for the Coordinated Public Transit-Human Services Transportation Plan is to ensure that agency representatives, transit providers and members of the public have an opportunity to provide input about local needs and identify possible solutions to address these needs. For this reason, three meetings were held in Tehama County; the first two were open public workshops, while the third was comprised of social service transportation providers.

On July 1 at 4:30 PM a public meeting was held at the Red Bluff City Hall, and another meeting was held at the Corning City Hall at 6:00 PM. The purpose of these two meetings was to engage the general public in the planning process, and to get their perspectives on transportation needs and solutions.

Both of these meetings were advertised in the local newspaper, on the radio, and through flyers sent to social service agencies and placed on the seats of buses. In addition, free transit to these meetings was made available and used by two to four attendees. Approximately 15 people attended the Red Bluff workshop, while two people came to the Corning meeting. Publicity materials for the meetings and a list of attendees are included in Appendix A.

The following day, a stakeholder workshop was held from 10 AM to 1 PM in Red Bluff. The thirteen attendees included representatives from St. Elizabeth's Hospital, child welfare services, the Department of Education, elder services, mental health services, and Paratransit Services. Attendees at this meeting were notified by Tehama County Department of Public Works.

## **Approach**

All three meetings followed the same agenda, modified for the number of people present. The meeting began with introductions and a review of the meeting agenda. All workshop participants were asked to introduce themselves; the general public was asked to state the town they lived in, while the stakeholders were asked to state the name of the agency they represented, and to describe any transportation services they operate or fund.

The consultant provided an overview of the Coordinated Public Transit-Human Services Transportation Plan process and purpose, explaining Caltrans' role in the completion of these plans in rural counties across the state.

Next, a brief overview of the Existing Conditions report was presented, along with an overview of existing transportation services in Tehama County and a brief review of demographic data. Finally, the consultant presented the unmet transportation needs, challenges and gaps identified by stakeholders and presented in Chapter 5 of this Plan. Participants were asked to supplement the list of needs and gaps, and confirm that they accurately represent the primary needs for Tehama County residents. A summary list of needs was presented, and is shown in Figure 6-1.

## Figure 6-1 Summary List of Needs Presented at Workshop

<p><b>Unmet Needs – Medical Trips</b></p> <ul style="list-style-type: none"> <li>• Not always enough volunteers to meet METS demand</li> <li>• METS volunteers do not have accessible vehicles</li> <li>• Medicaid NEMT service not available in Red Bluff area</li> <li>• Other private pay NEMT service available but expensive</li> <li>• Limited hospital-provided services</li> <li>• Limited taxi service available</li> <li>• Dialysis patients do not have Saturday service available</li> <li>• No TRAX service on weekends</li> <li>• ParaTRAX service on Saturdays limited (ADA-qualified trips within Red Bluff)</li> </ul>
<p><b>Unmet Needs – Persons with Disabilities</b></p> <ul style="list-style-type: none"> <li>• Weekday TRAX and ParaTRAX ends at 6:30 PM</li> <li>• No TRAX service on weekends</li> <li>• Saturday ParaTRAX limited – 9 AM to 3 PM</li> <li>• No ParaTRAX service on Sunday</li> <li>• No accessible taxicabs</li> </ul>
<p><b>Unmet Needs – Older Adults</b></p> <ul style="list-style-type: none"> <li>• Few amenities at bus stops - makes waiting for long periods difficult, especially in severe weather</li> <li>• TRAX service ends 6:30 PM on weekdays</li> <li>• No TRAX service on weekends</li> <li>• Only two other services (Senior Ride On, Sunset Cab); both limited</li> </ul>
<p><b>Unmet Needs – Persons with Low Income &amp; Workers</b></p> <ul style="list-style-type: none"> <li>• Low-income workers find barriers in getting to jobs</li> <li>• Many live in remote areas without available autos</li> <li>• Communities with unpaved roads lack transit connections</li> <li>• Bus service stops at 6:30 PM, which leaves 2nd and 3rd shift workers without transportation</li> <li>• Some social service courses are scheduled in evening</li> <li>• Childcare transport difficult on TRAX</li> <li>• No weekend TRAX service - barrier to weekend jobs</li> <li>• Limited intercity service to Redding and Chico limits employment prospects</li> </ul>
<p><b>Unmet Needs – Students</b></p> <ul style="list-style-type: none"> <li>• No public transit for weekend trips</li> <li>• No public transit on weekdays past 6:30 PM</li> <li>• Shasta College Bus from TRAX to Redding may cease service in 2009 when Red Bluff campus opens</li> </ul>
<p><b>Summary of Key Findings</b></p> <ul style="list-style-type: none"> <li>• Good public transit network within incorporated cities and connecting cities, but not in the county</li> <li>• Many community transportation services, but difficult to recruit/maintain volunteer drivers</li> <li>• Weekday evening service gap</li> <li>• Saturday service gap: An unmet need for many</li> <li>• Exception - ParaTRAX</li> <li>• Sunday service gap: An unmet need for many</li> <li>• No transit to Sunday services or shopping</li> <li>• No ParaTRAX on Sunday</li> <li>• Need for bus shelters at key stops (benches are limited and do not offer protection from elements)</li> <li>• Need to extend regional transit system to Shasta &amp; Butte Counties</li> <li>• Overwhelming local support, by those who participated in this plan voiced the need to maintain and improve existing levels of services to ensure that the needs of the transit dependant are addressed to the best of Tehama Counties' abilities.</li> </ul>

Workshop participants confirmed the items listed in Figure 6-1 are the primary issues in Tehama County. Workshop participants were then asked to focus on the outcomes of the workshop. They were asked to review a set of preliminary evaluation criteria — goals that shape the development the strategies in the workshop and in the Plan — and identify strategies.

A list of strategies was compiled and individuals spoke about the merits of various strategies and the potential roles their organizations could play in the implementation of strategies. They also discussed some of the challenges in implementing certain strategies. For example, even with some robust volunteer driver transportation programs, it is difficult to find people to volunteer their time because of rising fuel prices and insurance costs. The potential for liability concerns for volunteer programs was also shared, while others spoke about funding challenges.

Following the presentation and discussion of strategies, and a review of the evaluation criteria, workshop participants ranked the identified solutions. These rankings form the basis for the prioritization of strategies defined in this chapter.

## Evaluation Criteria

Workshop participants reviewed the following criteria and provided comments. These criteria were used by stakeholders to rank the proposed strategies as high, medium, or low priority and serve as the basis for implementation of key strategies in Chapter 7.

The evaluation criteria used are as follows:

### **1. 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

### **2. 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 with the operational capacity to carry out the strategy
- Have the potential to be sustained beyond the grant period

### **3. 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

## Coordination Strategies for Tehama County

### **Identification of Strategies**

Based on the needs and gaps identified from the first workshop and from the documents that were reviewed in Phase I of this project, a list of preliminary strategies was developed by the consultant. The strategies address the problems faced by people who are elderly or who have disabilities and those with low incomes. They were particularly focused on the three funding streams subject to this Plan—JARC, New Freedom, and Section 5310—although not limited to these funding sources.

The strategies were outlined on easel paper and described to workshop participants. Participants then asked questions and discussed the strategies before deciding on their priorities. The following section describes sixteen strategies presented at the workshop, along with sub-strategies within several of the main strategies. All of the strategies are preceded by an identified need which the strategy is designed to address. This section concludes with the prioritization ranking performed by the participants.

Figure 6-2 lists the strategies, and the following section explores them in further detail.

**Figure 6-2 Summary List of Coordination Strategies**

Category / Strategy	Priority (Votes)
<b>Information and Information Technology</b>	
1. Centralized Information*	11
2. Software that Improves Productivity	2
3. Software/Hardware to Improve Data Integrity, Cost Sharing/Allocation, Billing & Reporting	2
<b>Alternative Mobility and Service Options</b>	
4. Volunteer Driver/Escort Programs*	4
5. Taxi Subsidy Program*	6
6. Community Bus Routes	5
7. Flexible Transit Services	1
8. Agency/Employment "Tripper" Services	6
9. Job Access Strategies*	7
<b>Contracting and Consolidation</b>	
10. Joint Purchasing	0
11. Sharing Resources	9
12. Contracts with Agency Operators	0
13. Contracts with Common Service Providers	7
14. Consolidation of Functions	3
<b>Service Improvements</b>	
15.2 Expand Hours of Service (evenings)	15
15.3 Expand Service Area / add destinations	18
15.1 Expand Days of Service (weekends)	19
<b>Strategies that Improve Physical Access</b>	
16.1 Improve Bus Stop Access (sidewalks, crossings)	2
16.2 Improve bus stop amenities (benches, shelters, lighting)	11

\* Could be delivered through a Mobility Manager

## Strategy #1: Centralized Information

**Create a comprehensive directory of available community transportation services for residents and human service agencies. Ideally the centralized information will be available in multiple languages and formats, including potentially web-based or telephone formats.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Improves access to available services locally</li> <li>• Could support and facilitate inter-county travel</li> <li>• Benefits general public and agency-sponsored clients</li> </ul>	<ul style="list-style-type: none"> <li>• Requires lead organization to take responsibility for county-level and/or regional directory</li> <li>• On-going maintenance / updating is time-consuming</li> </ul>

### Applicability to Tehama County

While Tehama County staff maintains a list of SSTAC members, it does not have a centralized directory of community transportation services that can be accessed by the general public or by human service agencies, or one entity that can refer callers to services. The lack of information about community transportation services was indicated as a need. The Shasta County brochure might serve as a model, and the Tehama County Resource Guide produced by the NCCD might provide a good starting point for a directory. Such a service might be offered by a Mobility Manager. Tehama County could explore a JARC application to fund a Mobility Manager; this and other implementation strategies are discussed in Chapter 7.

### Examples of Best Practices

**Hard Copy Directory.** Access Services, Inc., serving as Los Angeles County’s Consolidated Transportation Service Agency (CTSA), publishes the Directory of Specialized Transportation Services. This is a comprehensive compilation of service and eligibility information on some 200 social service, public, medical, and commercial agencies offering transportation services within Los Angeles County.

**Telephone Referral.** Since 1992, Access Services, Inc. has also provided a telephone referral service called RIDEINFO that provides callers with quick and accurate referrals to over 200 public, private, and human service specialized transportation providers in Los Angeles County.

**Website Directory.** The transit information website created by the North Texas Transit Cooperation Association for the Dallas/Fort Worth area is a searchable directory of regional transit providers with basic contact and service information provided for each county or each region.

**Multilingual Directory.** The Toronto Transit Commission (TTC) offers multi-language transit information in more than 70 languages. Information can be obtained on-line or by telephone.

## Strategy #2: Software that Improves Productivity

**Paratransit operations are frequently called upon to increase service productivity and improve cost efficiency and then reinvest “savings” into expanded service. Two potential concepts not been widely adopted by paratransit operators include: (1) crafting a dedicated vehicle run structure that better matches the temporal demand profile; and (2) assigning to non-dedicated vehicles (e.g., taxis, MediCal NEMT providers) trips that otherwise reduce the productivity of the dedicated fleet. These concepts are not standard practice among paratransit operators because no reliable tools are available. New Excel-based software has been designed to help with these two needs. This free software is available in TCRP Report 121 on the TRB website.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Increasing service productivity provides efficiencies that can be harnessed to expand service</li> <li>• Examine different operating scenarios</li> <li>• Reduce paratransit service costs</li> </ul>	<ul style="list-style-type: none"> <li>• New tool needs refinement</li> <li>• Need internal buy-in from planning and operations staff</li> <li>• Requires staff resources to learn model, and to collect, format, and enter data</li> <li>• Requires non-dedicated vehicle providers with additional capacity</li> <li>• Rates of NDV providers may be prohibitive</li> </ul>

### Applicability to Tehama County

Rides Unlimited, the software product used by Paratransit Services (the Regional Transit System contractor) does not have tools to assist with development of a run structure. This is currently done manually. Data from Rides Unlimited however could be extracted for use with the TCRP software to explore possible ways to increase efficiency by (1) revamping the run structure to better match the demand profile; and (2) utilize non-dedicated vehicles in support of its dedicated fleet.

### Examples of Best Practices

**Non-Dedicated Vehicle (NDV) Model** The Non-Dedicated Vehicle (NDV) model was developed as part of TCRP Project B-30, now available with its user manual included in TCRP Report 121. This excel-based model, which is available free-of-charge from the TRB website, uses service information and data readily available for local parameters, such as driver/vehicle shifts, local labor practices (work shifts), driver costs, pay premiums for difficult shifts, operating and cost data, passenger trip length distributions, driver/vehicle run start and end times, passenger demand data by time of day, and availability and cost of non-dedicated vehicles.

**Pomona Valley Transit Authority** PVRTA’s Get About service uses a taxi company to improve the productivity of its dedicated fleet and in doing so, minimizes the overall cost per trip. The optimal point for PVRTA: 84% of its trips are assigned to its dedicated vehicle service contractor, while 16% of its trips are assigned to the taxi company. These trips are mostly made up of peak overflow trips and out-of-the way trips at the perimeters of Get About’s service area.

### Strategy #3: Software/Hardware to Improve Data Integrity, Cost Sharing/Allocation and Billing & Reporting

**MDT/AVL Technology** - Incorporating mobile data terminals (MDTs) and automatic vehicle locating system (AVL) technology into paratransit services to track vehicle movements.

**Automated Cost Allocation of Co-Mingled Trips** - Automated cost allocation of co-mingled trips involves tracking the live (or “real”) travel time or mileage for each trip.

**Smart Card Technology** - Client and eligibility information could be stored on a card, which is swiped in (or held in proximity of) a reader as riders board and exit the vehicles

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Improved system management and reduced administrative costs</li> <li>• Increased service efficiency and enhanced service delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Start up costs may be significant</li> <li>• Requires training staff to operate and manage technology</li> <li>• Must integrate new and old systems</li> </ul>

#### Applicability to Tehama County

Some of these applications might be beyond the means of Tehama County; however, smart card technology, for example, has been successfully applied to rural transportation, and may be appropriate if ParaTRAX is expanded to serve sponsored human service agency clients.

#### Examples of Best Practices

**MDT/AVL Technology and Trip Sponsorship** The ADA/Dial-A-Ride and Ride DuPage services in DuPage County utilize a version of Trapeze (supplied by Pace) in conjunction with MDT/AVL capabilities that automatically record the location and arrival and departure times of vehicles.

**Automated Cost Allocation** Outreach, the ADA paratransit broker in Santa Clara County, California uses a version of Trapeze that allocates shared trip mileage among sponsors.

**Smart Card Technology.** The Client Referral, Ridership, and Financial Tracking (CRAFT) system in New Mexico provides flexible reporting capabilities that support the reporting requirements of various agencies.

## Strategy #4: Volunteer Driver/Escort Programs

**Volunteer driver programs typically provide mileage reimbursement to individuals that operate their own vehicles when they take individuals to medical appointments or other services, thereby negating the need for additional labor and capital costs. Volunteer escort programs (e.g., “Bus Buddies”) have volunteers accompanying riders to/from their destination on transit or paratransit.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Provide service to riders who may otherwise be unreachable and/or are too costly to serve</li> <li>• Increase schedule flexibility and reduce costs</li> <li>• Develop program advocates in community</li> <li>• Volunteers can provide physical and emotional support to riders;</li> <li>• Most volunteer drivers are limited to ambulatory passengers</li> </ul>	<ul style="list-style-type: none"> <li>• Recruiting and retaining volunteers can be challenging and requires on-going effort/attention;</li> <li>• Some shifts are hard to cover with volunteers</li> <li>• Fuel costs and vehicle insurance can be prohibitive; may need to increase reimbursement rates</li> <li>• Insurance coverage requirements may limit participation</li> </ul>

### Applicability to Tehama County

Volunteer driver programs are provided by the County (the METS program) and some hospitals and human service agencies. A problem commonly cited by the agencies is the inability to recruit/maintain an adequate number of drivers due to policies that result in inadequate reimbursement of these volunteers, especially in light of rising fuel and insurance costs and insurance coverage issues. Note that the insurance coverage requirements issue for METS is being addressed through Non-Profits United.

Included under the auspices of a Mobility Manager could be an expanded volunteer driver program that would consolidate all the volunteer driver efforts in the County. Such a program would consolidate current sponsoring funds and possibly augment those funds with additional funding to increase the reimbursement rate (which should attract more drivers) and be able to serve non-medical trips, especially those for individuals whose mobility needs are difficult to meet with TRAX or whose travel needs go beyond TRAX’s service areas. A Mobility Manager could also recruit, train and manage a roster of “Bus Buddies”) to assist transit-dependent individuals to use TRAX. The “Bus Buddies” program would build upon the free mobility training currently provided, as well as providing a method for existing riders to help new riders learn to use TRAX. This methodology is consistent with SAFETEA-LU as it increases public participation from existing riders and results in increased mobility.

### Examples of Best Practices

**Ride Connection** in Portland, Oregon is a non-profit, community service organization run for and by older adults that developed a volunteer driver program to meet the special needs of older adults. Ride Connection includes a network of over 30 agencies and over 370 volunteers.

**Escorted Transportation Services Northwest (ETS/NW)** in the Northwest Suburbs of Chicago uses volunteers to pick up clients at their homes, provide escort to the appointment, wait during their appointment, and return the client home.

**The Beverly Foundation.** This foundation has a database of almost 400 volunteer driver programs reflecting a variety of exemplary models, including TRIP Volunteer Friends in Riverside, CA; the YCCAC paratransit service in York County, ME; the West Austin Caregiver program in Greater Austin; TX; and the Independent Transportation Network model in Portland, ME.

**Strategy #5: Taxi Subsidy Program**

**Taxi subsidy programs typically involve an arrangement between a sponsoring organization (or its agent) and a participating taxi company or companies. These programs accept and accommodate requests from sponsored customers, clients, or residents and/or accept vouchers provided by the sponsoring organization to riders as partial payment for the trip. Most taxi subsidy programs focus on seniors and/or persons with disabilities residing within the sponsoring municipality (or agency service area), but some are available to general public residents as well. Human service agencies that employ this strategy generally limited taxi subsidies to agency clientele or program participants.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Provide same-day service</li> <li>• Effective for unanticipated travel and evening and weekend hours</li> <li>• Effective for trips outside of service area</li> <li>• Offer way to set/control subsidy per trip</li> <li>• Effective in low-density areas</li> <li>• Effective method to test demand for transit services in an area</li> <li>• Safety benefit as it increase probability that area will have a taxi service that is also available to transport individuals that are not legal to drive (blood alcohol level above legal limit)</li> <li>• Effective method to test transit demand for weekends transit dependant</li> </ul>	<ul style="list-style-type: none"> <li>• Limited taxi service in rural areas</li> <li>• Lack of accessible taxicabs</li> <li>• Requires good communication among all parties</li> <li>• Need to establish fraud-protection mechanisms</li> </ul>

**Applicability to Tehama County**

Taxi subsidy programs, as part of municipal dial-a-ride services, are prevalent in several states, and especially in California. For Tehama County, a taxi subsidy program may be a low-cost way to serve trips for persons in the three target populations, especially at times when TRAX and the various community transportation services are not operating. Taxi companies are most interested in such a program where the programs can deliver a steady stream of business and where the administrative requirements are not too cumbersome for the driver and the company. Thus, the lead on such an effort (presumably Tehama County) may wish to open up this service to sponsorship by municipalities and private human service agencies. As part of such a program, the County (and possibly other partners) may wish to acquire accessible taxi vehicle(s) and provide them to the local taxi company (or companies should the taxi company in Corning be resurrected in response to this program). Other counties such as Glenn and Lassen have subsidized taxi programs which could be beneficial to the implementation of a pilot program within Tehama County.

## Examples of Best Practices

**The DuPage County (IL) Pilot II Subsidized Taxi Service** is a nearly county-wide, user-side taxi subsidy program. Each sponsor (municipalities and human service agencies) defines its eligibility criteria and decides how much to charge for a voucher/coupon that is worth \$5.00 towards a taxi fare. Service is available countywide 24 hours per day, 365 days per year.

**Linn County, IA.** Linn County uses taxis to provide service to residents when the regular paratransit service is not operating. With Cedar Rapid’s Transit Department, the County provided an accessible taxi to the taxi contractor, resulting in 250 (new) wheelchair trips per month.

**Soldotna-Kenai, AK.** The ILC in Homer started an accessible taxi subsidy program in 1996, with FTA 5310 funding, and with AAA Alaska Cab as its partner. The program was so successful that the cab company purchased three additional accessible cabs. In 2005, the program, which served 14,000 trips in 2005, has been transferred to the Central Area Rural Transportation System.

## Strategy #6: Community Bus Routes

**Community bus routes, also known as “service routes,” are fixed-route, fixed-schedule transit routes. They have a number of features that distinguish them from regular fixed-route bus routes; primarily that the routes and level of service are designed around the origins and destinations and needs of older adults and persons with disabilities.**

**Community bus routes can be an effective way to divert paratransit users to a lower subsidy per trip service that also provides more convenience (no request required). While designed to address local circulation needs of these target populations, these routes also can connect with more regional services (bus/rail). Community bus routes typically use small, low floor buses able to operate on neighborhood streets, enter driveways and parking lots. The focus is on front-door convenience at the expense of direct routing, with an emphasis on convenience, ease of use, and highly-personalized driver service. However, the cost and operational feasibility of a low floor bus in a rural area should be explored.**

Expected Benefits	Potential Obstacles
<ul style="list-style-type: none"> <li>• Enhanced travel options, especially in areas that lack fixed-route service</li> <li>• Increases traveler independence</li> <li>• Potential to streamline fixed-route service</li> <li>• May reduce demand for paratransit services</li> <li>• Existing free mobility training could direct riders from paratransit to “service routes”</li> </ul>	<ul style="list-style-type: none"> <li>• Funds must be secured for capital, administrative and operating expenses</li> <li>• Need to develop service, implementation and marketing plan</li> </ul>

## Applicability to Tehama County

While community bus routes have the greatest applicability and success rate in medium to high-density areas, they also work in places where they can link high density housing to shopping, medical, and public services within a confined area. In Tehama County, community bus routes might work to connect concentrations of seniors and/or people with disabilities with nearby

shopping and medical areas, such as in Red Bluff. In effect, a derivative of this concept is the shopping shuttle, or an expansion of this concept to also serve St. Elizabeth’s. Yet another application of this concept could be a church shuttle on Sunday.

**Examples of Best Practices**

**Broward County (Florida) Transit** established community bus routes in 15 communities to (1) provide more and more convenient mobility options for seniors and persons with disabilities; (2) divert ADA paratransit trips to a less costly service; and (3) streamline regional services. The operation has been successful in achieving all of these goals.

The **Chicago Department of Aging’s (CDOA) Senior Shuttle** service is a weekly service that links various senior residences to participating grocery stores. Partial funding is provided by the grocery stores.

**Strategy #7 Flexible Transit Services**

**A flex route is a route that has specific time points, but that can go “off route” (up to a certain distance) between those time points in order to pick up or drop off people at their homes or other locations. Flexible transit services usually fall into two categories: (1) Route deviation - the bus operates along a fixed route with a fixed schedule but may deviate to pick-up or drop off customers within a certain distance from the route, returning to the route at or as near as possible to the point of exit, before continuing on the route; and (2) Point deviation - the bus may operate along any path to serve “in-between” requests, as long as the bus gets to the next scheduled bus stop on time.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Provide an alternative service in less-densely populated areas where fixed-routes are not feasible</li> <li>• Expands service coverage without ADA paratransit obligation</li> <li>• Can be used to test demand and build ridership for eventual fixed-route service</li> </ul>	<ul style="list-style-type: none"> <li>• More complicated than fixed-route for operators and dispatchers</li> <li>• More difficult to stay on schedule</li> <li>• Requires educating passengers</li> <li>• Need to study and evaluate costs differentials between flex and fixed route services</li> </ul>

**Applicability to Tehama County**

TRAX already provides route deviation services outside of Red Bluff. However, Tehama County reports that there are very few requests for deviations. This may be a case of riders – or potential riders – not knowing that this service is offered. A marketing campaign focused on this particular service component may be called for.

**Examples of Best Practices**

**Lake County, CA.** The Lake Transit Authority uses flexibly routed service to serve individual communities within its primarily rural service area, and to connect core towns with outlying communities in the County.

**Florence, OR.** The Lane Transit District in Eugene, OR operates its Rhody Express, a flexible transit route providing service to Florence, a small coastal retirement community.

**Virginia, MN.** Arrowhead Transit operates route deviation transit service that provides both local and inter-city service within its seven county service area in Northeast Minnesota. Most deviations are within ½ mile of the route. For customers using wheelchairs, the vehicles will deviate up to 10 miles or more.

**North Central PA.** The Area Transportation Authority is a rural public transportation system includes route deviation services in its service mix. A premium fare is charged for requested deviations, which are provided up to ¼ miles from the route.

**Morgantown, WV.** Mountain Line Transit serving Morgantown, West Virginia has seventeen routes that deviate on request for persons with disabilities. This deviation service was introduced to replace a prior system of separate fixed-route and ADA paratransit services.

**Strategy#8: Agency/Employment “Tripper” Services**

**Regular “tripper” service typically involves the scheduled deviation of fixed-route buses in order to accommodate the needs of school students and personnel at key bell times only. These stops become part of the routes’ schedules. The only other real qualifier for this “tripper” service is that these buses must be open to the general public. Using this type of service as a template, some transit systems have provided tripper service to human service agencies or employment centers located near, but not on routes, but only during specific or peak times (when clients or employees are going to/from these destinations). Sometimes, only a minor deviation may be needed, e.g., to let off or pick-up agency clients on the agency side of a busy street.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Reduce demand for paratransit service and lower system wide costs</li> <li>• Increase service options and improve mobility</li> </ul>	<ul style="list-style-type: none"> <li>• May require multi-agency agreement on service characteristics, cost sharing, etc.</li> <li>• Other obstacles may arise depending on time and distance associated with service change.</li> </ul>

**Applicability to Tehama County**

This strategy offers a way to personalize TRAX to help potential riders whose destination may be too far from the TRAX routes. For example, seniors heading to the senior center in Corning might benefit from such a service; despite being only 1-2 blocks off route, that distance may be difficult to negotiate for many seniors. In this strategy, scheduled deviations would occur immediately before and after the start and end times of key programs, such as congregate meals. Wal-Mart and other large employers might also benefit from tripper service.

**Examples of Best Practices**

The Lane Transit District (LTD) in Lane County, Oregon has a route that makes a scheduled deviation to Goodwill Industries at key times when there is a lot of demand from riders with disabilities. The transit staff at Lane Transit worked closely with the Goodwill staff on timing, and keeps in contact with Goodwill to make sure that any changes in program start and end times are accommodated. LTD staff report that 7,750 trips are served per year.

## Strategy #9: Job Access Strategies

**This strategy focuses on linking people, and especially those with lower incomes, with job opportunities. Some possible strategies include establishing shuttle services that link transit hubs to employment sites/areas; and ridesharing and vanpool services, along with supporting strategies such as guaranteed ride home services and child transportation services.**

Expected Benefits	Potential Obstacles
<ul style="list-style-type: none"> <li>• Opens job markets to low-income and other transit-dependent individuals</li> <li>• Partnerships with employers may provide opportunities to reduce costs</li> <li>• Eligibility for Job Access Reverse Commute (JARC) funding</li> </ul>	<ul style="list-style-type: none"> <li>• Most strategies can be relatively easily implemented but require financing</li> <li>• Certain strategies may require partnerships with employers</li> </ul>

### Applicability to Tehama County

These strategies are meant to help Tehama County residents access jobs in Chico and Redding, to ease the financial burden of commuting for out-of-County commuters working in Tehama County; and to help Tehama County employers with out-of-County recruiting. For example, the County has attempted to provide TRAX service to key employment sites, such as the Wal-Mart Distribution Center, but without much success. With fuel prices escalating, employers may now be more supportive of a full array of services that might ease the pain of commuting while opening up new employee markets. A Mobility Manager could offer a wide range of ridesharing and vanpool services, which may serve as a bridge to new TRAX routes in the future. A Mobility Manager could also establish and manage supporting services such as a guaranteed ride home program for those who are stranded at the workplace and a child transportation program for those workers who rely on child care services.

Another possible way to address work trips is to expand ParaTRAX to serve subscription work trips for non-ADA persons with low incomes, where these riders pay the shared-ride cost of the vehicle.

### Examples of Best Practices

**Feeder/Distributor Shuttles at Suburban Chicago Rail Stations.** Metra operates the P-8 free shuttle from an origin within ¾-mile of a non-accessible station to the next accessible station, enabling persons with disabilities access to the rail services.

**Reverse-Commute Vanpools in Philadelphia.** The Philadelphia Unemployment Project (PUP) operates a reverse commute vanpool program. PUP pays for gas and insurance; vans are driven by vanpool members.

**Guaranteed Ride Home.** In the Washington DC area, Commuter Connections offers free services such as regional ride matching and Guaranteed Ride Home programs.

**Child Transportation Services.** The Chattanooga Area Regional Transportation Authority (CARTA) provides demand-response transit service to day care facilities and to schools. Vans are equipped with on-board monitors to protect young children traveling to and from day care without parents.

## Strategy #10: Joint Purchasing

**Joint purchasing focuses on coordinating functions commonly undertaken by multiple organizations as a way to achieve greater cost efficiency and eliminate redundant activities. Community transportation operators could consolidate vehicle maintenance, purchase of insurance, driver training, and substance abuse testing services. Through group purchasing of common products or services, participating entities may increase purchasing power, and receive preferential service and prices.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Agency level cost savings</li> <li>• More consistent operating procedures</li> <li>• Shares administrative functions rather than resources or services, therefore, may be more easily implemented</li> <li>• Opportunity to build and develop trust across agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Requires lead agency to champion</li> <li>• Administrative costs to lead agency may be prohibitive</li> <li>• Some agencies may have entrenched procurement/purchasing requirements</li> <li>• Joint purchase of some items may require large initial expenditure</li> </ul>

### Applicability to Tehama County

The potential for this concept is most promising (1) among the County’s Transit System, human service agency transportation services, such as North Valley Services; and public and private school bus operators; and (2) between the County’s Transit System and its counterparts in neighboring counties. Opportunities for sharing resources are wide-open, especially among agencies that are funded by a common source. Specific strategies applicable to both human service agencies and rural transportation systems may include bulk fuel purchases and/or group insurance.

### Examples of Best Practices

**Maintenance** DARTS in Dakota County, MN established a Vehicle Maintenance Services (VMS) subsidiary that maintains vehicles for 80-90 organizations. DARTS recognized the need for reasonably priced, high quality maintenance services and in an effort to offset internal maintenance costs, marketed maintenance services to other community transportation providers.

**Fuel** The Kanawha Valley Regional Transit Authority (KRT) in Charleston, West Virginia implemented a bulk purchase fuel program that allowed tax exempt private and public nonprofit entities receiving FTA funds to purchase lower cost fuel from KRT. KRT administers the program for qualified eligible recipients.

**Insurance.** In Washington State, the Non-Profit Insurance Program (NPIP) administers a Joint Insurance Purchasing program. NPIP members jointly purchase insurance and claims adjustment, risk management consulting, and loss prevention services. Primary benefits are lower insurance premiums and stable access to the insurance market.

**Computer Hardware and Software** DARTS also orchestrated the joint purchase of Trapeze upgrades and new hardware for several of its counterpart county-based providers serving other suburban counties in the Twin Cities area.

## Strategy #11: Sharing Resources

**This strategy involves the shared purchase and/or use of resources such as vehicles and facilities; support services such as software, driver training, drug testing, program management; and policies and procedures.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Lower per trip costs</li> <li>• Increased vehicle productivity</li> <li>• Improved service quality</li> </ul>	<ul style="list-style-type: none"> <li>• Requires lead agency to champion</li> <li>• Turf issues associated with sharing vehicles due to high costs of purchasing, operating and maintaining vehicles</li> <li>• Need for agreement which requires time and legal counsel support</li> <li>• Reluctance to share agency funded vehicles</li> <li>• Requires quality control, monitoring and cost allocation systems</li> <li>• See also Consolidated Driver Training Programs, Chapter 5 and Appendix A.</li> </ul>

### Applicability to Tehama County

In Tehama County, there may be ample opportunity for Paratransit Services (ParaTRAX’s contractor), Northern Valley Services, and other community transportation service operators to share driver training curricula and resources, drug testing resources, and policies and procedures. The County and NVS might also go in on a joint 5310 application of one or more vehicles if there are ways that they might use the vehicles at different times. (See Contracting with Agency Operators below.)

While agency vehicles may be available, their “regular” driver may not be. One solution might be the creation of a “substitute driver consortium” to identify people with varying driver certifications, who might be available to substitute. This concept has been considered by School Districts and may be an opportunity for further consideration.

### Examples of Best Practices

**Vehicle Sharing** DARTS in Dakota County, MN, shares the operation of a Section 5310 vehicle with the City of Farmington Senior Center and St. Michael’s Church. DARTS applied for the 5310 vehicle, paid the local match, and pays insurance and maintenance costs. DARTS operates the vehicle Monday through Thursday. The City of Farmington Senior Center operates the vehicle on Fridays and for special after hours and weekend events, providing the driver and paying for fuel and a maintenance and insurance fee. St. Michael’s Church operates the vehicle on weekends using volunteer drivers; they pay for the fuel. All drivers operating the vehicle must complete DARTS drivers’ training program and be certified by DARTS.

**Software Sharing** DARTS also allows other community transportation service providers to use of its paratransit scheduling software via a multiple-site license of Trapeze PASS. One organization, The Elder Ride, accepted DARTS’ offer and now rents Trapeze PASS from DARTS.

## Strategy #12: Contracting with Agency Operators

**This strategy focuses on the local/regional transit provider contracting with agency operators involves taking advantage of down-time associated with some services and using this excess capacity to satisfy unmet demand at other organizations. Accordingly, those needing to expand capacity could purchase service from human service agency operators with idle vehicles or excess capacity.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Increased efficiency in service delivery</li> <li>• Lower per trip costs</li> <li>• Maximizes fleet utilization</li> <li>• Increased revenues for organizations that “sell” excess capacity</li> <li>• Improved service quality for clients through increased service options</li> </ul>	<ul style="list-style-type: none"> <li>• Concern among existing ADA service providers who may be reluctant to give up a portion of the market</li> <li>• Ensuring potential agency contractors are familiar with ADA regulations such that the services are administered according to agency standards.</li> </ul>

### Applicability to Tehama County

A potential application for this concept is for the County to contract with NVS to provide paratransit service to handle “overflow” trips (see Strategy #2) and/or to provide paratransit service at times when it is currently not provided (see Strategy #15). The latter might serve as low-cost way to “test” the demand for such services at these times. NVS is specifically mentioned here as a prospective partner because (1) they have the fleet and infrastructure to provide such a service; (2) several of their vehicles are already 5310 vehicles; and (3) NVS vehicles (and potentially drivers as well) are not serving NVS riders on weekends.

### Examples of Best Practices

**Norwalk, CT** In Norwalk, to meet its ADA paratransit obligation, the Norwalk Transit District (NTD) utilizes external resources before expanding to its directly-operated fleet. NTD accordingly contracted with five different agencies to provide ADA service, filling unused capacity on the contracting agency vehicles. This has resulted in lower rates per hour for NTD and creates revenue for subcontractors as vehicles would otherwise be idle.

**Boston, MA** In Boston, the MBTA contracts with four operators to provide ADA paratransit service. One operator, the Greater Lynn Senior Services (GLSS), is allowed by the MBTA to co-mingle ADA paratransit trips with its own senior trips, creating service efficiencies through shared rides. In return, the MBTA gets a preferred per trip rate for ADA paratransit service.

## Strategy #13: Contracting with Common Service Providers

**This strategy involves sponsoring agencies contracting with the same non-dedicated service providers and allowing the co-mingling of their customers/clients (as long as service standards are not violated). By allowing co-mingling of their riders, the sponsoring agencies get preferential rates, stemming from the resulting efficiencies of higher productivity. A distinguishing characteristic of this strategy is that one or more sponsors have uncoordinated, separate contracts with a common vendor.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Increase efficiency of vehicle operations</li> <li>• Decreases the cost per trip</li> <li>• Possibility that fares can off set operations cost</li> <li>• Increases local or regional capacity</li> <li>• Most likely the most cost effective option for remote areas which are miles from existing transit routes</li> <li>• Implementation can prevent duplication of services</li> </ul>	<ul style="list-style-type: none"> <li>• Requires strict policy directive from administering agency and adoption of policy by participating agencies</li> <li>• Requires administrative oversight, performance monitoring and fraud control efforts</li> </ul>

### Applicability to Tehama County

In Tehama County, there is really only one Medi-Cal NEMT provider, and it is limited by reimbursement rates. It might make sense for the County or perhaps Paratransit Services to become a Medi-Cal provider of local trips, leaving the more long-distance, inter-County trips to private carriers. Many of these local trips may already be served by ParaTRAX or METS. Thus, the County could get bring in additional revenue for these trips (that are already being served), thereby allowing its current funding to be stretched. There is precedent for this in California: Eastern Contra Costa Transit Authority (Tri Delta) is a MediCal provider, operating a service (MedVan) that is separate from its ADA paratransit service (so that Medi-Cal will pay the regular NEMT rates).

Yet another potential application might be for the County to tap into service already provided by school transportation operators, public and private. For example, school transportation services are currently being provided between Rancho Tehama Reserve (RTR) and Corning. At the same time, the County has experienced challenges in providing a public transportation link because of unpaved roads. Perhaps there is a way to tap into this resource to connect Rancho Tehama with TRAX. It appears that there may be an opportunity to decrease the cost of school transportation that could also help students access after school programs while helping seniors in RTR get to essential services. Coordination with the School District is a concept that would need to be discussed further with the Districts, and would be subject to the approval of the School Boards. The inclusion of this concept does not indicate a commitment to implement this as a strategy.

## Examples of Best Practices

**Dakota County, MN.** In Dakota County, MN, compatible ADA, senior, job access and group-home trips sponsored by different agencies through separate contracts with DARTS, are co-mingled on DARTS vehicles, rather than being served by four different fleets.

**Boulder County, CO.** In the Denver metropolitan area, LogistiCare, the regional Medicaid broker, allows its clients’ non-emergency medical trips to be co-mingled with other trips sponsored through other contracts with one of its vendors that serves Boulder.

**New Jersey.** In New Jersey, each of the 21 counties has a coordinated paratransit operation available to older and disabled residents of the counties. Many of these county-based systems also have contracts with human service agencies. The systems in three of these counties are certified by Unisys, the state’s Medicaid Management Information System contractor as Medical Assistance Vehicle (MAV) service providers.

## Strategy #14: Consolidating Functions

**The consolidation or merger of various operating functions under a single operating entity is considered the highest level of transit coordination. The two most common approaches are (1) to consolidate call center functions (reservations, scheduling, and even dispatching) under a call center manager or broker; and (2) to consolidate call center functions plus some or all of the service delivery functions.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Creates cost-efficiencies by consolidated trip reservations and scheduling staff</li> <li>• Maximizes opportunities for ride sharing</li> <li>• Improves service delivery and customer satisfaction</li> <li>• Potentially provides leverage to securing additional federal funding</li> <li>• Cost savings translate into increased service</li> </ul>	<ul style="list-style-type: none"> <li>• Requires champion agency to take on consolidation and support idea</li> <li>• Once implemented, requires leadership, on-going attention and committed staff</li> <li>• Turfism issues arise over service quality, lost of control and “place” in community</li> <li>• Requires project governance, cost allocation/reimbursement models and service delivery standards</li> </ul>

## Applicability to Tehama County

The application of this concept in Tehama County might be consolidating call center functions of all human service agency transportation programs, with the possible exception of NVS. This might pave the way for an expanded coordinated service delivery network sometime in the future. This would also involve the co-sponsoring of this call center by these human service agencies.

## Examples of Best Practices

**Consolidated Call Center Functions** The Senior Transportation Connection (STC) in Cleveland, Ohio is a central entity managing and coordinating countywide delivery of

transportation services. STC routes trips and assigns trips to the appropriate provider. Trip orders are conveyed by fax or electronically to contract providers.

**Consolidated Service Delivery (Centralized Model)** In DuPage County, Pace's operations contractor, Veolia Transportation, manages the call center and operates a dedicated fleet, taking reservations for both ADA and Dial-A-Ride customers and scheduling them onto its fleet, co-mingling the trips when it is efficient to do so.

**Consolidated Service Delivery (Decentralized Model)** The Port Authority of Allegheny County (PAT) in Pittsburgh contracts with Veolia Transportation as a broker. Veolia, in turn, contracts with private and non-profit carriers who perform reservations, scheduling, and dispatching for distinct service areas. Customers are assigned to carriers based on their zone and all trips are co-mingled; fares are also dependant on zone and use scrip and cashless fares.

**Strategy #15: Expand Transit System Service Coverage**

**Strategies to expand transit service coverage can have a profound impact on customer mobility. The most common include: (1) Temporal expansion of service – expanding the days and/or hours of service; and (2) Spatial expansion of service – expanding the service area for pick-ups and drop-offs, and/or adding destinations beyond the established pick-up area.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Enhance customer accessibility, mobility and convenience</li> <li>• Improve life line services to transit dependant in a time of economic challenges</li> <li>• Provide opportunities to additional mobility options and greater ease of travel</li> <li>• Provide essential services to transit dependant in a County with numbers of low income residents that exceed State averages</li> </ul>	<ul style="list-style-type: none"> <li>• Expanding service convenience requires additional financial resources.</li> <li>• Requires educating and training staff and customers to maximize benefits associated with cost</li> </ul>

**Applicability to Tehama County**

There are several opportunities in Tehama County to address unmet need through the expansion of public transit/paratransit. Perhaps the biggest need is to expand service temporally to weekday evenings (to 11:00 pm) and weekends. In consideration of this, a demand-responsive system serving the general public or members of target populations may be an interim solution to gauge whether or not the demand is sufficient to support such an expansion of fixed-route service. With the same goals in mind, consideration might also be given to using a demand-responsive system as a feeder-distributor system to TRAX to/from developing areas currently outside the TRAX service area. Consideration might also be given to expanding ParaTRAX to Sundays and to serve Saturday dialysis trips for non-ADA persons. Connections to Red Bluff and Chico, possibly via a connection (transfer point) with TRAX's counterpart systems would expand regional mobility. This might begin with a medical shuttle.

Several members of the community, and especially those representing the senior and disability communities, mentioned that better information about TRAX and helping them understand the system (travel training) is needed. This points to a need for an information campaign that is perhaps more focused on these communities well as a need for a Mobility Manager for the community. This is a high priority, based on transit rider surveys (Spring 2008), stakeholder input, current and past public Unmet Needs testimony, and recommendations from the SSTAC. As stated in previous chapters, the demographic statics in Tehama County indentify individuals and community members that are struggling to make ends meet during these uncertain economic times. As such, basic lifeline needs can be better addressed thru the implementation of increased services.

## **Examples of Best Practices**

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**Temporal expansion of service** The Alameda-Contra Costa Transit Authority (AC Transit) extended the hours and days-of-week operations for five bus routes connecting low-income areas of Oakland with employment centers near the Oakland International Airport and downtown.

**Spatial expansion and same-day “premium” service** The Santa Clara Valley (California) Transportation Authority’s (VTA) ADA paratransit service provides one-way trips within the service area for \$3.50/trip. Premium service (travel outside the service area, same-day service and open-ended returns) is available for a surcharge.

## Strategy #16: Improving Access to Fixed-Route Bus Stops

**Improving the accessibility of and access to fixed-route bus stops involves first examining bus stops (and especially those used or potentially used by significant numbers of older adults and/or persons with disabilities) and evaluating if improvements could help make stops more accessible. Potential infrastructure improvements may include removing barriers on sidewalks, improving or adding sidewalks, adding curb cuts, adding or improving pedestrian crossing and signals (including audible signals and countdown signals), and adding signage, lighting, benches, shelters, and other pedestrian enhancements, especially in the vicinity of bus stops. In addition, technological solutions akin to way-finding devices might help blind people locate bus stops.**

Expected Benefits	Potential Obstacles and Challenges
<ul style="list-style-type: none"> <li>• Increased use of fixed-route system as riders will have protection from extreme summer heat and winter rains</li> <li>• Reduce reliance on paratransit service</li> <li>• Secondary impacts associated with community development and enhanced safety</li> <li>• Continued installation of bus stop shelters by future development</li> <li>• Decreased damage of glass shelter panels with installation of new expanded metal shelters</li> <li>• Decrease repair and cleaning cost with new expanded metal specifications</li> <li>• Increased awareness of transit services as shelters display transit information</li> </ul>	<ul style="list-style-type: none"> <li>• Physical improvements require financing and typically have a long lead time</li> <li>• Many improvements require prioritization, funding and commitment from local authorities.</li> </ul>

### Applicability to Tehama County

Tehama County’s severe climatic conditions during certain seasons can effectively prohibit use of TRAX by those residents who are frail or otherwise susceptible to such conditions. The County, which is in the process of a conducting a bus stop study, might consider the development of climate controlled waiting areas at transit hubs and other key stops. Otherwise, new development and the fixed-route services that are introduced to serve them should continue to incorporate transit-oriented design principles and accessibility standards to ensure that (1) residents can get to new employment sites and services; and (2) residents of new residential development have access to public transportation.

At the time of this draft, Tehama County was in the process of delivering grant improvements related to bus stops. Bus stop specifications were reviewed and modified by the Transit Agency Policy Advisory Council, TCTC, and TCTAB. Thus the recent request for proposals, advertising, and contract award for procurement of 20 bus shelters to a vendor with local installation will soon be realized.

## **Examples of Best Practices**

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**Easter Seals Project ACTION's** Bus Stop Accessibility and Safety Toolkit has helped transit agencies develop an inventory of bus stops, assess the accessibility and safety of each bus stop and access to that bus stop, and create an action plan to address shortcomings.

**Tampa, FL.** HART in the Tampa area has recently used this toolkit to put together such an inventory.

**Dallas, TX.** DART in Dallas is in the process of surveying all of its bus stops, including taking a photograph of each stop location.

# Chapter 7. Implementation Plan for Recommended Strategies

## Introduction

Based on the local rankings of strategies and the consultant’s understanding of needs, the strategies were grouped into three categories: high priority, medium priority, and low priority, as shown in Figure 7-1.

**Figure 7-1 Recommended Strategies by Priority**

High Priority	<ul style="list-style-type: none"> <li>• Expand TRAX service days to weekends</li> <li>• Expand TRAX service area                             <ul style="list-style-type: none"> <li>○ Chico and Redding</li> <li>○ Rancho Tehama, Mineral, Sky Ranch and Cottonwood</li> </ul> </li> <li>• Expand TRAX weekday service hours to evenings</li> <li>• Establish central directory of information about community transportation services*</li> <li>• Improve bus stop amenities</li> </ul>
Medium Priority	<ul style="list-style-type: none"> <li>• Share Resources</li> <li>• Contract with Common Service Providers</li> <li>• Establish Job Access Strategies*</li> <li>• Establish Taxi Subsidy Program*</li> <li>• Establish Agency/Employment Tripper Routes</li> <li>• Establish Community Bus Routes</li> <li>• Establish Volunteer Driver/Escort Program*</li> </ul>
Low Priority	<ul style="list-style-type: none"> <li>• Consolidate functions</li> <li>• Obtain Productivity-Improving Software</li> <li>• Obtain Hardware/Software to Support Coordinated Service Delivery</li> <li>• Improve Access to Bus Stops</li> <li>• Expand Eligibility for Route Deviation Services</li> </ul>

\* strategies that could be packaged under a Mobility Manager

In light of increasing operational costs, such as fuel, and the potential of state financial crisis impacting transportation funding, the implementation of the strategies contained in this plan are very timely and should prove beneficial to the continued evolution of the regional transit system.

In addition to the coordination strategies above that have been designed to improve service levels and mobility, local stakeholders and the general public made it very clear that an overarching goal should be to continue the funding that will allow public transit and community transportation providers to (at the very least) maintain current service levels of community transportation services. In the case of North Valley Services, for example, which is dependent on continued 5310 grants for replacement vehicles, a discontinuation of funding from the 5310 program may have dire consequences relative to NVS ability to maintain the current transportation levels, especially with the recent closing of one its facilities (which in turn has required longer trips to other facilities). With exception of ParaTRAX service that provides demand-responsive service for ADA eligible persons in Red Bluff only, there is no other paratransit service in Tehama County that would be able to provide a similar service

Implementation of the high and medium priority strategies are discussed below and summarized in Figure 7-2. There are also a number of other worthy strategies among the lower priority strategies and “other” strategies that are introduced in Chapter 6, but that are not discussed further for implementation. If an opportunity arises to take on some of the lower priority strategies, it should not be overlooked simply because the strategy is not ranked higher.

## Implementing the High and Medium Priority Strategies

This section addresses what needs to be done to move forward with the preferred strategies, as listed above. Several interrelated activities and decisions need to be addressed to begin implementing the strategies. They are discussed in the following sections.

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

- Implementation issues and timeframe: What are the short, medium and long-term steps needed to implement the strategy?
- 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.

Highlights of the implementation plan are summarized in a matrix in Figure 7-2, providing a “snapshot” of the proposed implementation plan. Key elements for implementing the recommended strategies are discussed in more detail in the following text.

Often, the coordination lead or champion may vary depending on the specific strategy. In Tehama County, however, the County itself is the logical choice to take on that role for most, if not all, of the strategies discussed below. This is really a testament to the County and its staff and the support that it gets from community. The communities and stakeholders believe in the TRAX system, not because there are not any other options available, but because the County staff and its contractor’s staff have done such a good job providing this service and responding to specific needs. TRAX and ParaTRAX and the County and contractor staffs represent the logical building blocks for future service expansion and coordination strategies.

In addition, this plan will foster a vision that continues to improve transit services. It will be further refined in the update of the Transit Development Plan (TDP). The Mission, Vision, and Value statements of the Tehama County Transportation Commission are the building blocks on

which transit service implementation is designed. Furthermore, the annual Overall Work Program (OWP) multi-modal Work Element (WE) provides for a continuous transit planning process, also complimented by the annual unmet needs process. The culmination of these efforts are consistent with SAFETEA-LU as Tehama County strives to provide the best possible transit services within available resources.

## Implementation of High Priority Strategies

### **Expand TRAX Service Days and Hours**

Inherently, one of the underlying purposes for implementing coordination strategies is to effect efficiencies that can be used to stretch funding to enable the expansion of service. In Tehama County, there are few such opportunities for coordinating redundant services to generate such efficiencies. That being said, there is funding available from the FTA, through the JARC, New Freedom and 5311 programs, which could be used to partially fund expansion of service hours in order to help meet the expressed unmet need for public transit on weekends and weekdays. In addition, the County could potentially raise funds through increasing fares, but this should only be considered only as a last resort. However it is noteworthy that Tehama County has not raised fares for an extended period of time.

The benefits of temporal service expansion are quite clear. Members of the three target populations (seniors, persons with disabilities, and persons with low-income) would be able to access more services, more programs, more job opportunities, and be able to take more trips for shopping, recreation, social events, and church. Opportunities for evening and “graveyard” shifts would open up to persons with low-income; while enabling them to leave their car home for their families. Such a service expansion would also enable teenagers to get around more independently and to access after-school and weekend jobs.

The need to expand service to weekends and weekday evenings in Tehama County is clear. From the stakeholder rankings, weekend expansion was ranked higher than weekday evening expansion, but at the same time noting that both were high priorities. If limited funding is available, Tehama County could consider a phased approach.

Once sufficient funding is secured, implementation of service could probably be implemented within 4 to 8 months. Various related operational elements that would need to be planned include the recruitment and training of drivers, dispatchers, and road supervisors to cover the additional hours, and then the process of assigning drivers for the expanded hours. This service expansion would need to be reflected via an amendment to Paratransit Service, contract. Tehama County would also need to undertake a significant marketing campaign to introduce the new service.

### **Expand TRAX Service Area to Chico and Redding**

Several points above also hold true for expanding service to new geographic areas, including the specific FTA funding sources, which again must be viewed as temporary in nature until sustained funding can be obtained. Chief among the unmet needs expressed was a need for better connectivity to Chico and Redding.

Service expansion to Chico and Redding presents a number of benefits. They include increased mobility options for medical trips to regional medical facilities, for employment trips (both ways), for shopping, and for better coordination with inter-city bus and rail services. Planning issues

include whether or not to provide direct service vs. transferring to neighboring transit systems (e.g., RABA in Redding and CATS in Chico). The primary benefit of the direct service is control. A transfer approach obviously has the benefit of avoiding long deadheads potentially with few or no riders, but brings with it daily logistical challenges of smooth transfers while minimizing waiting. Once the direction is decided upon, the planning process would also include plotting the routes, establishing the schedule based on trial runs, setting the fares, etc.

As is the case with temporal service expansion, implementation of service could probably be implemented within 6 to 9 months, once funding is secured. Operational elements will include the recruitment and training of drivers and potentially road supervisors to cover the additional routes, and then the process of driver picks for the new set of routes and shifts. In addition, expansion of services out of Tehama County will require coordination with Shasta and Butte Counties as well as their legal departments. To this end, it is anticipated that a Memorandum of Understanding may be needed to commence services between neighboring counties. It is recommended at the MOU allow for the most user friendly fare structure and transfers, as the purpose of said services are to benefit public and increase mobility. This service expansion would also need to be reflected via an amendment to Paratransit Services' contract or future Request for Proposals (RFP) for transit operations. Tehama County would also need to undertake a significant marketing campaign to introduce the new service, noting that the market for such a campaign would include Chico and Redding, perhaps via RABA and CATS.

Moreover, it is anticipated that Tehama County will need a capital funding sources for vehicles to provide service and to continue to ensure an acceptable level of back up vehicles for transit operations.

## **Expand TRAX Service Area to Unserved Cluster Developments**

Connections to unserved clusters of development within the county were also seen as high priority items. Specific communities mentioned through the stakeholder / public outreach process include Rancho Tehama Reserve (RTR), Mineral, Sky Ranch, and Cottonwood. While connections could be made by extending existing TRAX routes or introducing new routes (similar to the approach above), a more practical, innovative, and coordinated approach might be to utilize existing transportation services that already serve these communities and which could be tapped to connect these communities to current TRAX routes.

For example, while the small community of RTR<sup>20</sup> is located approximately 12 linear miles (“as the crow flies”) southwest of Red Bluff, the actual driving distance is 20 miles, with a driving time of approximately 45 minutes to reach the nearest TRAX route due to topography, road locations and road conditions. Tehama County has explored the possibility of routing buses to and into this community. However, an obstacle still presenting a safety barrier for the County is that many of Rancho Tehama’s roads are unpaved, and TRAX/ParaTRAX has an operations policy that it does not operate on unpaved and/or private roads. However, the three main roads in this community are paved.

One approach to providing much-needed transit to RTR residents could be to utilize existing vehicles when they are not being used. School bus service provides linkage between TRAX’s route network and Rancho Tehama, and serves the community as well. This strategy might involve using deadhead portions of the school bus routes to transport the general public while

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<sup>20</sup> Total population in 2000, 1,406 (US Census 2000); in 2007, 1,575 – from Sperling’s Best Places, ([http://www.bestplaces.net/city/Rancho\\_Tehama\\_Reserve-California.aspx](http://www.bestplaces.net/city/Rancho_Tehama_Reserve-California.aspx))

the vehicle is not being used to transport students. Consideration could be given to using the school bus that is parked at the RTR Elementary School during much of the day. This bus is used to transport K-5 students home in the afternoons, typically between 1-3 each afternoon. This concept is further discussed below.

Trips might at the very least collect Rancho Tehama residents and bring them to a (paved) collection point that a TRAX vehicle was able to serve, or might provide trips from RTR to Corning or Red Bluff for shopping during the mid-day.

RTR Elementary School owns a bus which is used only in the afternoons to take the children from the school to home. This vehicle might be available for providing shopping trips or rides to TRAX transfer points in the morning for people to get to work. This High School bus brings students out to RTR in the afternoon, and drives back empty. Perhaps this capacity could be used to take the general public into Corning.

Such a strategy might also benefit from using the “California Utility Vehicle,” an accessible vehicle developed by the California Department of Education that merges design specifications and technology from both school bus and transit industry vehicles, and hence is intended to meet the needs of the entire passenger transportation industry. Currently, the CDE uses the vehicle in its Bus Driver Instructor Training Program and takes it to educational conferences and industry trade shows. Interest in this vehicle has remained dormant for some time, but recently has increased because of the upswing in coordination planning. Perhaps the RTR connection could serve as a test demonstration for this vehicle where the service could start small and build upon successes. For example, a pilot program for seniors and shoppers could be considered.

While it is always preferable to be able to provide transportation to those in wheelchairs, there may not be enough accessible vehicles to make this a feature of a service as sketched above. School buses in the Corning School District are not wheelchair-accessible; if these vehicles were used, the service would have to be express service, which are ADA-exempt.

Any implementation of these strategies could not and would not proceed without engaging the school district, parents of school children, and the community at large in a discussion of how the whole community would be best served. It is also important to note that approval of the Corning School Boards, both Elementary and High School, would be required for coordination. As noted in Chapter 1, this plan identifies possibilities to be discussed among the stakeholders. The mere mention of the strategies is not a commitment.

Another approach might be to allow the co-mingling of students and the general public on school buses so that Rancho Tehama adults would ride with high school students into Corning. For some communities, the co-mingling of the general public with students, even if they are high school students, brings about some emotional concerns about student safety. Other communities which have fully integrated their public and school transportation systems have overcome these concerns.

**Integrating School Bus and Public Transportation Services**

The Transportation Cooperative Research Program (TCRP) studied the integration of school buses and public transit in Report 56, "Integrating School Bus and Public Transportation Services in Non-Urban Communities ". Published in 1999, this report gives some examples that might help inform decisions about the role public school transportation might serve in Tehama's outlying areas. Idlewild, Michigan's program, described below in an excerpt from the report, is still fully functioning.

- *Idlewild, Michigan Yates Dial-A-Ride*

The Yates Dial-A-Ride (YDAR) system provides demand-response, fixed-route, and school transportation in the northern lower peninsula of Michigan. The system began operations in 1975 under the name of Lake County transportation for the purpose of providing county-wide transportation. In 1979 the name of the system was changed to the Yates Dial-A-Ride transit system.

Formal student transportation was folded into operations in 1995 as a less costly alternative to starting a separate student transportation service, thus creating a fully integrated system. In the early morning and early afternoon, YDAR's converted Bluebird buses are used to transport students along routes that are oriented to student transportation but open to the general public. Students ride with the general public at the same time. During the mid-day and evening hours, the buses are used to provide general public transit and paratransit, as well as human service agency client transportation.

From its inception, the coordination project has had the cooperation and assistance of the Governor, Senators, legislative representatives, the Michigan Department of Transportation, county and local governments, human service agencies, the Baldwin School District and the entire school board, local citizens, and the community. The system is notable for its success in solving the acute transportation needs of a community identified as the poorest township in the entire state of Michigan.

- *Mason County, Washington*

Since 1998, Mason Transit has contracted with the Shelton School District to provide transportation to the general public as well as school children, connecting school routes with the transit routes so people could transfer to various destinations. In 1999 North Mason School District also became involved. Residents in Mason County have embraced this unique transportation and ridership is growing. \*

\*<http://masontransit.org/about/history.html> October 9, 2008

In California,<sup>21</sup> there are no state statutes or regulations that prohibit using school buses from transporting 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. Again, any exploration of this strategy should involve the school district, who is ultimately responsible for school bus operations, parents of school children, and the community at large to see if there is support for this approach. Connection to the TRAX system is potentially a very important link to employment opportunities, social services, and higher education opportunities for Rancho Tehama, and may (for this community) outweigh the concerns.

**Centralize Information on Community Transportation Services**

While Tehama County staff maintains a list of SSTAC members, Tehama County has never had a centralized directory of community transportation services that can be accessed by the general public or by human service agencies. Establishing a central repository of information was voted as one of the top priorities among the stakeholders, as there was not one stakeholder who knew all of the services identified in the inventory of community transportation services found in Chapter 4. Ideally, such a centralized source of information can be made available in multiple languages and formats. At the very least, a hard copy resource guide could be printed annually or semi-

<sup>21</sup> 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.

annually. And, if it is available in hard copy format, it can be made available on a website as well. Local stakeholders prefer a directory to be available via telephone, and that a “triage” approach (a few basic questions) might help the user narrow down a caller’s search. With such a centralized source of information, it was reasoned that it would be easier for stakeholders and their clients, constituents, and customers to access services locally, which will lead to overall improved mobility.

While any number of agencies likely have the capacity and skills to prepare a directory, best practice models show that the directories are most effective when prepared by a reliable organization with a county-wide/regional scope and reputation, as well as a proven ability to partner with counties, municipalities, and other public and private community transportation operators and sponsors. For the directory to be successful, the project leader ideally would commit to updating and maintaining the directory on a regular basis. An ideal organization would also have the capacity to obtain private sector and/or institutional support, through donations or advertisements, to help off-set costs associated with preparing and updating the directory. The logical two choices to take on the responsibility of establishing and maintaining a centralized directory of community transportation services would be either of two departments of Tehama County: the Department of Public Works (in which TRAX is housed), or the Department of Human Services. If the former, this responsibility could be “packaged” under a set of services offered by a Mobility Manager (see discussion below).

Implementation of such a strategy could likely be done in a 4 to 8 month timeframe, possibly longer depending on the technologies used. Probably the most expedient approach would be to produce a hardcopy of the directory as a first step or phase, possibly using Northern California Child Development, Inc.’s (Head Start) Tehama County Resource Guide (August 2007) as both a model and start on the content. Armed with such a directory, TRAX/ParaTRAX customer service staff could easily provide referrals to the appropriate service. An automated approach to referrals via a telephone or website set of triage questions could represent a Phase 2 to the effort.

With an inventory recently completed (Chapter 4), it probably will not be very time-consuming to establish the directory. It is recommended to update the directory at least twice per year by (a) confirming the contact for each service; and (b) sending the current listing to the contact and requesting that the contact indicate any changes and return the revised listing.

Possible funding sources include the County and local foundations. Such an endeavor may also be eligible for FTA JARC or New Freedom program funds, especially if it is couched as a resource available through a Mobility Manager hired by the lead organization. At least for Phase 1, the expenses will largely be attributed to staffing, and printing and postage for hard-copy directories.

## **Improve Bus Stop Amenities**

The last of the high-priority strategies, as ranked by local stakeholders, was to improve the TRAX bus stops to be more usable and accessible, and to ensure that future bus stops are designed with seniors and persons with disabilities in mind. The high priority placed upon this strategy is consistent with the priority local stakeholders are placing on TRAX as a system, and the inability of some current and prospective riders to use public transit, especially during Tehama County’s severe climatic conditions.

Safe access to bus stops and provision of shelters at bus stops was noted by stakeholders as an important need to improve public transportation in Tehama County. Many streets do not have complete sidewalks or sufficient lighting to ensure pedestrian safety at night. Bus stops are often not well illuminated at night and lack key amenities such as shelters and places to sit. These amenities would improve public transportation services for all residents of Tehama County, and are especially important for older adults and persons with disabilities. At the very least, some stakeholders mentioned a desire for shelters, and especially a roof (for shade and rain protection) at all key stops.

For new bus stops that arise from the bus stop study that Tehama County is currently conducting, the County might consider developing / purchase of climate controlled waiting areas at transit hubs and other key stops as a way to address this factor. Tehama County might consider the development of climate controlled waiting areas at transit hubs and other key stops as a way to address this factor.

This strategy also focuses on introducing / incorporating transit-oriented design principles and accessibility standards to ensure that Tehama County residents can get to new employment sites and services; and that residents of new residential development have access to public transportation. Thus, the County should re-visit and introduce new standards for interfacing with TRAX for new development that is authorized by the County planning department. This will ensure that design elements for bus stops that address the severe climatic conditions are paired with infrastructure design elements that, for example: (1) do not result in barriers on adjacent sidewalks; (2) include pedestrian crossing and signals (including audible signals and countdown signals); and (3) include signage, lighting, benches, shelters, and other pedestrian enhancements that are oriented to seniors and persons with disabilities.

Bus stop improvements are an eligible expense for Section 5310 as well as for New Freedom funds if the improvement enhances the accessibility of the system. It is suspected that peripheral improvements (beyond the shelter itself) may involve a partnership with municipal funding.

Elements such as the shelters themselves that are under the auspices of Tehama County can be implemented in a 4 to 8 month timeframe once funding has been secured. The time frame of additional or associated tasks that are under the auspices of municipalities is difficult to estimate.

On a more global perspective, enabling residents to safely walk more places and to have more convenient access to transit can help Tehama County contribute to the reduction of greenhouse gases caused by driving an automobile. The first step should be to assess whether the cities have a sidewalk and bus stop improvement plan and, if so, to determine how it is implemented. The County could take the lead in advocating that cities adopt a plan or revise an existing one to prioritize where improvements need to be made. The plan should also include a recommendation to earmark a set amount each year in the capital improvement program so that sidewalk and bus stop gaps can be addressed systematically. The actual cost will be dependent upon the nature of the improvements.

The benefits of this strategy will be to encourage more use of TRAX during certain seasons, to encourage use of TRAX by those who have difficulty in waiting for long periods, and, to reduce reliance on ParaTRAX (in Red Bluff) and on deviations (in other parts of the service area).

## Implementation of Medium Priority Strategies

### **Sharing Resources**

As noted in Chapter 4, there are two significant community transportation operators in Tehama County: Paratransit Services, , which operates TRAX, ParaTRAX, and METS, under contract to the County, and North Valley Services, with a fleet of approximately 40 vehicles.

Both of these services have similar support needs such as driver training, safety training, drug testing, and maintenance, as well as software for data tracking and reporting and for the larger services, for reservations, scheduling, and dispatching. All of these programs also have service policies, procedures, and practices that guide the operation of the service. And finally, there are the vehicles themselves, some of which undoubtedly are potentially available when they are not in operation or being maintained. Given the commonalities of support functions, this strategy involves sharing information (policies, procedures, and practices), staff and resources (especially involved in support functions), and possibly the vehicles as well.

Thus in this strategy, Paratransit Services, Northern Valley Services, other community transportation service operators, and potentially, both public and private school bus operators (and especially those involved in Head Start or special needs student transportation) could, at the very least, share driver training curricula and resources, drug testing resources, and policies and procedures. See Appendix B for more information on consolidated driver training programs. The County and NVS could also submit to Caltrans a joint 5310 application of one or more vehicles if there are ways that the two organizations might use the vehicles at different times.

There are three primary benefits of implementing such a strategy. First, by sharing information, individual programs can better themselves by taking the “best of the best.” Second, as various programs grow in commonalities, the stage is set for the possibility of future coordination if not consolidation because of similar policies; agencies will be more likely to purchase service from one another, if not from a consolidated program. Third, individual programs may avail themselves of potentially higher quality service and lower costs, thus being able to stretch their funding dollar and potentially offer more service without the need for additional funding.

The obvious lead for this is Tehama County with Paratransit and North Valley Services as a “full” partner agencies.

Implementation of such strategies can range from immediate to six months or more. Formation of Tehama County Community Transportation Coordinating Council, composed of (at least) the organizations represented by the stakeholders who actively participated in the interviews and workshops, could serve as a forum for the presentation and sharing of policies, procedures, and practices. In fact, this committee could set, as a goal, common practices in driver training curriculum and safety training as recommend by the Paratransit Services Safety Committee and NVS, with classes open to drivers of community transportation services represented on the council.

The next step might be to coordinate the provision of maintenance, potentially out of the County garage that currently maintains the TRAX and ParaTRAX fleet. This follows the example of DARTS in Dakota County, MN, a private, non-profit carrier that maintains vehicles for 80-90 organizations. Possible “customers” might include NVS, other smaller community transportation operators, and even private school bus operators involved in Head Start or special needs

student transportation. It is possible that FTA Section 5310 funds could be used for capital purchases associated with bolstering maintenance equipment needed to support a coordinated vehicle maintenance effort.

The sharing of software is also a possibility, again following DARTS' lead where it makes its software available to others via a multiple-site license. In effect, organizations who would otherwise not be able to afford RidesUnlimited may be able to "rent" a piece of that software via a multi-site license. The first step for Tehama County would be to determine whether NVS or any other community transportation provider might be interested in "renting" RidesUnlimited and if there is interest, to determine through Paratransit Services, Inc. or directly from the vendor whether a multi-site license is possible. Through this strategy, NVS and smaller community transportation providers that may not be able to afford such software may now be able to access such software. The rental charge, at the very least should cover the additional cost of a multi-site license and software maintenance cost. And, the more providers using the same software, the easier it will be to (1) compare statistics and (2) to purchase service from one another if not consolidate services in the future. FTA section 5310 and New Freedom programs could be tapped to acquire the multi-site license.

In both cases (maintenance and software), the County would get a local source of revenue that could also be used as a local match for federal funding sources.

Lastly, the Tehama County Community Transportation Coordinating Council may wish to adopt a policy of only endorsing future Section 5310 vehicle applications that include elements of coordination, including vehicle sharing. Moreover, another role for the Mobility Manager (see below) might be to organize when existing vehicles are available for use by other organizations represented on the Council. Conditions for use must include meeting common insurance coverage and drivers taking the common driver training and safety courses.

## **Contract with Common Service Providers**

This strategy involves using the same vendor and allowing the co-mingling of riders being served under different contracts (and funding sources) to generate higher productivities, in order to stretch funding. There are three key parts of this strategy to consider: (1) a carrier or carriers with enough capacity and/or the capability to take on new contracts; (2) trips from different programs that are potentially ride-sharable; and (3) a willingness of the sponsoring agencies to allow co-mingling (as long as service standards are not violated). The characteristic of this strategy that distinguishes it from a more consolidated approach is that one or more sponsors have uncoordinated, separate contracts with a common vendor.

In Tehama County, there may be some opportunities to coordinate service between the County's ParaTRAX service, and NVS, as the only other paratransit operator with a significant fleet and capabilities. In specific, there may be some opportunities to utilize NVS vehicle and drivers to help with peak overflow trips, trips in weekday evening hours or Sundays should the County expand ParaTRAX to those periods, and special events. Indeed, the County could utilize NVS, if it is also willing, to test the waters for service expansion.

This strategy also makes sense in the context of Medicaid-sponsored Non-Emergency Medical Transportation (NEMT). There is really only one Medi-Cal NEMT provider that serves Tehama County, and that carrier is somewhat limited by the rates that Medi-Cal is willing to pay. It might make sense for the County or perhaps Paratransit Services to become a Medi-Cal provider of

local trips, leaving the more long-distance, inter-County trips to private carriers. Many of these local trips may already be served by ParaTRAX or METS. This strategy only makes sense, though, in the context of the paratransit service that is already being provided; it would not make sense for the County to be stretched to provide trips that are non-productive. Thus, by focusing on local Medi-Cal NEMT trips, the County could bring in additional revenue for these trips that they may already be serving, thereby allowing its current funding to go farther. There is somewhat of a precedent for this in California: Eastern Contra Costa Transit Authority (Tri Delta) is a Medi-Cal provider, operating a service (MedVan). However, the MediVan service is separate from its ADA paratransit service (so that Medi-Cal will pay the regular NEMT rates).

Either strategy would likely result in increased efficiency of vehicle operations, and hence a decrease in cost per trip. Most important, by becoming a Medi-Cal provider, the County would be filling a major gap in service. Again, key to such a strategy is Medi-Cal's willingness to accept co-mingling, which may be a challenge.

No additional funding sources really need to be tapped in the case of using existing providers. And, in the case of becoming a Medi-Cal transportation provider, the additional source of funding would be Medi-Cal (Title XIX).

### **Implement Job Access Strategies**

This strategy focuses on approaches to assisting current or prospective commuters, and especially those with low incomes, to get to jobs, job opportunities, and employment training sites. In this case, these approaches would supplement the job that TRAX and ParaTRAX does. Such strategies might include traditional ride-matching services to help form carpools and vanpools, the provision of vanpool vehicles, and possibly establishing shuttle services that link TRAX hubs to employment sites/areas that are not served by TRAX. Such strategies would also benefit from supporting strategies such as guaranteed ride home services and child transportation services.

The County has attempted to provide TRAX service to key employment sites, such as the Wal-Mart Distribution Center, but without much success. With fuel prices escalating, large employers such as Wal-Mart and St. Elizabeth's may avail themselves of new ride-matching as one component of a full array of services that might ease the pain of commuting. The immediate benefit for such large employers would be to hold on to employees whose every increasing commute costs are becoming a hardship, while also opening up new employee markets. Such services may also help Tehama County residents gain employment out of the county.

Tehama County is the likely entity to serve as the lead for such services. It would also appear that such services could be provided by hiring a Mobility Manager to address the mobility challenges of individuals looking for work, while also assisting employers. The formation of carpools, vanpools, and shuttle services can also be looked at as a bridge to new TRAX routes in the future. As mentioned above, a Mobility Manager could also be responsible for associated ancillary services such as a guaranteed ride home program for those who are stranded at the workplace and a child transportation program for those workers who rely on child care services.

For Tehama County residents, and especially those who are low-income and transit-dependent, the advent of this set of strategies would result in new ways to become trained, and seek and secure jobs – within the County and in nearby employment centers in Chico and Redding. And for Tehama County employers, such services would help maintain their current workforce

(thereby lowering recruitment and training costs) and open up new pools of potential employees. If TRAX does not expand into weekday evening and weekends, these services will especially help current and prospective employees who work the late and graveyard shift.

Implementation would likely take between 3 to 6 months. The most immediate need would be to acquire some simple ride-matching software, and to elicit interest in being a vanpool vehicle provider. There are companies, like VPSI, that specialize in this, providing both vanpool vehicles as well as cluster analyses using their own software, which would negate the Mobility Manager having to do this analysis him/herself. The next step would be to develop some brochures and supporting materials (employee surveys) for employer campaigns. A contract would also need to be secured with Paratransit Services, Inc. and/or the local taxi company to provide guaranteed ride home services. The County will also need to explore how best to provide child care transportation, if that service is seen to be critical to the participation of low-income persons who would need such a service to be able to participate in a ridesharing arrangement. As mentioned above, these set of services can be one of several services to be overseen by the Mobility Manager.

Perhaps some additional consideration could also be given to easing the parking requirements in Tehama County’s zoning regulations for new developers / businesses that are willing to actively participate in promulgating ridesharing amongst its employees.

Such strategies, including the hiring of a Mobility Manager, the acquisition of ride-matching software (or services), GRH costs, and even fronting the “cost” of empty seats of fledgling vanpools are eligible expenses of the JARC program. The planning, implementation, and initial operation of shuttle services are also eligible for JARC funding. In addition, New Freedom monies can also be used to partially sponsor a Mobility Manager. A Mobility Manager is considered a capital expense, and is therefore eligible for an 80/20 match. The operation of a shuttle service though is considered an operational expense and is therefore eligible for a 50/50 match. Local match monies must therefore be sought. Beyond the County general fund, some of the municipalities and/or employers could be tapped for some (seed) matching funds.

### **Establish a Taxi Subsidy Program**

Presently, two taxi services are based in Red Bluff (Sunset Cab and Senior Ride-On). For Tehama County, a taxi subsidy program may be a low-cost way to serve trips for persons in the three target populations, especially at times when TRAX and the various community transportation services are not operating. This would address two prioritized unmet needs – affordable paratransit service for non-ADA eligible seniors, and paratransit service at times when ParaTRAX or route deviations are not available – as well as same-day, if not immediate response service.

A taxi subsidy program in Tehama County would also serve as a low-cost way to test the waters to determine whether or not it makes sense to expand ParaTRAX to new service days and times and/or to new eligible populations. If the demand materializes, its significance may argue for the expansion of more traditional paratransit into these time periods. That being said, a taxi subsidy program also provides an additional mobility option for sponsored individuals, as mentioned above.

Taxi subsidy programs typically involve an arrangement between one or more sponsoring organizations and a participating taxi company or companies. Under such a program, customers, clients, or residents may take a taxi trip at a discount.

There are several ways to affect the discount and control budget in a taxi subsidy program. Discounts can be affected by selling vouchers at a discount and/or by providing trips of up to a certain length (meter reading) where the customer pays a nominal fare, after which the customer is responsible for any additional fare.

There is an increased risk of fraud if rides are arranged directly between the rider and the taxi company (or taxi driver). This, in turn, requires additional resources to monitor the program. In Tehama County, it is suggested that Paratransit Service, Inc administer a subsidized taxi program through its call center.

Taxi companies are typically most interested in such a program where the programs can deliver a steady stream of business and where the administrative requirements are not too cumbersome for the driver and the company. Thus, the more trips requested through the program, the more interest there will be among taxi companies to participate. The resurrection of the cab company in Corning, if it does result from the advent of such a program, could be a tremendous boon to that community.

The lead on such an effort would presumably be Tehama County, but a key design aspect is opening up potential sponsorships to municipalities and private human service agencies, so as to maximize the trips that come through this program. There is no reason why other municipalities and human service agencies could not be partnering sponsors (for their own constituents and clients).

As part of such a program, the County (and possibly other partners) may wish to acquire accessible taxi vehicle(s) and provide them to the local taxi company (or companies should the taxi company in Corning be resurrected in response to this program). Either Section 5310 or New Freedom funding could be used to acquire an accessible vehicle.

Financing the subsidies could be done through grants available from the 5311 program, the New Freedom program (if an accessible taxicab is acquired), and JARC if this program is woven together with the guaranteed ride home program (see above). Funding from other municipal or agency partners would cover the cost of their constituents or clients.

A sponsoring organization can control its budget by limiting the subsidy per trip, the number of trips a person may take (per day, week, or month) and/or that can be taken on the system (per day), the latter in effect a first come first service basis. So, for example, a sponsored rider could pay the drop charge / first mile fare of \$4.00 (Sunset and Senior Ride-On) and the sponsoring organization could subsidize the five miles (which at \$2.40 per mile equates to \$12 per trip). For trips over six miles, the ride would cover the cost of the additional miles on the meter. Thus, at \$12 per trip, a sponsoring organization would divide this unit subsidy into its annual budget for this program to figure out how many trips it could afford for the year. This could then be converted to a daily, weekly, or monthly trip limit for each sponsor, which would be tracked by the call center.

The only cost involved would be the administrative labor for call-taking and overseeing the contract, and the printing of vouchers (although this is not recommended). If the taxi companies

are interested in participating in such a program, implementation shouldn't take more than three to six months.

### **Establish Agency/Employment Tripper Routes**

This strategy involves converting an existing TRAX route as a route deviated service during certain times of the day. The purpose of this approach is both to provide improved service to human service agencies or employers not currently served by the route, or to make access to the service less difficult. Often, only a minor deviation may be needed, e.g., to let off or pick-up agency clients on the agency side of a busy street, or at the front door of an employer to avoid a hike up a hill from the bus stop. The specific times might be at the beginning and end of agency programs, or the start and end times of employer shifts.

This strategy offers a way to personalize TRAX to help potential riders whose destination may be too far from the TRAX bus stops. For example, seniors heading to the senior center in Corning might benefit from such a service; despite being only one to two blocks off route, that distance may be difficult to negotiate for many seniors. In this strategy, scheduled deviations would occur immediately before and after the start and end times of key programs, such as congregating meals.

For seniors and employees, such a service may be the difference between using TRAX or not. In Red Bluff, such a service might actually decrease the demand on the higher cost ParaTRAX service, especially for those who have trouble getting to and from bus stops but otherwise can use the TRAX buses once they are at the stop. More importantly for these individuals, it means more independence, as they do not have to rely on calling ahead to reserve a trip.

The cost of implementing such deviations is often insignificant when instituted on a limited basis. This strategy institutionalizes a few "standard" deviations, so as to encourage ridership and eliminating rider need to call ahead of time, so additional funding is required. Potential funding sources could include Section 5310, Section 5311, New Freedom and increased fares. Implementation of such route deviations would take between six months to one year.

### **Establish Community Bus Routes**

Community bus routes, also known as "service routes," are fixed-route, fixed-schedule transit routes that have a number of features that distinguish them from regular fixed-route bus routes. The routes and level of service are designed around the origins and destinations and needs of older adults and persons with disabilities. Community bus routes typically use small, low floor buses able to operate on neighborhood streets, enter driveways and parking lots. The focus is on front-door convenience at the expense of direct routing. Emphasis is on convenience, ease of use, and highly-personalized driver service.

While community bus routes have the greatest applicability and success rate in medium to high-density areas, they also work in places where they can link high density housing to shopping, medical, and public services within a confined area. In Tehama County, community bus routes might work to connect concentrations of seniors and/or people with disabilities with nearby shopping and medical areas, such as in Red Bluff. Indeed, a Shopping Shuttle that may serve Red Bluff on certain days, Los Molinas, Gerber, and Proberta on other days, and Vina and Corning on other days, while linking in St. Elizabeth's may generate demand. Yet another application of this concept of interest to local stakeholders would be to institute a church shuttle

on Sundays. Both services can be marketed with special names to distinguish the service from regular TRAX service.

The biggest benefit of such service is that it provides more highly personalized service to those that have difficulty using TRAX or accessing bus stops because riders get picked up at front doors of the most common origins and get delivered to the front door of the most common destinations. Also, the service can be operated at times when regular TRAX service does not operate, such as on the weekends, which provides more mobility for those current and prospective riders who need it the most.

Such a service is potentially fundable through FTA Section 5311 funds, as well as New Freedom funding. If a special vehicle is needed for such a service, the 5310 program could be tapped. Potential partners supplying the local matching funds might include grocery stores and restaurants (senior lunch specials!) for the shopping shuttle, St. Elizabeth's, and churches.

Once the vehicle is identified or acquired and operational funding secured, the service could be planned and implemented within three to six months. The routing would be based on data obtained from ParaTRAX and from surveys of senior centers, and may also be dependent on the contributions of sponsoring partners.

### **Establish Volunteer Driver/Escort Program**

In Tehama County, volunteer driver programs are provided by the County (the METS program, now managed by Paratransit Services, Inc.), the American Cancer Society program, Catholic Healthcare West / Mercy Medical Center, and several other human service agencies.

A problem commonly cited by the agencies is the inability to recruit/maintain an adequate number of drivers due to policies that result in inadequate reimbursement of these volunteers. This problem has been exacerbated of late with rising fuel and insurance costs and insurance coverage issue.

The strategy for Tehama County is for the County, and most appropriately, a Mobility Manager, to build upon the METS program, opening it up to other trip purposes as defined and limited by the sponsoring agencies. Thus, the result would be a consolidated volunteer driver program for the County. The key for sponsoring agencies is that they would need to contribute what they are currently spending in volunteer driver reimbursement, and provide limits and ground rules as appropriate. Any specific requests for trips then would need to come through those agencies. The immediate benefit for them is that they would not have to recruit and manage the volunteer drivers.

With such a program in place, the County could also look to other sources (e.g., foundations) to provide funding to augment the reimbursement rates of these sponsors that are less than the IRS rate (currently \$0.585 per mile) which should attract more drivers.

With additional funding, the County may also be able to serve non-medical trips, especially those for individuals whose mobility needs are difficult to meet with TRAX or whose travel needs go beyond TRAX's service areas, just as it currently does through the METS program.

The primary benefit of expanding/consolidating this program is that it provides a low-cost way to serve riders who may otherwise be unreachable and/or whose trip is too costly to serve. For the

riders, a volunteer driver provides extra physical and emotional support that is not provided on TRAX.

The issue of agency liability is frequently 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](http://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](http://www.wsdot.wa.gov/transit/training/vdg/default.htm).

A Mobility Manager could also recruit, train and manage a roster of volunteer escorts (“Bus Buddies”) to assist transit-dependent individuals to use TRAX. The primary benefit of this strategy is to enable potential riders, who might be afraid of TRAX or need extra help in understanding how to use the system, to “get over the hump.” This might involve providing a free monthly pass to volunteer escorts.

Administration of this program is eligible for New Freedom program funds, which require a 50% local match. Implementation of the program would take six months to one year.

## Mobility Management

Rather than selecting individual strategies to pursue, Tehama County could consider applying for funding from JARC, New Freedom, or Section 5310 funds for a Mobility Manager. This strategy would require a 20% local match to the federal transportation dollars. The Mobility Manager would be a full- or part-time staff position housed in a lead agency, presumably the County, to oversee local coordination strategies and efforts that are “packaged” under the Mobility Manager.

One of the high priority strategies—creating and maintaining a centralized repository of information about community transportation services—could be implemented by a Mobility Manager. The Mobility Manager could also help establish, if not oversee, some of the medium priority strategies: the taxi subsidy program, a volunteer driver/escort program, and job access services.

The first few steps will be to determine where the Mobility Manager will be housed, to draw up a job description, and to apply for funds in an upcoming SAFETEA-LU application cycle.

A part-time position with benefits is estimated at \$60,000 a year.

## Summary of High and Medium Priority Strategies

Figure 7-2 summarizes the High and Medium Priority Strategies discussed above. For each strategy a lead agency/champion has been suggested to initiate action. The implementation timeframe describes how long before the strategy could be implemented, followed by approximate costs or range of costs; and potential funding sources.

**Figure 7-2 Implementing High and Medium Priority Strategies**

Strategy (to address need/gap)	Lead Agency/Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Potential Funding Sources	Comments
<b>High Priority Strategies</b>					
Expand TRAX Service Days and Hours	Tehama County	4-8 months once funding is secured	For each additional hour of service a cost of \$62 is incurred	<ul style="list-style-type: none"> <li>• JARC</li> <li>• New Freedom</li> <li>• Section 5311</li> <li>• Fare increases</li> </ul>	Expanding service to weekends and weekday evenings are high priorities for stakeholders and can create more job access for low-income riders working off hour jobs. If funding is limited, a phased approach could be considered.
Expand TRAX Service Area to Chico and Redding	Tehama County	6 -12 months once funding is secured	\$143,410 - \$239,010 per year based on \$62 per hour per city	<ul style="list-style-type: none"> <li>• JARC</li> <li>• New Freedom</li> <li>• Section 5311 &amp; 5311(f)</li> <li>• Fare increases</li> </ul>	Service expansion to Chico and Redding would provide increased mobility options for medical, employment, and shopping trips as well as better coordination with inter-city bus and rail services. Cost range reflects going to Chico or Redding; costs would double for service to both.
Expand TRAX Service Area to Unserved Cluster Developments	Tehama County	6-12 months, depending on coordination with local school buses	For each additional hour of service a cost of \$62 is incurred	<ul style="list-style-type: none"> <li>• JARC</li> <li>• New Freedom</li> <li>• Section 5311</li> <li>• Fare increases</li> </ul>	Connections could be made by extending existing TRAX routes, introducing new routes, or coordinating with local school buses.
Centralize Information on Community Transportation Services	Tehama County (Department of Public Works or Department of Human Services)	3-6 months	\$20,000-\$50,000 per year	<ul style="list-style-type: none"> <li>• JARC</li> <li>• New Freedom</li> <li>• Donations</li> <li>• Advertisements</li> </ul>	A hard copy resource guide could be printed annually or semi-annually and made available to the general public and human services agencies. This will enable the public to access services locally, which will improve mobility. This strategy can be Incorporated into existing staff duties or into duties of a new Mobility Manager.
Improve Bus Stop Amenities	Tehama County	6-8 months once funding is secured	\$20,000-\$100,000 (range can depend on number of shelters, benches and other amenities)	<ul style="list-style-type: none"> <li>• Section 5310</li> <li>• New Freedom</li> <li>• Municipal funding</li> <li>• Advertising revenues</li> </ul>	Improving bus stop amenities can make transit more accessible. These improvements can be incorporated into city sidewalk and bus stop improvement plans.

Strategy (to address need/gap)	Lead Agency/Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Potential Funding Sources	Comments
<b>Medium Priority Strategies</b>					
Sharing Resources	Tehama County	3-12 months	Costs could vary significantly depending on services provided. Services could be provided “in-kind.”	<ul style="list-style-type: none"> <li>• Section 5310</li> <li>• New Freedom</li> <li>• Municipal funding</li> </ul>	Resources can be shared between transportation providers for common needs, such as driver training, safety training, drug testing, maintenance, software needs, and vehicles. Can lead to future coordination, higher quality service, and lower costs. Can be Incorporated into existing staff duties or into duties of a new Mobility Manager.
Contract with Common Service Providers	Tehama County or Paratransit Services, Inc.	6-12 months	No additional costs necessary	<ul style="list-style-type: none"> <li>• Medi-Cal</li> </ul>	By becoming Medi-Cal providers, current paratransit services can obtain additional funding for medical related trips.
Implement Ridematching Strategies and Shuttle services (for Job Access)	Tehama County	3-6 months	Shuttle services = \$50/hour (for contracted service)  Ridematching and related services would be handled by existing staff; no additional costs	<ul style="list-style-type: none"> <li>• JARC</li> <li>• New Freedom</li> <li>• Municipal funding</li> <li>• Employers</li> </ul>	Strategies can include ridematching services to help form carpools and vanpools, and shuttles that link TRAX hubs to employment sites. This improves coordination between services and provides better job access. This could be coordinated under a Mobility Manager.
Establish a Taxi Subsidy Program	Tehama County	6-8 months	\$50,000 - \$100,000/year (to cover subsidized taxi and administrative costs)	<ul style="list-style-type: none"> <li>• Section 5310</li> <li>• New Freedom</li> <li>• JARC</li> <li>• Municipal funding</li> </ul>	This would improve service options for times when TRAX and other community transportation services are not operating. This program could also help determine whether expanded ParaTRAX service is warranted. This could be coordinated under a Mobility Manager.
Establish Agency/Employment Tripper Routes	Tehama County	6-12 months	\$62 per service hour for TRAX and assume 200 – 300 hours per year	<ul style="list-style-type: none"> <li>• Section 5310</li> <li>• Section 5311</li> <li>• New Freedom</li> <li>• Fares</li> </ul>	This strategy involves a route deviation from the typical TRAX route, which can better serve specific locations and help riders who have trouble accessing bus stops.

Strategy (to address need/gap)	Lead Agency/Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Potential Funding Sources	Comments
Establish Community Bus Routes	Tehama County	3-6 months once funding is secured	\$80,000-\$120,000 per vehicle; \$62 per service hour for TRAX and assume 1000 – 1,250 hours per year	<ul style="list-style-type: none"> <li>• Section 5311</li> <li>• New Freedom</li> <li>• Section 5310</li> <li>• Fares</li> <li>• Local grocery stores, restaurants, or churches</li> </ul>	A community bus could connect concentrations of seniors and/or people with disabilities with nearby shopping and medical areas. This would provide improved service to those who have difficulty using TRAX.
Establish Volunteer Driver/Escort Program	Tehama County	6-12 months	\$0.58/mile reimbursement rate for volunteer drivers	<ul style="list-style-type: none"> <li>• New Freedom</li> <li>• Foundations</li> <li>• Local agencies</li> </ul>	Current volunteer driver programs should be consolidated to pool resources and recruit more drivers. These programs serve persons who have trouble using TRAX or need extra personalized attention. This could be coordinated under a Mobility Manager.

## Program Administration

Effective program administration is a crucial factor in ensuring the ongoing success of a new program or project. As a first step, a project sponsor or lead agency needs to be designated to manage the project. The lead agency would most likely be responsible to:

- Apply for grant funding and develop a program budget
- Develop program policies and guidelines
- Establish program goals and objectives, and define desired outcomes
- Provide ongoing supervision or program oversight
- Monitor actual performance as compared to program objectives
- Report on program outcomes and communicate to project stakeholders

For each of the highest ranked strategies, a lead agency is suggested; however, in some cases numerous entities could serve in this capacity. Many strategies will require communication and coordination between two or more organizations. The lead agency should have the administrative, fiscal and staffing resources needed to carry out the program on an on-going basis; successfully applying for grant funds is just the first step.

The specific lead agency for each strategy has been provided in the text above and summarized in Figure 7-2.

## Decision Making Process

In addition to staff administering the program or service, a more formal decision making process will need to be in place to ensure effective program oversight. The Tehama County Transportation Commission (TCTC) is the designated RTPA for Tehama County. This organization will play a lead role in overseeing the implementation of many of these strategies, since it is responsible to allocate and disburse state transportation funds, and will adopt the Coordinated Plan. Tehama County is also designated as the CTSA for Tehama County.

The SSTAC advises the TCTC on various transportation issues and concerns. By definition, the SSTAC is comprised of a wide variety of stakeholders, including users of transit, and those representing the elderly and persons with disabilities. The SSTAC is appropriately the entity within Tehama County to provide ongoing program oversight as new services are considered and/or implemented, unless a Tehama County Community Transportation Coordination Council is formed.

## Guidelines for Transportation Provider Agreements and Service Standards

Part of Program Administration includes developing service agreements with transportation providers and following through and monitoring system performance. Service agreements should include the following basic monthly and year-to-date operating and performance data:

- Revenue Hours
- Deadhead Hours (Non-Revenue Hours)

- Passengers (including a breakdown by category such as fare type, transfers, passes, etc)
- Passenger Fares
- Revenue Miles
- Deadhead Miles (Non-Revenue Miles)
- Operating Costs
- Cost/Passenger
- Cost/Hour
- Farebox Recovery Ratio
- 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

Agencies are encouraged to develop and adopt a set of standards and benchmarks that can be monitored and measured to provide a framework for effectively managing and evaluating transit and paratransit services. While specific standards can vary depending on the service and operating environment, industry practice generally uses the standards to monitor efficiency, and service quality and reliability.

**Efficiency standards** use operational performance data to measure the performance of a transit system. Monitoring operational efficiency and productivity requires 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 performance for fixed route and paratransit services include:

- **Operating Cost per Passenger:** Calculated by dividing all operating and administrative costs by total passengers (with passengers defined as unlinked trips).
- **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).
- **Revenue to Non-Revenue Hour Ratio:** Non-revenue hours include deadheading between the garage and the location where the buses go in and out of scheduled service. This is a relevant measure because of the long-distance deadheading often required in rural counties. Non-revenue hours can also include paid operator time before

and at the end of their shift (vehicle checks, sign in time and time spent refueling buses etc.) and the time to deliver replacement buses when a bus is taken out of service because of an accident or breakdown. Note that revenue to non-revenue hour measurement is difficult to apply to contracted services because contractors are not normally required to track non-revenue hours of operation.

- **Passengers per Revenue Hour:** Calculated by dividing the total number of passengers (unlinked trips) 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). Farebox recovery ratio benchmarks are critical to the establishment of passengers per revenue hour benchmarks and benchmarks for design standards.

Local fixed route and dial-a-ride services also measure and monitor **reliability standards**. Recommended reliability standards for fixed route and paratransit services include:

- **On-Time Performance:** Can be monitored by road supervisors. No bus shall depart a formal time point before the time published in the schedule. Dial-a-ride and demand response service should pick up passengers within the policy pick-up window established for the service.
- **Passenger Complaints/Passengers Carried:** Requires the systematic recording of passenger complaints.
- **Preventable Accidents/Revenue Mile Operated:** Operator training efforts should increase as the number of preventable accidents increases. While there should be no preventable accidents, a benchmark should be established to permit some flexibility in the evaluation of training efforts.
- **Road Calls/Revenue Mile Operated:** A high number of road calls reflects poor bus reliability and may indicate the need for a more aggressive bus replacement program or changes to maintenance procedures and practices.

## Next Steps

The initial impetus for this plan is to meet federal requirements in order to apply for SAFETEA-LU funds: Section 5310, JARC, and New Freedom programs. However, the plan can be much more than a supporting document for funds. It can be a blueprint for programs and projects that will increase the mobility of older adults, people with disabilities, and low-income individuals. By increasing mobility for these targeted populations, the mobility of all Tehama County residents will be increased as well.

Community leaders and citizens who participated in the development of this Coordinated Public Transit-Human Services Plan can use it to take transportation in the county to a new level. It can be a basis for greater communication and coordination between the transportation profession and the social service profession. To do that, the plan should be endorsed by the Tehama County SSTAC, the Tehama County Elderly Services Council, and the Tehama County Health Partnership.

Suggested as next steps are (1) the formation of a Tehama County Community Transportation Coordination Committee, composed of (at least) the stakeholders who participated and were otherwise invited to the July 2 stakeholder workshop; and (2) the identification of the lead agency / champion that will pursue each of the high and medium priority strategies. With continued focus on the issues and solutions raised in this plan, senior, disabled, and low-income residents of Tehama County will surely benefit.

# **APPENDIX A**

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## STAKEHOLDER INVOLVEMENT AND PUBLIC WORKSHOP MATERIALS



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

# COMMUNITY WORKSHOP

YOU ARE INVITED TO ATTEND ONE OF TWO WORKSHOPS:

## RED BLUFF

**Tuesday, July 1, 2008, 4:30 PM – 5:30 PM**

Red Bluff City Hall Council Chambers, Oak & Washington

## CORNING

**Tuesday, July 1, 2008, 5:45 PM – 6:45 PM**

Corning City Hall Council Chambers, 794 Third & Solano

If you need a ride to this meeting, call 385-BUSS (385-2877) by 2 pm Saturday June 28



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

Who should attend?

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

For More Information, Contact

Barbara O'Keeffe

Tehama County Transportation Commission

(530) 385-1462 ext. 3017 or 3028

[bokeeffe@tcpw.ca.gov](mailto:bokeeffe@tcpw.ca.gov) or [ahansen@tcpw.ca.gov](mailto:ahansen@tcpw.ca.gov)



To request language interpretation assistance or alternative information formats at the workshop, contact the Tehama County Transportation Commission at least three business days prior to workshop.



Division of Mass  
Transportation

# Plan Coordinado de Transporte / Servicios Humanos

Para Adultos Mayores, Personas  
Discapacitadas y Residentes de Bajos  
Recursos del Condado de Tehama

# TALLER COMUNITARIO

SE LE INVITA A ASISTIR A UNO DE LOS TRES TALLERES:

## RED BLUFF

**Martes 1 de julio, 2008, 4:30 PM – 5:30 PM**

Red Bluff City Hall Council Chambers, Oak & Washington

## CORNING

**Martes 1 de julio, 2008 5:45 PM – 6:45 PM**

Corning City Hall Council Chambers, 794 Third & Solano

Si usted necesita un paseo a esta reunión, telefone (530) 385-2877 or 385-buss  
de 2 p.m. sábado de junio el 28



Comparta sus opiniones de transporte para adultos mayores, personas discapacitadas y residentes de bajos recursos del Condado de Imperial.

- Entérese del Plan Coordinado de Transporte-Servicios Humanos del Condado de Tehama.
- Provea comentarios de transporte en la comunidad.
- Comparta su opinión de opciones.
- Recomiende estrategias.
- Entérese de las Sec 5310, 5316, y 5317 del programa de fondos federales de transportación disponibles para ciertas agencias en el Condado de Tehama.

¿Quién debe asistir?

- Representantes de las Agencias de Servicios Humanos.
- Participantes de Programas de Servicios Humanos.
- Usuarios de Autobuses Públicos y Dial-A-Ride.
- Miembros de la Comunidad.



Para Mayor Información  
Barbara O'Keeffe or Adam Hansen  
Tehama County Transit  
(530) 385-1462 ext. 3017 or ext. 3028  
[bokeeffe@tcpw.ca.gov](mailto:bokeeffe@tcpw.ca.gov) or [ahansen@tcpw.ca.gov](mailto:ahansen@tcpw.ca.gov)

Habrá Interpretación en español durante los talleres



Division of Mass  
Transportation

Wednesday June 18, 2008  
FOR IMMEDIATE RELEASE



Contact: Barbara O'Keeffe, or Adam Hansen 385-1462 ext. 3017 or 3028

## **Public Asked to Share Ideas to Improve Transportation Services for Tehama County Older Adults, People with Disabilities and Low-Income Residents**

### **Tehama County Human Service-Public Transportation Coordination Plan Community Workshops**

#### **RED BLUFF**

**Tuesday, July 1, 2008, 4:30 PM – 5:30 PM**  
Red Bluff City Hall, Council Chambers, 555 Washington St.

#### **CORNING**

**Tuesday, July 1, 2008, 5:45 PM – 6:45 PM**  
Corning City Hall, Council Chambers, 794 Third St.

The Tehama County Local Transportation Commission, in cooperation with Caltrans, is sponsoring transportation workshops for Tehama 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 workshops are being held as part of the Tehama 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 Tehama County. The Plan will address transportation improvements so residents can get to medical appointments, classes, day care and jobs. The Coordination Plan will also identify transportation services needed to help people run errands and go shopping, as well as connect to other transportation services, like Greyhound or Amtrak.

Each workshop is scheduled to last one hour. Planners will share results of recent meetings, surveys and data analysis. Workshop participants will be asked to help prioritize transportation needs and strategies. Several exercises are planned so community members can 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 Access Reverse Commute (JARC), New Freedom, and the Elderly and Disabled Transportation Assistance Program (5310 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 Tehama County Local Transportation Commission to find transportation needs and gaps, and define opportunities for better coordination. An Existing Conditions Report was prepared in May 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 Tehama County Human Service-Public Transportation Coordination Plan and the community workshops, please call Barbara O'Keeffe or Adam Hansen at the Tehama County Transportation Commission, (530) 385-1462 ext. 3017 or 3028.***

TEHAMA COUNTY OUTREACH MEETING ATTENDEES			Meetings Attended					
			Elderly Services Council 4-15-08	Health Partnership 4-15-08	Corning Focus Group 4-15-08	Stakeholders 4- 16-08	Red Bluff Open House 7-1-08	Corning Open House 7-1-08
Name	Agency / Group	Email						
Juanita Miller	(formerly Tehama Co. DPW)		x		x			
Fran McBee	Alternatives to Violence			x				
Dolores Vasquez	CA Health Collaborative			x				
Jerry Sellers	Child Care Referral and Education			x				
Michael Langern	Child Services	<a href="mailto:mlange@csch.state.ca">mlange@csch.state.ca</a>						x
Lynn Lima	Corning Senior Center				x			
Kathy Rutan-Sprague	Daysstar Ranch			x				
Venita Philbrick	Downtown Red Bluff Business Ass'n			x				
Gail Locke	Elder Services Coordination Services	<a href="mailto:glocke@snowcrest.net">glocke@snowcrest.net</a>	x	x				x
Gayle Hage	Far Northern Regional Center			x				
Michelle Rosauer	First 5 Tehama			x				
Garrett Woodward	Friday Night Live			x				
Denise Rochlitz	FYS/Dept. of Education	<a href="mailto:drochlitz@tehamaed.org">drochlitz@tehamaed.org</a>						x
Gary Strack	Mayor, City of Corning				x			
Gisela Sandoval	NCCDI/TC Headstart	<a href="mailto:gsandoval@ccdi.com">gsandoval@ccdi.com</a>						x
Julie Young	New Directions to Hope	<a href="mailto:young@ndth.org">young@ndth.org</a>						x
Lisa Eubanks	New Directions to Hope			x				
Allen Scaggs	North Valley Services	<a href="mailto:alnvs@sbcglobal.net">alnvs@sbcglobal.net</a>	x					
Lia DiMillo Gray	Northern Valley Catholic Social Services			x				
Yvonne Volz	Office of Dr. Volz, MD				x			
Joy Gifford	Paratransit Services	<a href="mailto:joygifford@sbcglobal.net">joygifford@sbcglobal.net</a>	x	x			x	x
Rose Zastrow	Passages Adult Resource Center	<a href="mailto:rzastrowpassages@sbcglobal.net">rzastrowpassages@sbcglobal.net</a>						x
Michelle Bouma	Rape Crisis Intervention			x				
Nancy Stratton	Red Bluff Elementary School District			x				
Barbara Thomas	Red Bluff Union High School			x				
Kristin Behrens	St. Elizabeth's Hospital			x				
Sister Pat Manoli	St. Elizabeth's Hospital	<a href="mailto:pjmanoli@chw.edu">pjmanoli@chw.edu</a>					x	x
Trudi Sensee	St. Elizabeth's Hospital	<a href="mailto:tisensee@chw.edu">tisensee@chw.edu</a>	x					
Anita Parker	St. Elizabeth's Hospital - Perinatal Education	<a href="mailto:anita.parker@chw.edu">anita.parker@chw.edu</a>		x				x
Mona Schoen	Tehama Co. Staff Management Services					x		
Tina Zastrow	Tehama County Dept of Ed/Friday Night Live	<a href="mailto:czastrow@tehamaed.org">czastrow@tehamaed.org</a>		x				x
Elizabeth Watson	Tehama County Child Welfare					x	x	
Amy Henderson	Tehama County Dept of Education			x				
Beth Birk	Tehama County Dept of Education			x				
Amy Travis	Tehama County Health Services Agency			x				



## Tehama County Public Transit users ask more service

BY ASHLEY GEBB - DN Staff Writer -- Article Last Updated: 07/03/2008 08:08:56 AM PDT



Barbara Bunting of Red Bluff places a sticker under expanded service area and/or... ( DN-Gebb )

Expanded days and hours. Expanded service areas. Improved bus stop accessibility.

Those are the major needs Tehama County residents voiced at transportation workshops Tuesday and Wednesday.

The Tehama County Public Transit held the workshops to create a transportation coordination plan to better serve residents' needs, said Transit Manager Barbara O'Keeffe.

About 15 residents and several stakeholders attended the three meetings held in Red Bluff and Corning.

After hearing transportation options, including buses, taxis and medical assistance, many people said they weren't aware of all services, which is one reason the county needs a mobility manager for coordination and publicity, O'Keeffe said.

The most common needs were expanded days and expanded service, and residents indicated a desire for evening hours, transportation to the hospital and Sunday service to get to church.

"We want the bus to go 'til 11 at night. We want it to go off the beaten path. We want it to allow pets," said Howard Farmer of Red Bluff. Many people said they would like service to Redding, Chico, Rancho Tehama and Mineral and more services added to Corning and Los Molinos. Los Molinos resident Hubert Farmer said his biggest concern is his dog, which he uses as undesignated service animal and can't have on the bus.

"I rely on my doggy," he said. "My canine needs to get on that bus."

He also thinks buses should come more often so the wait is not so long if a bus is missed, he said.

Carolyn Farmer-Tufts is mostly concerned about bus stop accessibility.

"It's the hottest, most blazing place in the summer and the coldest, most miserable place in the winter," she said.

Farmer-Tufts, who lives in Dairyville, also wants expanded services because she takes care of three disabled people who could use the bus, she said.

"I am one person, and I cannot be three or four places at once," she said.

Now that the unmet needs have been identified and prioritized, a plan can be made to address and solve them using grant money, some of which is already available, O'Keeffe said. A draft plan will be made and shared with the Transportation Commission and Transit Agency, and O'Keeffe hopes for adoption of it in August or September.

Barbara Bunting of Red Bluff does not use many transportation services, but said a lot seem to be available, and when the changes voiced Tuesday night are made, there will be even more.

"It's encouraging in one way, and it's so depressing in another," she said.

The workshops were part of the plans designed by the California Department of Transportation, which paid for consulting firm Nelson/Nygaard to help construct plans for 23 rural counties.

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Staff writer Ashley Gebb can be reached at 527-2153, extension 110 or [agebb@redbluffdailynews.com](mailto:agebb@redbluffdailynews.com)

# Draft of the countywide Transportation Plan released

## TC seeking the publics review and input on new Transportation Plan by Sept. 17th

9-12-08

### Observer Reports

A draft of the Coordinated Public Transit-Human Services Transportation Plan has been completed and released for public review and comment.

The plan was sponsored by Caltrans in an effort to improve of transit operations in rural areas to better serve the public's needs. Caltrans contracted with Transportation Consultants Nelson\Nygaard to write the plan for 23 of California's rural counties.

The plan has two main objectives, said Barbara O'Keefe, Tehama County transportation director.

First is to document all public and private transportation providers in the county and determine gaps in the ser-

vice provided. Documenting all forms of transportation allowed the consultant to analyze the transportation provided in the county and determine which demographic segments of the population or which geographic areas of the county do not have adequate transportation options. The analysis was done with emphasis on people that need transportation the most; disabled, elderly and low-income.

The second objective is to specific strategies are identified to mitigate the transportation service gaps discovered in the analysis, said O'Keefe. Strategies such as extending the service hours of public transportation later into the evening, or extending the service area to Redding and Chico, sharing resources between agencies, and establishing community bus routes are examples

of the strategies proposed to meet the needs of the public.

"The Human Services Transportation Plan will be used to provide the basis for grant funding to implement these strategies in the future," O'Keefe said.

Many state and federal grant programs require a plan to be eligible for funds that can be used improve transportation in the county. Grant funds can be used to acquire cleaner more efficient buses or even expand the service area to Redding or Chico.

Members of the public are invited to review the plan and give input on how

it can be improved.

The plan can be found at the Tehama County Library, Tehama County Public Works, or online at <http://www.co.tehama.ca.us/>.

Please submit comments at the Tehama County Transportation Commission (TCTC) meeting at the County Chambers in Red Bluff on Tuesday 8:30 a.m., or submit comments to Barbara O'Keefe ([bokeeffe@tcpw.ca.gov](mailto:bokeeffe@tcpw.ca.gov)) by Sept. 17, at 5:00 p.m. All comments and ideas will help to improve the system and help develop a transit system that better serves the public.

Corning Observer

Friday, October 17, 2008

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## Public hearing to be held by TCTC Tuesday

A public hearing for the Coordinated Public Transit-Human Services Transportation Plan will be held Tuesday, Oct. 21, at 8:30 am, in the Tehama County Board of Supervisors Meeting Room, 727 Oak Street, Red Bluff, California. The Tehama County Transportation Commission is soliciting comments on the Coordinated Public Transit-Human Services Transportation Plan. The plan is scheduled to be adopted at the Tehama County Transportation meeting on December 16, 2008. Please provide comments at the Tehama County Transportation Commission meeting or submit comments via email to Barbara O'Keeffe [bokeeffe@tcpw.ca.gov](mailto:bokeeffe@tcpw.ca.gov).

This information was in the Red Bluff Daily News as an advertisement and in the Community Calendar on October 18<sup>th</sup> and 20<sup>th</sup>, 2008.

**NOTICE OF PUBLIC HEARING**  
**for**  
**Coordinated Public Transit**  
**Human Services Transportation Plan Meeting**

Date: October 21, 2008 at 8:30 AM  
Place: County Administration Building  
in the Board of Supervisors  
Meeting Room  
727 Oak Street, Red Bluff

*Your ideas can improve the County transit system.  
Come and share them!*



# **APPENDIX B**

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## **DRIVER TRAINING**



## **Consolidated Driver Training Programs**

The safety of passengers, whether they are riding in a bus, paratransit vehicle, van or personal car, rests in the hands of the driver. Driver training is a key component of transportation services; however, in California, training requirements vary depending on the type of vehicle operated. Consolidated programs that coordinate this effort have the potential to provide a more efficient, cost effective method of driver training, and can also enhance 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 vehicle” 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, the driver 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 not engaged 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

Specific basic and ongoing training requirements, as well as the class of license and type of endorsement, are triggered by the type of vehicle to be operated. These are detailed in Exhibit 1.

## Exhibit 1 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 <sup>1</sup> A or B	P <sup>2</sup>	4 hr Safe Operation 4 hr Special Transportation	4 hr Safe Operation 4 hr Special Transportation	Drug Medical Written Pre-trip BTW <sup>3</sup>
GPPV <sup>4</sup>	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 <sup>5</sup>	20 hr classroom 20 hr BTW	10 hr (Classroom.BTW)	Drug Medical Written First Aid (written) Pre-trip BTW
School Pupil Activity Bus		CDL A or B	P	15 hr classroom 20 hr BTW	10 hr (Classroom/BTW)	Drug Medical Written Pre-trip BTW

California Department of Education

<sup>1</sup> Commercial Drivers License

<sup>2</sup> Passenger Endorsement

<sup>3</sup> Behind the Wheel

<sup>4</sup> General Public Passenger Vehicle (operated by a public transit agency not a nonprofit agency)

<sup>5</sup> School Bus Endorsement

As illustrated by Exhibit 1, the required number of hours for original training for drivers varies 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.

Often, small organizations in rural communities 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. Available training in other subject areas may also be limited.

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.

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.

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 C**

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## PUBLIC COMMENTS

Public Comments received at the October 21, 2008  
Tehama County Transportation Commission Meeting  
Tehama County Supervisors Chambers  
727 Oak Street, Red Bluff, CA 96080

Barbara O'Keeffe thanked the Commissioners' and participants in the audience and reviewed the Coordinated Plan.

The plan is critical to be eligible for FTA dollars. There were 23 rural counties that needed to prepare their plans. A consultant was hired by Caltrans to assist in our efforts, and school districts coordinated, such as Corning for example, to provide service to Rancho Tehama. The Plan is an opportunity to identify what the County can do.

Barbara continued review of changes in the draft Plan.

Commissioner Russell questioned what is the source of the "no statutory limitations on school districts?" Historically you could not use buses for anything other than transporting students.

Barbara O'Keeffe referred to footnotes on Page 7-6 identifying John Green, California Department of Education, regarding this issue.

Commissioner Russell stated staff will need a legal opinion. The State contributes to the purchase of school buses and they don't like miles put on busses for anything but students.

Sherri Shultz, Director of the Rancho Tehama Rural Association (RTR) said she received responses from those that want bus service in RTR. They would like to have a TRAX bus for the general population and not mix them with school children. There are 52 miles of road and only 30 are paved. We would like to have a bus at the entrance of the ranch for pick up of riders.

Commissioner Irving questioned if the discussion included transporting students along with the general public and staff answered that it could be at some point. There are opportunities for that, Barbara O'Keeffe added. This has to be approved by the School Districts. This is just a plan.

Commissioner Irving added that this may be an issue with the school district and is not our decision.

Barbara O'Keeffe stated she could not speak for the school districts, but as far as coordination, we can start by discussion fuel procurement, but there will be additional discussion. This does not mean we are commingling the students.

Commissioner Strack discussed after school activities that could be tied with people going back from work and commingling.

Barbara O'Keeffe added that it is an opportunity for TRAX to provide that trip to RTR allowing after-school activities for students. This also is documented in the Plan.

Executive Director Gary Antone said that the Plan provides a point of discussion, pulls partners together, to see who can work with who in the community to achieve the service we are trying to get to in a legal and effective manner.

Commissioner Willard referred to the first page of the document stating the pages say possibilities and not commitment. This doesn't mean we will do them, but there are possibilities.

Barbara O'Keeffe said that Corning and other school districts have shortages of drivers. At times, if a driver is needed, they can call TRAX for an alternate driver.

Commissioner Russell questioned that the requirement is a formulation of this Plan. Are there any other requirements after the plan is coordinated to implement the plan. A concern is to simplify objectives and prioritize them in a simple format and not act on them.

Barbara O'Keeffe replied that the Plan must be in place first. There may be update requirements, but we are meeting the current requirements of SAFETEA-LU.

With no other questions, the Public Hearing closed at 9:08 a.m.

14250 Wyndhaven Drive  
Red Bluff, California 96080  
September 15, 2008

Tehama County Transportation Commission  
Attention: Barbara O'Keeffe

RE: Draft Coordinated Public Transit Plan

I am unable to attend the TCTS meeting tomorrow, September 16, and would like to go on record supporting:

- Recommendation that seniors, 72 years old and older ride TRAX free
- Veterans receive the same discount as seniors, students and persons with Disabilities
- Seniors 60 years and older qualify to ride Para TRAX

I participated in the Transportation Focus group discussions and find the listing of High Priorities and Needs to be an accurate picture of what we have heard from seniors in our county. It was a very satisfactory discovery process and I look forward to seeing the implementation of the priorities. Those in our county will have more freedom to travel to more events with a safe alternative to driving.

Sincerely,

Gail Locke  
TC Commission on Aging  
Elder Services Coordinating  
Council

**From:** Sheri Schultz [mailto:sheri92836@hughes.net]  
**Sent:** Tuesday, September 16, 2008 10:38 AM  
**To:** Barbara O'keeffe  
**Cc:** Cathy Johnson; Lupe Green; Sharon Easton; Penny McGee  
**Subject:** Re: Comments on E-copy of the Coordinated Public Transit - Human Services Transportation Plan

Hello Barbara--I could not make it to the meeting today, so am sending you this email commentary on the plan.

1) Correction--Page 3-3 under Population Characteristics, Rancho Tehama is an incorporated community. It operates under "The Rancho Tehama Association", a California Common Interest Development (CID) corporation.

2) Correction--Page 6-18 under Applicability to Tehama County refers to Rancho Tehama "Ranchette" (RTR). The correct name is Rancho Tehama "Reserve" (RTR).

Comment--While utilization of the school bus service for common carrier use to RTR may be the only choice you will provide, because of "private and unpaved roads", I wish to re-emphasize our previous comment that our 3 main roads ARE paved and surveyed by the county for public use. I realize it would be a monetary advantage to the school district but our intention was to ask you to provide a TRAX bus 3 times a day to a main pickup point at the entrance to the community in the Recreation Hall/Office lot, an area which provides rider parking and is well-lit. There would be no question of using private or unpaved roads.

3) Comment--Chapter 7, Figure 7-1. We are very appreciative that Rancho Tehama service has been placed under "High Priority".

4) Correction--Page 7-4 under Expand TRAX Service Area to Unserved Cluster Developments. Again, we are Rancho Tehama Reserve--not Ranchette.

Comment--I feel your presentation in this section is very favorable. I have heard the added comment that the co-mingling of high school students with senior citizens may present some emotional concerns about senior citizen safety as well. But perhaps it would be a good opportunity to build a bond of respect and concern for each other between the two groups.

Again, Barbara, thanks for your kind attention and all your hard work.

Sheri Schultz, one of the corporation directors  
The Rancho Tehama Association

**From:** Micheal Pierce [mailto:[doggieluvr@wildblue.net](mailto:doggieluvr@wildblue.net)]  
**Sent:** Saturday, September 20, 2008 9:11 PM  
**To:** [bokeeffe@tcpw.ca.gov](mailto:bokeeffe@tcpw.ca.gov)  
**Subject:** Transit to Rancho Tehama Reserve

I wasn't able to attend the public meeting this Wednesday but i would like to introduce myself. I am with a group of citizens who live in RTR and we have formally met with George Robson and Bob Williams to discuss forming a Community Service District. This means that we could (cross my fingers) improve our horrible roads and pave them. If this happens we would be very interested in working with someone to improve a transit system for this subdivision.

One thing I am concerned with is the proposal to use the school bus. I would not like to see this as a solution for our citizens rather I would be very concerned for our childrens safety. We have our share of drug dealers and pedophiles, and they would see this as an open market to pry on our children.

--

Karis Pierce

**From:** [Sandra Bekele](#)

**To:** [joygifford@sbcglobal.net](mailto:joygifford@sbcglobal.net)

**Sent:** Monday, June 09, 2008 9:31 AM

**Subject:** bus to/from Rancho Tehama

Attn: Barbara O'Keefe, Tehama County Public Works Dept.

Hi, I've just learned that your department may be contemplating a bus service to and from Rancho Tehama Reserve. This would be an important and valuable service to our community, both in terms of health, and for quality of life.

Many of our members are senior citizens; we've come here because we needed a place that worked for us on fixed incomes, and we no longer needed to commute. But, we still have to get fresh groceries, go to the doctor, take pottery or dancing classes, visit our old friends or relatives, and just generally get around.

Also, some people are aging in place here, and wish dearly to continue living in homes and gardens they've built and love, yet with age have lost the ability to drive. Others, such as families with many mouths to feed on limited means, may not be able to keep a vehicle safely maintained; perhaps fewer polluting thrashers would be driven about, if the dearth of transportation options were not so compelling. I also believe that our young people on the ranch would grow up into more well-rounded citizens, if they had the chance to participate in extra-curricular activities through school, scouting, or other youth organizations

Transportation time and cost to come and go from here was just a modest trade-off in the past, but it's gradually become downright prohibitive! I am sure that a bus service in and out of Rancho Tehama would enjoy heavy usage.

Sincerely,

Sandra Bekele

