

Coordinated Public Transit – Human Services Transportation Plan

ALPINE COUNTY



Final Plan
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consulting associates

In association with:

Innovative Paradigms
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Chapter 1. Project Overview

Update

During the course of this planning process, which spanned nearly eight months, the public transportation situation in Alpine County underwent significant change that resulted in the discontinuation of Alpine Mountain Transit (AMT) service on July 1, 2008.

Since 2003, the Alpine County Local Transportation Commission (ACLTC) has contracted with Douglas County, Nevada to operate AMT. Under the agreement, the AMT vehicle and insurance were provided by Alpine County. Douglas County was responsible for hiring and training drivers, fueling and vehicle maintenance. In May 2008, the AMT bus was removed from service due to mechanical failure. Douglas County agreed to utilize one of its vehicles to ensure continued service in Alpine County.

However, on June 16, 2008, the ACLTC was notified by Douglas County that it would discontinue AMT operations effective July 1, 2008. Negotiations were unsuccessful in reaching agreement on a 30-day extension.

Efforts are underway to secure funding to purchase a replacement vehicle. Service options, including bringing AMT operations in-house, are being considered by the Alpine County Local Transportation Commission. A decision about future service is expected in July, 2008.

A strong desire for some level of public transportation in the County has been demonstrated throughout the planning process. The strategies for enhanced coordinated transportation presented in this Plan are based on the interest of community stakeholders to provide transit options within Alpine County. There is a need to reestablish a transit system and the opportunity exists to develop a plan to meet the needs of Alpine County residents.

Introduction

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

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

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

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subject to this plan.¹ Alpine is one of these 23 counties, which are highlighted in the map in Figure 1-1.

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

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

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

² Some plans in rural areas have been completed independently of this effort. Caltrans’ website lists the status of the plans at: <http://www.dot.ca.gov/hq/MassTrans/Coord-Plan-Res.html>

Figure 1-1 Caltrans Coordinated Planning for California Counties



Report Outline

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

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

Chapter 2 summarizes the steps taken and the methodologies used to prepare the Coordinated Plan. It provides a description of the process, from initial contact through final plan. This chapter also provides a summary of key documents related to transportation planning in Alpine County that have helped inform the effort.

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

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

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

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

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

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

SAFETEA-LU Planning Requirements

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

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

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

These circulars can be accessed through the following websites:

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

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

1. An assessment of available services that identifies current transportation providers (public, private, and non-profit).
2. An assessment of transportation needs for individuals with disabilities, older adults, and people with low incomes. This assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service.
3. Strategies, activities, and/or projects to address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery.
4. Priorities for implementation based on resources (from multiple program sources), time, and feasibility for implementing specific strategies and/or activities.

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

Federal Coordination Efforts

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

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

State of California Coordination Efforts

Assembly Bill 120 (1979)

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

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

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

Senate Bill 826 (1988)

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

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

And required that

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

Assembly Bill 2647 (2002)

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

Role of Consolidated Transportation Service Agencies (CTSAs)

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

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

In Alpine County, the Alpine County Local Transportation Commission (ACLTC) has not designated an agency to serve as the CTSA. The SSTAC meets annually or as needed to discuss transportation issues and to advise the ACLTC.

Funding Public Transportation in Rural California

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

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

revenue credits; private donations; revenue from advertising and concessions. Non-cash funds such as donations, volunteer services, or in-kind contributions are eligible to be counted toward the local match as long as the value of each is documented and supported.

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

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

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

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

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

Examples of eligible JARC projects include:

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

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

FTA Section 5317 New Freedom Program

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

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

Examples of eligible New Freedom Program projects include:

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

Eligible applicants may include state or local governmental bodies, MPOs, RTPAs, LTCs, social services agencies, tribal governments, private and public transportation operators, and non-profit 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 non-profit transportation providers; however, Section 5310 funding can also be used for operations if the service is contracted out. In California, a local match of 11.47% is required.

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

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

Designated Recipient	Fund Source	2007 \$ estimate	2008 \$ estimate	2009 \$ estimate
Caltrans	5316 Rural JARC ¹	1,467,032	1,573,618	1,659,360
Caltrans	5317 Rural New Freedom ¹	681,111	777,302	821,719
Caltrans	5310 Elderly and Disabled Section ²	12,394,851	13,496,069	14,218,737

¹ Estimates are for rural portions of California only, although funding is available statewide

² Estimates are for the entire state of California

FTA Section 5311

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

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

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

Transportation Development Act (TDA)

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

- **LTF** revenues are recurring revenues derived from $\frac{1}{4}$ cent of the retail sales tax collected statewide. The $\frac{1}{4}$ cent is distributed to each county according to the amount of tax collected in that county. In counties with a population of less than 500,000 as of the 1970 US Census, TDA funds may be allocated under Article 8 for transit services or for local streets and roads, pedestrian or bicycle projects.

- Prior to approving TDA funds for purposes other than public transportation, specialized transportation, or facilities for bicycles and pedestrians, the local transportation planning agency is expected to consult with its local SSTAC and conduct an assessment of transit and determine whether there are unmet transit needs, and whether or not those needs are “reasonable to meet.” Each RTPA is required to adopt definitions of “unmet transit need” and “reasonable to meet.” Any unmet transit needs that are reasonable to meet must be funded before funds can be allocated for streets and roads.
- **STAF** are revenues derived from sales taxes on gasoline and diesel fuels. STAF is allocated annually by the local transportation commissions based on each region’s apportionment. Unlike LTF which may be allocated to other purposes, STAF revenues may be used **only** for public transit or transportation services.

State Transportation Improvement Program

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

Other Funding Sources

Older Americans Act (OAA)

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

Medi-Cal

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

Regional Centers

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

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

Agricultural Worker Transportation Program (AWTP)

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

Private Foundations

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

Tribal Casino Transportation Programs

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

Service Clubs and Fraternal Organizations

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

Employers

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

Figure 1-3 Transportation Funding Matrix

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

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
FTA Section 5311	Enhance access for those living in non-urbanized areas and improve public transportation systems in rural and small urban areas.	Capital projects and operations	Formula based funding - Apportionment by area	Public agencies, local governments, tribal governments, nonprofit agencies	50% for operating costs, 80% for capital costs	Funds are distributed on a formula basis to rural counties throughout the country. A portion of 5311 funds (\$45 million nationally from 2006-2009) is set aside for a Tribal Transit Program, which provides direct federal grants to Indian tribes to support public transportation on Indian reservations.
FTA Section 5311(f)	Funds public transit projects that serve intercity travel needs in non-urbanized areas.	Capital projects and operations		Public agencies, local governments, tribal governments, nonprofit agencies	50% for operating costs, 80% for capital costs	Projects are awarded on a statewide competitive basis
Health and Human Services Funding ⁽¹⁾						
Title XX Social Services Block Grant (SSBG) (Department of Social Services)	Goals: 1. Reduce dependency, 2. Achieve self sufficiency, 3. Protect children and families, 4. Reduce institutional care by providing home/community based care, 5. Provide institutional care when other forms of care are not appropriate.			Child Welfare Services, Foster Care, Deaf Access, Community Care Licensing, CDE Child Care, and Department of Developmental Services programs.	Unknown	Grant must be used for one of the goals of SSBG and cannot be used for certain purposes such as the purchase or improvement of land or payment of wages to any individual in social services. These funds are not allocated separately but are used in lieu of state general fund.
Healthy Communities Access Program (HCAP) (Department of Social Services)	Develop/strengthen integrated community health systems that coordinate health care services for individuals who are uninsured or underinsured, such as transportation coordination to improve access to care.		\$83 million	Public and private health care providers as well as social services, local government and other community based organizations.	Unknown	Build upon Federal programs that support entities serving low-income populations in an effort to expand and improve the quality of services for more individuals at a lower cost.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Community Services Block Grant (CSBG) (Department of Community Services & Development)	Assist low income people in attaining the skills, knowledge, and motivation necessary to achieve self-sufficiency.			Community action agencies, low income individuals in CA (100% of Federal poverty level).	Unknown	None
Aging & Disability Resource Center Grant Program - Part of the President's New Freedom Initiative (Dept. of Aging)	Support state efforts to create "one stop" centers to help consumers learn about and access long-term supports ranging from in-home services to nursing facility care.		\$800,000 awarded to California in 2004	State of California	Unknown	None
HIV Care Formula Grants (Dept. of Health and Human Services)	Support programs designed to increase access to care and treatment for underserved populations, reduce need for costly inpatient care, reduce prenatal transmission, improve health status of people with HIV. A portion of the funds can be used for transportation.		\$2,073,296,000	State, local governments, public and nonprofit private agencies.	Unknown	None
Consolidated Health Center Program (Bureau of Primary Health Care)	Fund health centers that provide primary and preventative health care to diverse underserved populations. Health centers can use funds for center-owned vans, transit vouchers, taxi fare.			Community based organizations including faith based organizations.	Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Older Americans Act Title III B - Grants for Supportive Services & Senior Centers (Administration on Aging)	Funds are awarded by formula to State units on aging for providing supportive services to older persons, including operation of senior centers. May be used to purchase and/or operate vehicles and funding for mobility management services.	Capital projects and operations.	\$357 million	States and territories, recognized Native American tribes and Hawaiian Americans as well as non-profit organizations.	Unknown	None
Program for American Indian, Alaskan Native, & Native Hawaiian Elders (Administration on Aging)	This program supports nutrition, information and referral, multipurpose senior centers and other supportive services for American Indian, Alaskan Native and Native Hawaiian elders. Transportation is among the supportive services, including purchase and/or operation of vehicles and for mobility management.	Capital projects and operation	\$26 million	Recognized Native American tribes and Hawaiian Americans as well as non-profit organizations.	Unknown	None
Community Mental Health Services Block Grant (Center for Mental Health Services State Planning Branch)	Improve access to community-based health-care delivery systems for people with serious mental illnesses. Grants also allot for supportive services, including funding to operate vehicles, reimbursement of transportation costs and mobility management.	Capital projects and operations.	\$430,000		Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Substance Abuse Prevention & Treatment Block Grant (Substance Abuse & Mental Health Services Administration)	Block grants provide funds for substance abuse prevention and treatment programs. Transportation-related services supported by these grants may be broadly provided through reimbursement of transportation costs and mobility management to recipients of prevention and treatment services.		\$1.78 billion	State of California	Unknown	States are required to expend their primary prevention services funds using six specific strategies: community-based processes, information dissemination, education, alternative activities, problem identification and referral, and environmental strategies. A seventh category, "other" strategies, can be approved on a limited basis.
Child Care & Development Fund (Administration for Children & Human Services)	Provide subsidized child care services to low income families. Not a source of direct transportation funds, but if child care providers include transportation as part of their usual services, covered by their fee, these services may be covered by voucher payments.		\$4.8 billion	States and recognized Native American Tribes	Unknown	None
Developmental Disabilities Projects of National Significance (Administration for Children and Families)	Promote and increase independence, productivity, inclusion and integration into the community of persons with developmental disabilities, and support national and state policy that enhances these goals. Funding provides special projects, reimbursement of transportation costs and training on transportation related issues.		\$11.5 million		Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Head Start (Administration for Children & Families)	Head Start provides grants to local public and private agencies to provide comprehensive child development services to children and families. Local Head Start programs provide transportation services for children who attend the program either directly or through contracts with transportation providers.		\$7 billion	Local public and private non-profit and for-profit agencies	Unknown	The Head Start regulation requires that programs make reasonable efforts to coordinate transportation resources with other human service agencies in their communities.
TANF / CalWORKS (California work opportunity & responsibility to kids) (Department of Social Services)	Provide temporary assistance to needy families. Recipients are required to participate in activities that assist them in obtaining employment. Supportive services, such as transportation and childcare are provided to enable recipients to participate in these activities.			States and Federally recognized Native American tribes. Eligible families as defined in the TANF state plan	Unknown	TANF funds cannot be used for construction or to subsidize current operating costs. State and county funds in the CalWORKS program are used to meet the TANF maintenance of effort (MOE) requirement and cannot be used to match other federal funds.
Community Development Block Grants (CDBG) (Department of Housing & Community Development)	Create or preserve jobs for low income and very low income persons.			Counties with less than 200,000 residents and cities of less than 50,000 residents	Unknown	Applicants cannot be participants on the US Department of HUD CDBG entitlement program.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
State Sources						
Agricultural Worker Transportation Program (AWTP)	Provide safe, efficient, reliable and affordable transportation services, utilizing vans and buses, to agricultural workers commuting to/from worksites in rural areas statewide.	Capital projects and operations	\$20 million in FY2006/07	Public agencies	No mandatory matching requirements	Administered by the Caltrans. Scheduled to sunset on June 30, 2010.
Transit System Safety, Security and Disaster Response Account	Develop disaster response transportation systems that can move people, goods, and emergency personnel and equipment in the aftermath of a disaster.	Capital projects	Varies by county	Agencies, transit operators, regional public waterborne transit agencies, intercity passenger rail systems, commuter rail systems	None	Part of Proposition 1B approved November 7, 2006.
State Transit Assistance Fund (STA)	Public transit and paratransit services	Capital projects and operations	Varies from year to year depending on appropriation to Public Transportation Account of which 75% goes to STA.	Allocated by formula to public transit operators	None	Revenues derived from sales taxes on gasoline and diesel fuels.
State Transportation Improvement Program (STIP)	Major capital projects of all types, including transit.	Transit capital projects	Varies from year to year depending on appropriation to Public Transportation Account of which 25% goes to STIP.			Determined once every two years by California Transportation Commission.
Public Transportation Modernization, Improvement and Service Enhancement Account (PTMISEA)	Advance the State's policy goals of providing mobility choices for all residents, reducing congestion, and protecting the environment	Transit capital projects	\$600 million statewide in FY2007-08. \$350 million proposed for 2008-09.	Transit operators and local agencies who are eligible to receive STA funds pursuant to California Public Utility Code Section 99313	None	Bond act approved by voters as Proposition 1B on November 7, 2006

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Regional/Local Sources						
Transportation Development Act (TDA) Articles 4 and 8 (1/4 cent sales tax)	Transit operating assistance and capital projects, local street and road maintenance and rehabilitation projects, pedestrian/bicycle projects	Capital projects and operations	Varies by county	Cities and counties. Allocated by population formula within each county.		Revenues are derived from 1/4 cent of the retail sales tax collected statewide, distributed according to the amount of tax collected in each county to a Local Transportation Fund in each county.
Transportation Development Act (TDA) Articles 4.5	Paratransit operating assistance and capital projects	Capital projects and operations	Up to 5% of the Local Transportation Fund revenue	Cities and counties and CTSAs		
Private Sources						
Tribal Casino Transportation Programs	Coordinating transportation efforts on Indian reservations	Capital projects and operations	Unknown	Wide variety of agencies and organizations	None	Some tribes have funds available to assist with the purchase of a new vehicle or to subsidize plans to transport employees to and from the worksite.
Service Clubs and Fraternal Organizations	Variety of transportation services, especially capital improvements	Capital projects and operations	Unknown	wide variety of agencies and organizations	None	May be interested in paying for bus benches or shelters
Employers	Variety of transportation services, especially capital improvements	Capital projects and operations	Unknown	wide variety of agencies and organizations	None	Employers sometimes are willing to underwrite transportation to support their workers getting to/from worksite.

Chapter 2. Project Methodology

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

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

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

Initial Contact

In 2007, Caltrans compiled information, which included a local Point of Contact (POC), for each of the 23 counties that chose to be included in the Rural Coordination Plans Master Contract. In Alpine County, the POC was Julie Ola, the Transportation/Emergency Services Coordinator for the County.

Numerous discussions were held with Ms Ola as part of the early planning process. An initial meeting was scheduled on January 15, 2008.

Stakeholder Involvement

Stakeholder involvement for this project was solicited in a variety of ways. An initial work session was held in January with Ms. Ola, the POC on the project, Scott Maas, Transportation Consultant to Alpine County, and Michael Robinson of Caltrans District 10. This session provided extensive detail regarding existing services, funding arrangements, upcoming plans, and identification of other stakeholders. One outcome of the initial meeting was the development of a stakeholder contact list used to solicit input regarding other agency resources and needs. Figure 2-1 below is a list of those organizations.

Figure 2-1 Alpine County Key Stakeholders

Stakeholder	Agency	Representing
Tink Miller	Placer Independent Resource Services	Transit users 60 years of age or older
David Hathaway	Alpine County HHS	Local social service provider for seniors
Regina Britschgi	Alpine County HHS	Local social service provider handicapped
Gail Day	Alpine County HHS	Local social service provider handicapped
Tippy Smokey	Washoe Tribe of CA and NV	Washoe Tribe
Edie Veatch	Alpine Kids	Children
Bruce Bilger	Minden Taxi	Private Transportation Provider
John Fisher	First 5	Children
Dennis Cardoza	Alpine County Dept. of Public Works	CTSA
Julie Ola	Alpine County Transportation	Alpine Mountain Transit

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

Follow up interviews were conducted in February 2008, with staff members from the Alpine County Department of Health and Human Services the Area 12 Agency on Aging and other interested individuals. These follow up interviews provided great detail regarding available services and unmet needs. They also identified current coordination efforts and, in certain instances, barriers to further coordination.

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

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

Stakeholder input was a key element in the planning process. Beginning with the planning meeting in January 2008, public, private and non-profit agencies as well as members of the general public were invited to participate in the identification of service gaps and unmet needs. The list of unmet needs that resulted from early stakeholder input served as the starting point for the development of strategies. Draft strategies were presented to community members in a public workshop held on May 19, 2008.

For more details on the Strategies Workshops, please see Chapter 6, Identification of Strategies and Evaluation.

The steps to prepare this plan were designed to be interactive with stakeholders throughout the county. Thus key individuals and agencies were involved at various points during the process,

allowing them to provide feedback on work as of certain target dates. Draft materials were circulated to key contacts for review and refinement prior to incorporation into final draft documents.

Appendix A provides documentation on public outreach.

Demographic Profile

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

The demographic profile is contained in Chapter 3.

Existing Services Inventory

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

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

Key findings from this portion of the project are presented in Chapter 4.

Existing Conditions Analysis and Needs Assessment

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

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

- Unmet Needs Reports 2002 - 2007
- Triennial Performance Audit of Alpine County Local Transportation Commission (FY 03/04 – FY 05/06)
- Alpine County Countywide Transit Needs Assessment (2001)
- Unmet Needs Hearing Report and Recommendations
- SSTAC minutes and reports

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

Identification and Evaluation of Strategies

On May 19, 2008 the consultant facilitated a public workshop in Alpine County. The time and location were determined by the local project sponsor to best meet the needs of stakeholders. The goals of the workshop 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.

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, when proposed strategies are implemented, including the process of applying for funding
- Estimated Costs: The assessment considered the range of operational and capital costs needed to implement the strategy
- Potential funding sources, including potential use of SAFETEA-LU funds and possible sources of required local match.

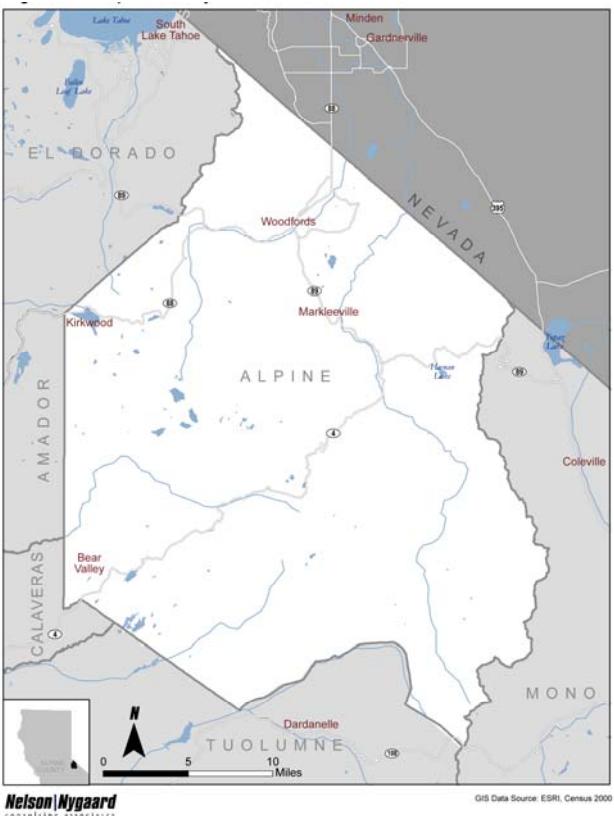
Highlights of the implementation plan are summarized on a matrix in order to provide a “snapshot” of the proposed implementation plan, and key elements for implementing the recommended strategies are also discussed in more detail of Chapter 7.

Chapter 3. Demographic Profile

Alpine County is located along the crest of the central Sierra Nevada Mountains. With a land area of 727 square miles, Alpine is the eighth smallest county in California in land area and, according to 2006 Census estimates, the smallest in population (1,260). Alpine County has a population density of two people per square mile.

Its neighboring counties are:

- El Dorado (northeast)
- Douglas, NV (north)
- Calaveras southwest)
- Amador (west)
- Tuolumne (south)
- Mono (east)



During the silver rush of the mid-1800's, Alpine County's population soared to over 11,000. However, by 1868, local mining had proven a disappointment and the population declined to 1,200. The early twentieth century saw the population drop as low as 200 but with the development of ski areas at Bear Valley and Kirkwood in the 1960s and 1970s, population has risen to the current level of approximately 1,200.

With 96% of the land in Alpine County publicly owned, opportunities for growth are very limited. County residents, however, enjoy a relaxed, outdoor lifestyle and boast that there are no stop lights, banks or movie theaters in the County.

There are no incorporated communities in Alpine County. Markleeville, the county seat, is a census designated place (CDP) with a population of 197 (2000 US Census). Other communities are Woodfords, Kirkwood and Bear Valley.

Major highways serving Alpine County include CA State Routes, 4, 88 and 89.

During the winter, Markleeville is accessible only from the north and east as roads over Ebbetts Pass and Monitor Pass are closed due to snow.

Although Markleeville and Woodfords serve as the commercial centers of the county with government offices and year round tourist facilities, supermarkets and other retail outlets are all located across the Nevada border. Kirkwood and Bear Valley are popular winter ski areas. Approximately 25% of the County's population is located in the Western Sierras.

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

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

Figure 3-1 presents population data for California as a whole, Alpine County, and Markleeville. As can be seen, 2006 estimates indicate there is slightly higher ratio of senior adults in the County than in the state.

Population Overview

Figure 3-1 presents population data for California as a whole, Alpine County, and Markleeville. As can be seen, 2006 estimates indicate there is slightly higher ratio of senior adults in the County than in the state.

Figure 3-1 Basic Population Characteristics 2000 and 2006

	Total Population ¹	Persons aged 65+ ²		Persons with Disability ²		Persons at or below Poverty Level ²	
California							
Census 2000	33,871,648	3,595,658	10.6%	5,923,361	19.2%	4,706,130	14.2%
2006 Estimate	36,547,549	3,927,830	10.8%	4,283,468	12.9%	4,787,729	13.1%
Alpine County							
Census 2000	1,208	120	9.9%	182	15.1%	232	19.2%
2006 Estimate	1,180 ¹	135	11.4%	178	15.1%	227	19.2%
Markleeville							
Census 2000	197	29	14.7%	28	14.2%	31	15.7%
2006 Estimate	Not available ³						

¹2006 Estimates for Total Population provided by U.S. Census Bureau.

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

³ 2006 Estimates are not prepared for Census Designated Places

Older Individuals

According to US Census estimates for 2006, 11.4% of the residents of Alpine County are age 65 and older. This is higher than the statewide figure of 10.8% for California. In 2000, Markleeville had a greater percentage of older adults (14.7%) than either the county or the state.

Individuals with Disabilities

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

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

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

Nationally, approximately 19% of Americans reported a disability in Census 2000, compared to California (17.5%) and Alpine County (15.1%).

Individuals At or Below Poverty Level

U.S. Census data for 2004 (most recent data available) reports median household income in Alpine County at \$42,827, which is lower than the state average of \$49,894. As of 2004, the County had the same percentage of residents (13.2%) who reported living below the poverty line as the state as a whole.

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

Population Overlap

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

Figure 3-2 Individuals Included in Multiple Categories

	Persons aged 65+ ¹		Persons aged 65+ with Disability ¹		Persons aged 65+ at or below Poverty Level ¹	
California						
Census 2000	3,595,658	10.6%	1,465,593	4.3%	280,411	.8%
2006 Estimate	3,937,415	10.8%	1,577,482	4.3%	301,819	.8%
Alpine County						
Census 2000	120	9.9%	62	5.1%	12	1%
2006 Estimate	135	11.4%	61	5.1%	12	1%

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

Native American Population

According to 2006 Census estimates, Native Americans comprise a significant portion of the County's population.

Figure 3-3 Native American Population

	Native American	
California	437,491	1.2%
Alpine County	246	20.8%

Source: 2006 Census Estimate

Population Trends

Alpine County has experienced population growth of approximately 10% in the two decades since 1980, according to U.S. Census data:

- 1980: 1,097
- 1990: 1,113
- 2000: 1,208

While 2006 Census estimates predicted a slight decrease (1,180), the California Employment Development Department (EDD) projects that by 2020, more than 1,450 people will call Alpine County home. This is an increase of approximately 250 people in this time period and many will need public transportation service.

This overall population growth during the next decade is important to compare to related increases in older residents during the same period of time. Alpine currently reports a higher

percentage of people 65 and older than the state as a whole (see Figure 3-2 above.) Without public transportation options, seniors will face challenges accessing medical facilities and other necessary services.

Economic Indicators in Alpine County

The following section contains economic information pertaining to Alpine County, including unemployment rates, employment changes and county to county commute patterns.

Employment in Alpine County

The County's workforce remained level during the period from 2002 through 2006. During this period, employment in every industry declined except local government, which increased by 40 jobs.

Recreation and tourism are a significant part of Alpine County's economy. Extensive state and national parks and ski areas attract millions of tourists annually. The Kirkwood Mountain Resort is the County's single largest employer. Government employment in the area is also high.

Unemployment Rate

During the same five year period from 2002 through 2006, Alpine County experienced slightly higher unemployment rates compared to those reported by California, according to the California Employment Development Department as shown in Figure 3-4 below.

Figure 3-4 Unemployment Rates 2002 – 2003

	2002	2003	2004	2005	2006
California	6.7%	6.8%	6.2%	5.4%	4.9%
Alpine County	7.6%	8.3%	8.0%	7.9%	6.4%

Source: California Employment Development Department

County to County Commute Patterns

Commute patterns can be important indicators of transportation needs. Data from the 2000 census shows that nearly 395 Alpine County workers live and work within the County while 218 commute out of the county, the greatest number traveling to Douglas County, Nevada for jobs. Individuals commuting into the County number approximately 700 with the highest representation from the counties of Douglas (133), El Dorado (175) and Calaveras (172).

Demographic Matrices

The two maps on the following pages illustrate the areas within Alpine County that likely have the greatest need for public transportation services.

Figure 3-5 shows those parts of the County with the highest population and employment density. The highest population and employment areas typically generate the highest transit usage due in large part to the concentration of overall trips in these areas. Population Density

65+ (Figure 3-6) represents concentrations of people who may be most likely to need public transportation as they age in place.

Demographic Analysis Methodology

These matrices were created to provide a visual representation of existing demographic groups and transportation needs of Alpine County.

Both the Population/Employment Matrix and the Population Density 65+ Matrix present concentrations of population and employment at the census block group level, which is the smallest group for which sample data is tabulated by the U.S. Census Bureau.

Alpine County contains only two census block groups compared to El Dorado County (123) or Amador County (29). These matrices are based on 2000 Census data for population and 2000 Census Transportation Planning Package (CTPP) data for employment.

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

Figure 3-5 Alpine County 2000 Population Density

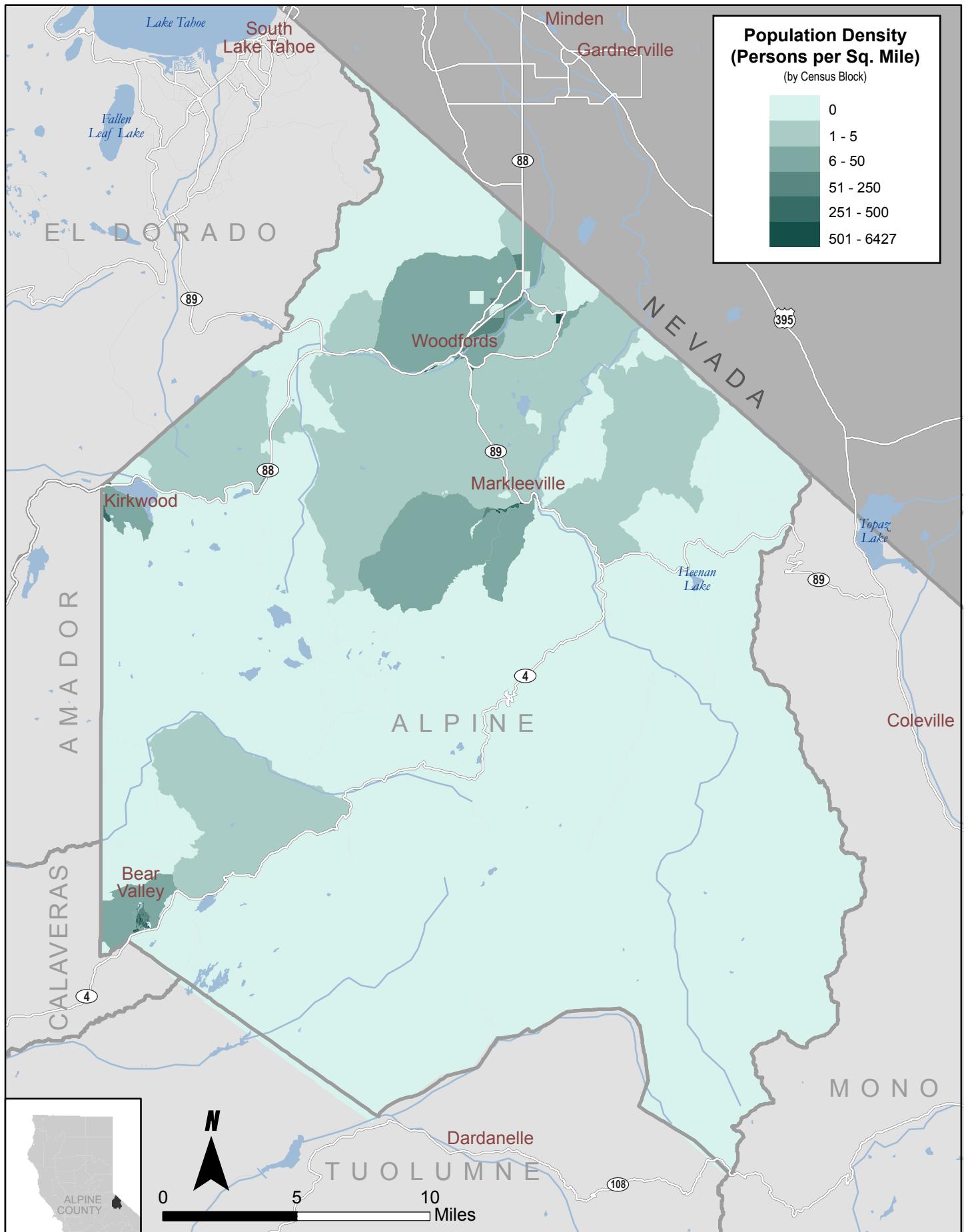
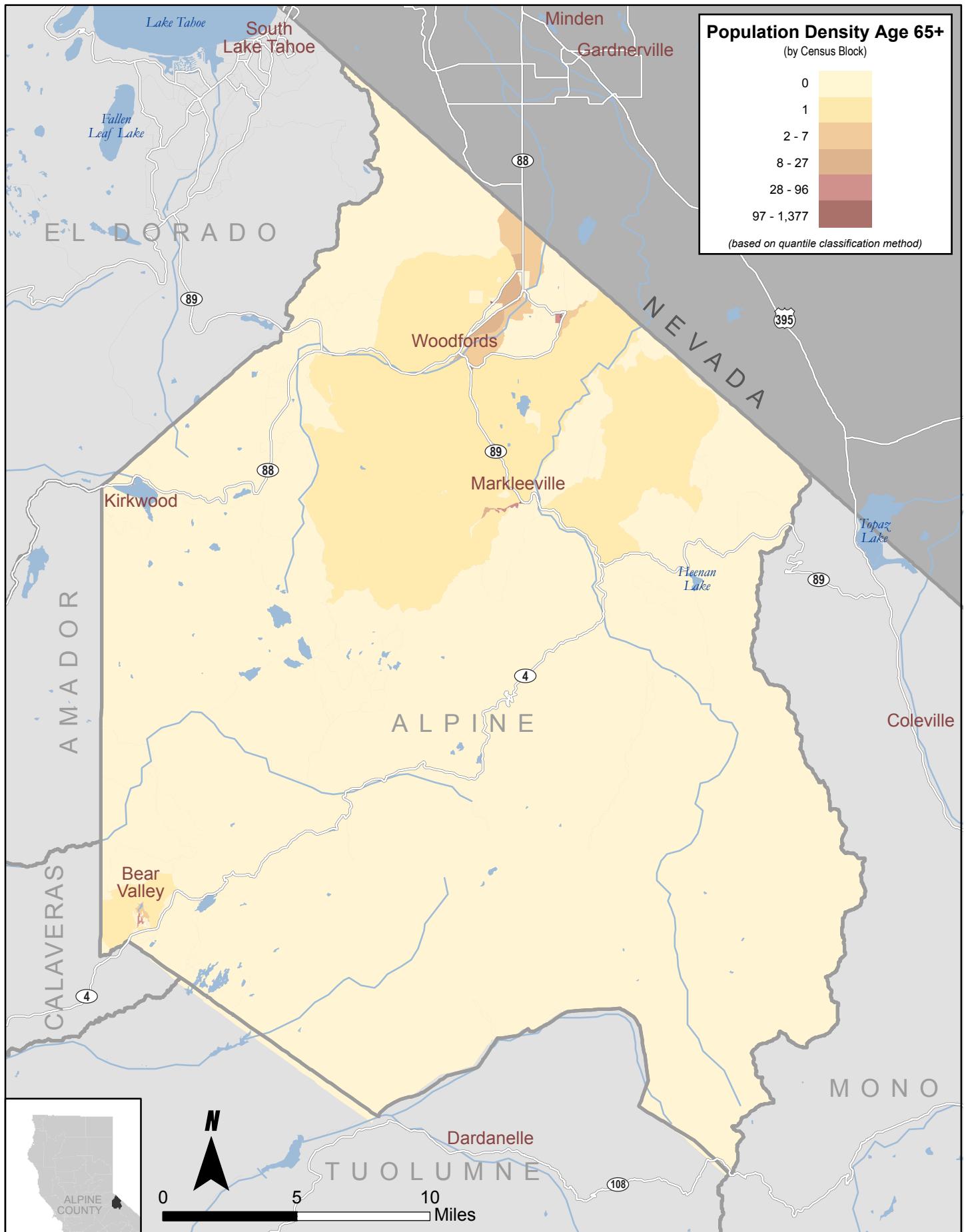


Figure 3-6 Alpine County 2000 Population Density Age 65+



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

This chapter presents existing public transit service and transportation that is provided by, or funded by social service agencies in Alpine County. A map illustrating existing services is shown below while the matrix summarizing provider characteristics of all county transportation providers can be found at the end of the chapter.

Overview

Alpine County is a rural area in which transportation services are administered by the County's Department of Public Works. In 2003, the Department of Health and Human Services (DHHS) was designated as the oversight agency for the new public transit system. The Department of Public Works assumed responsibility for the program in 2005.

In 1994, the County implemented the Alpine County Transportation System (ACTS) in response to a SSTAC recommendation the previous year for limited, local public transportation. ACTS provided daily service in Markleeville, Woodfords, Grover Hot Springs and Paynesville. Service to Gardnerville was offered three days per week. Although the service was heavily promoted and no fare was charged, operations were discontinued after six months, due to lack of ridership.

Community surveys in 2000, along with a Countywide Transit Needs Assessment in 2001, led to a renewed interest in public transit in Alpine County. Since 2003, the County has contracted with the Douglas Area Rural Transit (DART) in neighboring Douglas County (NV) to operate Alpine Mountain Transit (AMT). AMT provides general public route deviated services between Markleeville and the Carson Valley (NV) area.

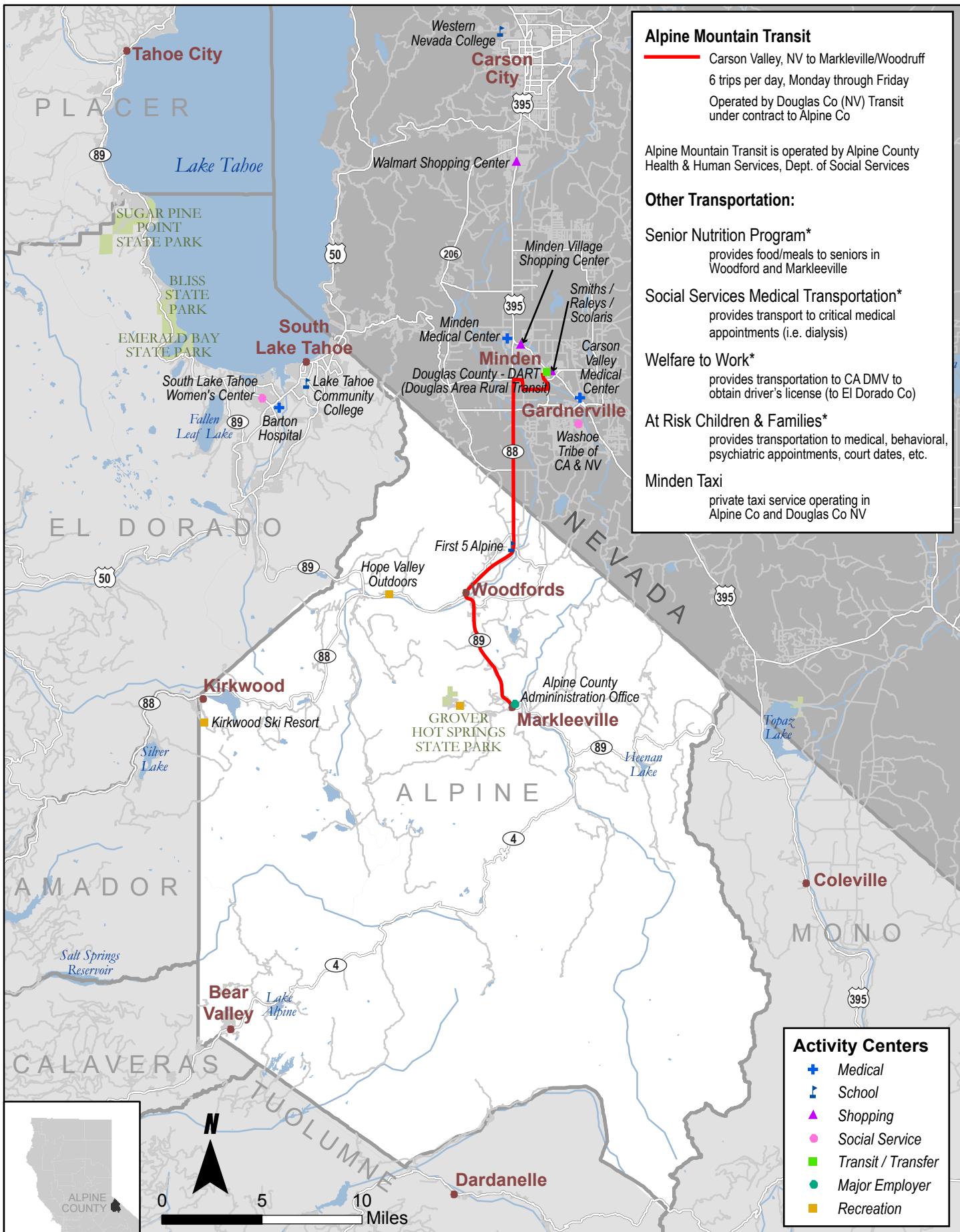
There is no designated CTSA in Alpine County. The local transportation commission in conjunction with DHHS and the Public Works department is responsible for leading the effort to coordinate services responding to State guidance provided by various provisions of TDA.

Alpine County has very few transportation services. Minden Taxi and Alpine DHHS, each operating vehicles with some degree of social service impact, offer the basis for coordination in the County.

Existing Transportation Services

Transit Service and Activity Centers (Figure 4-1) provides a picture of current transportation services within Alpine County. The Alpine Mountain Transit route is displayed along with key destinations throughout Alpine County and parts of Douglas County.

Figure 4-1 Alpine County Transit Services and Activity Centers



Alpine Mountain Transit

Alpine Mountain Transit (AMT) discontinued service July 1, 2008, after negotiations with Douglas County failed to result in a contract extension. The service outlined below operated throughout the planning process. Efforts are underway to develop a plan to re-establish the transit system.

Alpine Mountain Transit (AMT) is the only public transit service in the county. Off-route deviation service is provided within one mile of the designated AMT route. The 22 passenger vehicle utilized by AMT is ADA accessible. Fares for a one-way ride are \$2.00 for adults and \$1.00 for seniors (55 and older) and youth (12 and younger).

AMT provides weekday transportation to and from Minden, Nevada, where connections to Carson City are available. Service is offered between 7:30 AM and 3:50 PM. The new AMT schedule is shown in Figure 4-2 below.

Monday through Friday, AMT also transports pre-school children to the Early Learning Center in Markleeville.

Under the agreement with Douglas Area Rural Transit (DART), Alpine County provides the coach and requisite insurance, while DART is responsible for hiring and training drivers, fueling and maintaining the vehicle, and setting routes, schedules, fares, and bus stop locations. Routine oversight of the service is conducted by the County Department of Public Works through the Transportation Coordinator.

Figure 4-2 Alpine Mountain Transit Schedule Effective Feb. 4, 2008

Morning Routes		Mid Day Routes		Afternoon Routes	
7:30	Douglas Senior Center	11:00	Health & Human Svcs	2:10	Douglas Senior Center
7:45	Raleys/Smiths/Scolaris	11:10	Hung-a-Lei-Ti	2:40	Carson Valley Inn
8:00	Tillman & Kimmerling	11:25	Douglas Senior Center	2:50	Raleys/Smiths/Scolaris
8:20	Sierra Pines	12:10	Carson Valley Inn	3:00	Dresslerville Clinic
8:25	Health & Human Svcs	12:40	Early Learning Center	3:15	Hung-a-Lei-Ti
8:30	Hung-a-Lei-Ti	12:50	Hung-a-Lei-Ti	3:25	Health & Human Svcs
9:00	Douglas Senior Center	1:05	Health & Human Svcs	3:45	Raleys/Smiths/Scolaris
9:10	Carson Valley Inn	1:20	Alpine County Offices	3:50	Douglas Senior Center
9:25	Douglas Senior Center	1:35	Hung-a-Lei-Ti		
9:45	Raleys/Smiths/Scolaris	2:00	Raleys/Smiths/Scolaris		
10:00	Dresslerville Clinic				
10:15	Hung-a-Lei-Ti				
10:30	Health & Human Svcs				
10:45	Alpine County Offices				

Other Transportation Service Providers

Area 12 Agency on Aging

The Area 12 Agency on Aging provides services to a multi-county region that includes Alpine County. The Agency on Aging typically provides Title IIIB funds to provide transportation services for adults over 60 years of age. In Alpine County the transportation program chose not to apply for AAA funding due to the complexity of the administrative requirements associated with a relatively small amount of funding.

Alpine County Department of Health and Human Services

Alpine County DHHS operates a fleet of seven cars to transport clients to agency sponsored programs, and therapy, medical, dental or court appointments. Clients include persons with disabilities, individuals with low income, older adults, and children/youth. None of the staff vehicles are wheelchair accessible.

CalWorks purchases AMT tickets for use by its clients on an as needed basis.

Minden Taxi

Minden Taxi is the only private taxi service operating in Alpine and Douglas counties. The company utilizes one all terrain, 4 wheel drive vehicle that is not ADA accessible.

Kirkwood Mountain Resort

Kirkwood is Alpine County's largest employer. The company strongly encourages employee carpools and supports the program by paying drivers in Kirkwood dollars that may be used to purchase gas or other items at the resort. Payments are based on the number of passengers in the carpool:

- 1 passenger \$10.00
- 2 passengers \$20.00
- 3+ passengers \$25.00

In addition to year round carpools, Kirkwood provides employee shuttle service during the winter ski season. Employees are picked up in South Lake Tahoe and the Minden/Gardnerville area. A leased fleet of six Dodge Durangos runs daily from November through May while full size charter buses operate December through April. Two weekday coaches and three weekend coaches are used for workers from South Lake Tahoe.

Greyhound, Amtrak and Airline Service

Neither Greyhound nor Amtrak is available in Alpine County. Service can be obtained in Reno, Nevada.

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

Medi-Cal Vendors

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

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

For additional information on Medi-Cal, please refer to Appendix E.

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Figure 4-3 Transportation Provider Inventory

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Transportation Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Total Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
		Public Transit	Operates	Funds/subsidizes	Volunteer / staff drivers	Provides I&R													
Alpine County (Public Works/DHHS)	Public	X		X		X	Alpine Mountain Transit	Provide transit services to and from Alpine County	FTA 5311 & Local Transportation Funds	\$105,000.00	Woodford, Markleeville to Douglas County, NV	deviated fixed route	General public, seniors, disabled, students	(1) 22 passenger transit bus (5/1/08 vehicle was retired from service)	2,600	Douglas County, NV	Douglas County, NV	N/A	AMT service discontinued 6/30/08 when contract with Douglas Co (NV) expired. 7/08 reviewing service options
Alpine County Health & Human Services (H&HS) Dept. of Social Services	Public			X			Senior Nutrition Program	Provide food/meals to seniors	Alpine County	Data not available	Woodford, Markleeville	Nutrition	Seniors	Fleet of 7 H&HS cars	Data not available	None		N/A	7 cars shared by all county agencies. 7/08 providing critical transportation until AMT resumes service
Alpine County Health & Human Services (H&HS) Dept. of Social Services	Public			X			Social Services	Provide transportation to critical medical appointments (i.e. dialysis)	Alpine County Social Services	Data not available	Woodford, Markleeville to Douglas County, NV and El Dorado County		Seniors, disabled	Fleet of 7 H&HS cars	Data not available	None		N/A	7 cars shared by all county agencies. 7/08 providing critical transportation until AMT resumes service
Alpine County Health & Human Services (H&HS) Dept. of Social Services	Public			X			Welfare to Work	Provide transportation to CA DMV to obtain CA driver's license	Alpine County Social Services	Data not available	Woodfords, Markleeville to El Dorado County, CA		Low Income	Fleet of 7 H&HS cars	Data not available	None		N/A	7 cars shared by all county agencies. 7/08 providing critical transportation until AMT resumes service
Alpine County Health & Human Services (H&HS) Dept. of Social Services	Public			X			At Risk Children & Families	Provide transportation to medical, behavioral, psychiatric appointments, court dates, etc.	Alpine County Social Services	Data not available	Woodfords, Markleeville to Douglas County, NV and El Dorado County, CA		At risk children and families	Fleet of 7 H&HS cars	Data not available	None		N/A	7 cars shared by all county agencies. 7/08 providing critical transportation until AMT resumes service
Kirkwood Mountain Resort	Private		X				Employee Transportation	Job access for resort employees during ski season	Private	Data not available	Alpine Co. South Lake Tahoe Gardnerville, NV	Employee shuttle and vanpools	Kirkwood employees	(6) Dodge Durangos (3) Full size coaches	Data not available	None	None	None	Vehicles are either leased or chartered
Minden Taxi	Private	X					Minden Taxi	Only private taxi in Alpine Co and Douglas Co NV	Fares	Data not available	Alpine County and Douglas County NV	Taxi	General public	1 all terrain vehicle	Data not available	In-house	Contract	N/A	

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

This chapter summarizes the range of unmet transportation needs that were identified through stakeholder input and research. Service gaps and transportation needs in Alpine County were identified through a combination of sources. This chapter details findings from:

- Stakeholder Input (meetings, interviews, surveys)
- Existing Documentation (Triennial Performance Audit (2007))
- Countywide Needs Assessment (2001)
- Analysis of the County's demographic profile

The federal guidelines relating to the Coordination Plan require an assessment of needs. As indicated in Chapter 1, the needs assessment is based upon the experiences and perceptions of the planning partners involved in the process. The assessment may also be based upon more sophisticated data collection efforts that identify needs and service gaps in an area. Both experiential and factual data were used in the preparation of this Plan. For example, the Alpine County SSTAC in collaboration with the Washoe Tribe of California and Nevada surveyed Native Americans regarding their transit needs. The sampling indicated a need for service to the Minden/Gardnerville area during the day. This finding is supported by the perceptions of stakeholders who report that the AMT schedule does not provide service to the Carson Valley area at times riders need to travel.

Stakeholder Input

The assessment included extensive interviews with County stakeholders including operators, social service agencies, and transit users. Meetings with technical staff members including the Point of Contact (POC) and follow up meetings with stakeholders were held in January and February, 2008.

The SSTAC held a meeting on December 10, 2007, to discuss needs and gaps in service. The formal minutes of this meeting and other documentation are included in Appendix A, Stakeholder Involvement and Public Outreach.

The kick-off meeting for this planning process was held in conjunction with the public Unmet Needs Hearing on January 15, 2008. At this gathering, needs and resources were discussed in detail with County staff, the County consultant, and Michael Robinson, a representative of the Caltrans District 10 office. This information was refined through additional interviews with stakeholders and through surveys.

A summary of the findings of the SSTAC follows:

Figure 5-1 SSTAC Findings – December 2007

Unmet Need	Source
Increase SSTAC membership	Julie Ola, Alpine County Transportation Coordinator
Increase adult transportation during the day to the Minden/Gardnerville area for basic needs	Native American survey
Service for pre-school age children attending the Early Learning Center weekdays needs to continue	Cheri Warrell, The Learning Center

Existing Documentation

The needs assessment process was further defined by a review of recently prepared documents pertaining to the needs in the County. These included:

- Triennial Performance Audit of Alpine County Local Transportation Commission (FY 03/04 – FY 05/06), October 2007
- Alpine County Countywide Transit Needs Assessment (May 2001)
- Unmet Needs Hearing Report and Recommendations (2002, 2006, 2007)
- SSTAC minutes and reports
- Native American Survey
- Demographic data

2007 Triennial Performance Audit

Triennial Performance Audit (TPA) for the Alpine County Local Transportation Commission provided recommendations, which were largely procedural in nature. Three recommendations, however, are relevant to the current coordination plan process:

- Enhance ACLTC's unmet transit needs process to provide additional opportunities for participation and improved documentation of analysis.
- SSTAC should maintain a complete membership as designated in the TDA Statutes and California Code of Regulations guidebook.
- SSTAC should develop an Action Plan to serve as the protocol in identifying and implementing unmet transit needs in the County.

2001 Transit Needs Assessment

The ACLTC commissioned a countywide transit needs assessment in 2001. The resulting report indicated

- A large percentage of County residents supported some form of public transit
- Efforts to provide transportation should focus on persons without access to cars, seniors, youth and to a lesser degree, commuters

- The area with the greatest potential for success was the Markleeville - Minden corridor
- Meeting transportation needs of commuters (including post-high school students) would be difficult

As a result of the Countywide Needs Assessment, the ACLTC instituted service in 2003 along the Markleeville Corridor.

Native American Survey

In 2007, the Alpine County LTC surveyed Native American community members regarding their transit needs. The results of the survey were reported to the SSTAC at its December 2007 meeting. Respondents indicated a need for increased transportation options to the Minden/Gardnerville area in Douglas County, Nevada. A small number of respondents were actual bus riders because they said the current bus schedule did not meet their scheduling needs.

Existing Coordination of Services

Alpine County, through AMT, is the sole public transit provider and thus is the center of coordination activities in Alpine County. Stakeholders praise AMT for its efforts to serve county residents. While some coordination arrangements are in place, stakeholders would like to see more accomplished.

AMT provides transportation for pre-school age children attending the Early Learning Center. This service has been identified as a critical component of transportation services in the County. Stakeholders repeatedly shared their belief that this vital connection for low income families needs to be preserved.

Another example of coordination activities is the use of AMT tickets by CalWorks clients. CalWorks purchases tickets and distributes them on an as-needed basis.

Major Barriers to Coordination

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

Transportation providers in rural counties find themselves stretched thin trying to adequately address the growing demand for services. For Alpine County, with no incorporated cities and population density of 2 persons per square mile, this challenge is greater than for other rural counties in the state.

Recognizing the need for agencies to work together is a vital step towards achieving more efficient, cost effective transportation services. However, coordination efforts can be impeded by a wide range of obstacles, including:

- Lack of a designated agency to serve as CTSA (leader/champion)
- Lack of dedicated resources: staff, funding, equipment to support coordination efforts

- Rural counties often do not have the large number of public and private agencies that can share resources. Coordination opportunities can be limited simply by the number of organizations operating within the region. In a small county like Alpine, this can be a significant factor.
- Different client eligibility requirements
- Service area boundaries that limit connectivity
- Inter-county and intra-county jurisdictional issues
- Lack of software/technology or incompatibilities with software/technology prevent sharing of scheduling and dispatching, client eligibility data, and reports
- Liability/insurance issues
- Privacy requirements, such as HIPPA, prevent sharing client information
- Reporting requirements that vary for federal, state and local funding sources

In discussions with stakeholders in Alpine County as well as other rural counties in central and eastern California, a significant barrier to increased coordination was identified as ***the lack of resources*** to pursue such activities. Leadership is a basic resource needed to further coordination efforts in the county. Without a designated leader, such as a CTSA, the energy to create true coordination will be difficult to harness.

Duplication of Services

Based on stakeholder input and data collected for the transit provider inventory in Chapter 4, there is no duplication of transportation services in Alpine County. AMT is the sole transit provider in the county. Alpine County DHHS uses staff vehicles driven by staff members to supplement AMT when service is not available. This is very limited in scope, focusing on getting clients to programs or appointments, and does not duplicate other services.

Key Origins and Destinations

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

Figure 4-1 in the previous chapter shows transit services and activity centers in Alpine County. All major medical, shopping, banking and entertainment facilities such as movie theaters are located out-of-county and in some cases across the state border in Nevada. This causes increased pressure on individuals such as the elderly, the disabled and persons of low income, who are transportation dependent. Figure 5-2 below shows key origins and destinations for transportation consumers in the county.

Figure 5-2 Origins and Destinations in Alpine County

Origin/Destination	City/Community	Type
Early Learning Center	Markleeville	Preschool
Alpine County Administration Office	Markleeville	Employer
Washoe Tribe of CA and NV	Gardnerville, NV	Social Services/Medical
Smiths/Raleys/Scolaris Shopping Centers	Gardnerville, NV	Shopping
Carson Valley Medical Center	Gardnerville, NV	Medical
Minden Valley Shopping Center	Minden, NV	Shopping
Minden Medical Center	Minden, NV	Medical
Wal-Mart	Carson City, NV	Shopping
Western Nevada College	Carson City, NV	Education
Kirkwood Mountain Resort	Kirkwood	Recreation/Employer
Barton Hospital	South Lake Tahoe	Medical
Lake Tahoe Community College	South Lake Tahoe	Education
South Lake Tahoe Women's Center	South Lake Tahoe	Social Services

Projected Transportation Needs

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

In Alpine County, the projected senior population (age 60 and older) is expected to grow from 362 to 577 individuals between 2010 and 2020, based on California Department of Finance projections. This represents a 59% increase. Therefore, it is assumed that demand for transportation services will increase approximately 59% in the next ten years.

Unmet Needs

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

Further discussion with stakeholders allowed the service gaps and unmet needs identified during phase one of the planning process to be prioritized by rankings of high, medium and low. Please see chapter 6 for a detailed description of this process.

The unmet needs and service gaps as articulated by stakeholders are listed by category below and described further in the following section. They are:

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

Coordination

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

1. Efforts to develop meaningful coordination activities require a leader or champion
2. Overcome barriers to coordination, including lack of staff resources to manage coordination activities and insufficient funds to achieve useful levels to support coordination activities.
3. Assist other agencies with grant applications, such as 5310 applications
4. Resolve insurance issues for use of County vehicles

Connections

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

1. Need for bus service to operate reverse of current pattern into Gardnerville
2. Coordinate travel on Highway 88 including Reno, Carson City, Minden, Gardnerville, and Jackson

Service Availability

Stakeholders indicated a need for expanded services. Specific issues include:

- Need to maintain current level of service for pre-schoolers attending the Early Learning Center
- Insufficient service outside the Markleeville – Woodfords area
- Service for veterans
- Need for weekday service to Minden/Gardnerville for Native American adults

Acquisition and Replacement of Capital Equipment

Stakeholders acknowledged the need for replacement vehicles to maintain the operational status and service quality of the public transit fleet. The AMT bus was removed from service in May 2008, due to mechanical failure. The need to replace the vehicle is a priority and efforts are

underway to secure a replacement Type III bus. This vehicle would accommodate 16 ambulatory passengers and two wheelchairs.

The Role of the CTSA

No agency has been designated to serve as the CTSA in Alpine County. The County functions as the coordination agent, with various departments working together with local organizations to achieve results

Additional Issues

Stakeholders identified issues that did not fall under the general categories outlined above. Affordability was not listed as a service gap or unmet need, however the cost of transportation, whether public transit vehicle or private car, was a factor in the needs assessment process. The rising cost of fuel has a significant impact on service providers and individuals alike. This is especially true for those who live in outlying areas and find themselves with limited transportation options for employment, medical services, and recreation.

Next Steps

Coupled with the need to identify service gaps is the need to identify corresponding potential strategies intended to address these deficiencies. These strategies are broadly defined approaches to serving the needs identified in the planning process. They serve as the foundation to guide the selection of projects available with SAFETEA-LU funding. They may include greater collaboration between agencies whose service needs differ by time of day and can be served by consolidated resources.

As a next step, a range of strategies intended to address the needs identified in this chapter was presented to local project stakeholders, along with proposed evaluation criteria to prioritize them. Although many of the needs identified are specific to gaps or deficiencies with the public transit system, the strategies are multi-modal in nature, and will take maximum advantage of flexibility allowed through the various funding sources that could support their implementation.

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

Chapter 6. Identification of Strategies and Evaluation

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

The strategies are intentionally broad in order to provide general guidance to local officials who will score grant applications submitted by local agencies. Similarly, the strategies are written in such a way as to encourage “outside the box” thinking about creative ways to address coordination issues and services within Alpine County.

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

Public Workshop on Strategies and Priorities

On May 19, 2008, members of the community participated in a public workshop, during which unmet needs and corresponding preliminary strategies were reviewed. Evaluation criteria were presented with the goal of seeking feedback on the draft strategies and their prioritization. The final strategies were prioritized based on criteria agreed upon by the stakeholders at the workshop.

Public outreach for the workshop was realized using a variety of resources. Consumers were notified through the placement of flyers on the AMT bus. General public contact was made through a press release in local publications. Stakeholders from social service agencies, interested organizations and the SSTAC were contacted via mailers and email.

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

Methodology and Approach

The public meeting was publicized using a variety of outreach methods including:

- A press release prepared by the consulting team was sent by the Point of Contact (POC) to the local newspaper, the Record Courier in Minden, NV
- Flyers advertising the May 19th workshop were provided to the Point of Contact for posting on the AMT vehicle
- Flyers and press releases were sent to all Alpine County offices
- Flyers were sent to all county posting locations
- POC spoke at Senior Luncheon

- Email invitations were sent to representatives of human service providers, county agencies, SSTAC and TAC, and other interested stakeholders

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

- Transit Users – Seniors
- Transit Users – Disabled
- Transit Users – General Public
- Alpine Learning Center
- Alpine County Public Works Department
- Alpine County Local Transportation Commission
- 50⁺ Club

During the workshop, the purpose of the plan, the potential funding sources, the findings from the *Existing Conditions Report*, and the preliminary strategies were presented to the participants. The evaluation criteria were discussed as a tool to narrow the strategies to those most important to those attending the workshop and the constituencies and residents they represented. Copies of the JARC and New Freedom application and the Section 5310 application were made available.

Participants were asked to:

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

Evaluation Criteria

During the public workshop, participants discussed the criteria used to evaluate strategies. The consulting team outlined the basic requirements as defined by SAFETEA-LU and participants provided input into the final determination of the evaluation criteria.

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

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

Criteria 1: Coordination

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

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

Criteria 2: Meets documented need

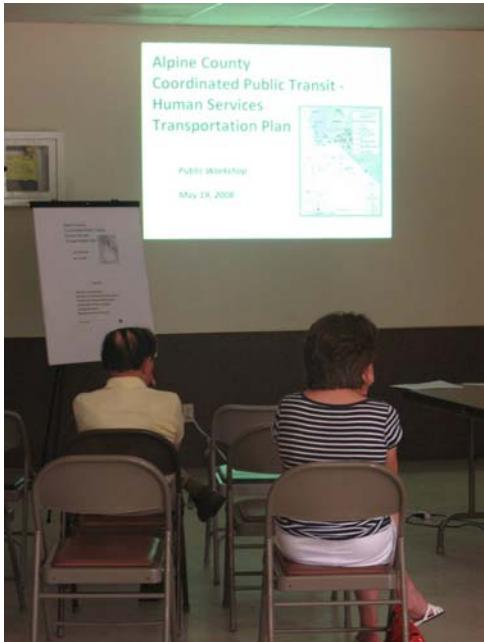
How well does the strategy address transportation gaps or barriers identified through the Coordinated Public Transit-Human Services Transportation Plan? The strategy should:

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

Criteria 3: Feasibility of Implementation

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

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



Identification of Strategies

During the community workshop on May 19, stakeholders discussed criteria to be used in prioritizing recommended strategies. The decision was made to broadly apply all criteria when evaluating strategies and to rank strategies considering criteria as a whole.

In a county such as Alpine that has a very small population, scarce resources and growing demand for transportation options, there is a strong need for creative, workable solutions. Thus, in discussions with stakeholders none of the strategies was rated as medium or low priority.

High Priority Strategies

Coordination Opportunity:

Efforts to develop meaningful coordination activities require a leader or champion

Strategy:

Develop leadership for coordination efforts through the designation of Alpine County as CTSA

The importance of a leader or champion for coordination efforts became very clear during discussions with local participants. In Alpine County there is no designated CTSA. While not necessarily responsible for all coordination activities, the CTSA is an appropriate focal point for achieving results. Without leadership, it will be difficult to achieve meaningful coordination outcomes. The County would be designated as the CTSA. Within the County there may be options as to where to assign the responsibility to perform CTSA tasks. This could be in the Public Works Department, Human Services Department, or some other appropriate place in the County administrative structure. The key would be to assign the responsibilities to a Department that would embrace the challenge and pursue real results.

Coordination Opportunity:

Overcoming barriers to coordination, including

- lack of staff resources to manage coordination activities
- insufficient funds to achieve useful levels to support coordination activities

Strategy:

Enhance CTSA management to allow for negotiation of interagency agreements, providing for coordinated use of assets and operating funds

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

1. Lack of Staff Resources to Pursue Coordination

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

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

2. Lack of Sufficient Funds to Accomplish Meaningful Results

Grant amounts available to rural counties are usually significantly less than those awarded to larger urban counties. The small size of the award can make it difficult to achieve “critical mass” or sufficient funds to realize meaningful outcomes. Agencies in rural counties weigh the value of the grant amount against the staff time required to prepare the grant application and manage the grant once an award is made. Often, agencies find the reward is not worth the effort especially because government grants are highly competitive.

Alpine County does not have a CTSA to promote coordination, which led to the recommendation to establish a CTSA and that the designated agency be supported through dedicated funding for that purpose. Workshop participants rated as a high priority the ability to:

- add staff devoted to CTSA activities or
- contract for CTSA management services from an outside expert source

The dedication of resources to achieving coordination results was universally recognized by stakeholders as the starting point. In Alpine County TDA fund are not being fully dedicated to transit. Thus current transit resources could be reallocated to CTSA activities. It may be reasonable for Alpine County to share CTSA management responsibilities with neighboring counties utilizing New Freedom grants for mobility management purposes.

Coordination Opportunity:

Maintain current level of service for pre-school age children attending the Early Learning Center

Strategy:

Establish a commitment to funding pre-school transportation to the Early Learning Center

Alpine County stakeholders repeatedly stated their support for the Early Learning Center, which provides programs for pre-school age children from low income families. Minutes of the ACLTC meeting held Jan. 15, 2008, report that First 5 Alpine Executive Director John Fisher said, "...continuing Alpine Mountain Transit services to the Early Learning Center was crucial for participants." Alpine County Unified School District Governing Board Member Arthur Bell commented that "the School District was very supportive of the transportation requirement for the Early Learning Center. This level of commitment was exhibited throughout the planning process.

Coordination Opportunity:

Need for replacement vehicles for Alpine Mountain Transit as well as additional capital equipment to enhance service delivery

Strategy:

Coordinate arrangements for purchase and maintenance of capital equipment to help tap funding, e.g. FTA Section 5310

Stakeholders acknowledged the need for replacement vehicles to maintain the operational status and service quality of the public transit fleet. The AMT bus was removed from service in May 2008, due to mechanical failure. The need to replace the vehicle is a priority and efforts are underway to secure funding. Additional capital equipment such as computer hardware/software, communications, GIS, or maintenance equipment could also be purchased to enhance service.

Coordination Opportunity:

Resolve insurance issues for use of County vehicles

Strategy:

Work with Nonprofits United to reduce insurance risk and provide coverage for the use of County vehicles

One significant obstacle to the sharing of vehicles can be insurance requirements. Identifying or creating new insurance programs that eliminate insurance exposure for the County, can remove this obstacle.

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

Coordination Opportunity:

Need for service from Alpine County to Gardnerville in the morning and from Gardnerville to Alpine County in the afternoon/evening

Strategy:

Provide service from Alpine County to Gardnerville area for job access.

Stakeholders frequently discussed the need for travel from Alpine County to Gardnerville in the morning for job access. It may be possible to utilize JARC or other funding to increase bus service from Alpine County to the Gardnerville area.

Coordination Opportunity:

Coordinate travel on Highway 88, including Reno, Carson City, Minden Gardnerville and Jackson

Strategy:

Use County resources to craft agreements for coordination with public and private agencies along Highway 88

Alpine County residents must leave the county in order to access a variety of services. Many of these services are located in communities along Highway 88 to the north or west. Agreements could be established allowing Alpine resident to “piggyback” on other transportation services operating to/from Carson City, Gardnerville and Jackson.

Coordination Opportunity:

Need for weekday transportation to Minden/Gardnerville for Native American adults

Strategy:

Work with tribal representatives to obtain funding to expand transit for Native Americans (possible dedicated tribal funding sources)

Representatives of the Washoe Tribe of CA and NV and other county stakeholders indicated a need for transportation for tribal members on weekdays. Tribal representatives also indicated an interest in working with Alpine County to maximize use of dedicated tribal funding sources.

Coordination Opportunity:

Insufficient service outside the Markleeville – Woodfords corridor]

Strategy:

Creative use of funding (5311 funds, JARC, etc) to expand service outside the Markleeville – Woodfords corridor

The AMT route focuses service along the Markleeville – Woodfords corridor. Many stakeholders expressed the need to serve residents outside this area. This need, along with service for the Early Learning Center and increased service for Native Americans, focuses on an area of Alpine County with a high concentration of low income individuals.

Medium Priority Strategies

Coordination Opportunity:

Work more closely with the Kirkwood Ski Resort, the county's largest employer, to provide job access opportunities as well as additional transit options for county residents and guests

Strategy:

Coordinate with Kirkwood Mountain Resort to utilize its resources on ridesharing basis

The Kirkwood Mountain Resort has expressed an interest in working with Alpine County on transportation issues facing its employees. This presents an opportunity to enter into agreements that utilize the resources of the area's largest employer for coordination activities.

Coordination Opportunity:

Assist other agencies with grant applications, including but not limited to 5310 applications

Strategy:

Through the proposed CTSA, provide support, such as grant preparation assistance, driver training, alcohol/drug testing for human service organizations, etc, for human service organizations

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

In Alpine County, the proposed CTSA could provide centralized support to a variety of agencies in the county. Services could include:

- assistance in grant preparation
- consolidated driver training programs for staff or volunteers of social service agencies
- staff support for technical functions such as drug and alcohol testing (Please Appendix D for additional information on driver training and licensing requirements)
- Coordination Opportunity:
- Need for increased service for veterans

Strategy:

Quantify and design non emergency medical transportation for veterans

The need for transportation services for veterans was listed as a high priority. While there no quantitative data available at this time, stakeholder identified non-emergency medical transportation as a key issue.

Chapter 7. Implementation Plan for Recommended Strategies

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

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

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

High Priority Strategies

The recommended strategies described below were all rated “High” by workshop participants.

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

- Lead agency/champion: The individual or organization that will assume the leadership role to move the strategy forward. The champion is the key figure in the successful implementation of the strategy.
- Implementation timeframe, when proposed strategies are implemented, including the process of applying for funding
- Order of magnitude costs: Approximate range of costs for implementation
- Cost effectiveness of strategy: When strategies were prioritized by stakeholders, cost-effectiveness were one of the considerations used to determine high priority recommendations. While some strategies may be less costly than others to implement in the short term, more costly strategies may be included because they address mobility needs of significant numbers of seniors, people with disabilities or low-income individuals.
- Potential funding sources: Strategies without funding sources have little potential for successful implementation. FTA grant sources as well as other possible funding sources are indicated.

Figure 7-1 Implementing High Priority Strategies

Strategy (to address need/gap)	Lead Agency or Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Cost Effectiveness of Strategy	Potential Funding Sources
Develop leadership for coordination efforts through the designation of Alpine County as CTSA	ACLTC	Year 1	No Cost; establishing the structure is not a cost item	HIGH	No funding needed
Enhance CTSA management to allow for negotiation of interagency agreements, providing for coordinated use of assets and operating funds	CTSA	Year 1 - 2	\$25,000 - \$50,000	HIGH Minimal investment to stimulate more effective use of other resources	TDA New Freedom
Establish a commitment to funding pre-school transportation to the Early Learning Center	ACLTC	Year 1	\$25,000 - \$50,000	HIGH	Social service agency funding, private donations, fares
Coordinate arrangements for purchase and maintenance of capital equipment to help tap funding, e.g. FTA Section 5310		Year 1	\$25,000 - \$50,000 (included above as CTSA)	HIGH	TDA New Freedom
Work with Nonprofits United to reduce insurance risks and provide coverage for the use of County vehicles	CTSA	Year 1	No Cost (Research Stage)	HIGH	No funding needed
Provide service from Alpine County to Gardnerville area for job access	AMT	Year 1-2	\$25,000 - \$50,000	HIGH	JARC
Use County resources to craft agreements for coordination with public and private agencies along Highway 88	CTSA	Year 1 - 2	Same CTSA funding as above	HIGH	TDA New Freedom
Work with tribal representatives to obtain funding to expand transit for Native Americans	CTSA	Year 2 - 4	\$50,000 - \$75,000	HIGH	JARC, New Freedom Special Tribal Funds and fares
Creatively use funding (5311 funds, etc) to expand service outside the Markleeville – Woodfords corridor	CTSA	Year 1 - 3	\$50,000 - \$75,000 (requires 50% match)	MEDIUM	5311, 5311 (f), TDA and fares

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

Figure 7-2 Implementing Medium Priority Strategies

Strategy (to address need/gap)	Timeframe	Comments
Coordinate with Kirkwood Mountain Resort to utilize its resources on ridesharing basis	Year 2 – 4	CTSA to serve as sponsor
Quantify and design non-emergency medical transportation for veterans	Year 2 - 4	CTSA to serve as sponsor
Through the CTSA, provide support , such as grant application preparation, driver training, etc for human service organizations	Year 1 - 2	CTSA to serve as sponsor

Implementing the Strategies

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

Program Administration

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

In Alpine County, a program administrative structure is in place. The Transportation Commission provides funding and direction while the County serves as the transit operator. However, there is no designated CTSA in the County. This key component of the administrative structure could be added to clarify and focus service coordination in a single place. Many counties place transit service management and CTSA responsibility with the same agency. In a rural community, this can help to facilitate overall service integration.

Decision Making Process

Although the decision making process in Alpine County is functioning effectively, it could be enhanced. The current structure has the Transportation Commission providing funding and oversight of transportation functions. The County then implements transportation programs. The County is compliant in its involvement of the SSTAC in an advisory capacity in the decision process. The element of the process that is missing in Alpine County is the CTSA. In many counties the transit agency or department also serves as a CTSA. This structure places all responsibility for transportation in a single department. That includes traditional forms of transit including fixed route and Dial-A-Ride services as well as specifically crafted human service

oriented programs. In Alpine County the designation of a CTSA would complete the decision making structure.

Guidelines for Transportation Provider Agreements and Service Standards

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

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

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

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

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

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

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

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

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

- Operating Cost per Passenger: Calculated by dividing all operating and administrative costs by total passengers.
- Operating Cost per Revenue Hour: Calculated by dividing all operating and administrative costs by the total number of vehicle revenue hours (with revenue hours defined as time when the vehicle is actually in passenger service).
- Passengers per Revenue Hour: Calculated by dividing the total number of passengers by the total number of vehicle revenue hours. The number of passengers per hour is a good measure of service productivity.

Farebox Recovery Ratio: Calculated by dividing all farebox revenue by total operating and administrative costs. Farebox recovery evaluates both system efficiency (through operating costs) and productivity (through boardings). Some funding sources do not include passenger fare requirements. In such cases, a farebox level is not relevant.

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

Access to Jobs and Employment

The use of public transportation for job access is extremely limited in Alpine County. Alpine Mountain Transit provided life line service for county residents. The AMT schedule is not conducive to local employment trips. A recommended strategy is to provide early morning service from Alpine County into Douglas County to increase commuter options.

Kirkwood Ski Resort provides transportation for employees during the winter ski season. From approximately November through May, leased Dodge Durangos are used to transport workers from the South Lake Tahoe area or Minden/Gardnerville. Charter buses bring employees to the resort daily from December to April. In addition, carpools are strongly encouraged by the resort throughout the year.

Volunteer Transportation

Many rural counties have developed high functioning volunteer driver programs to supplement public transit, especially to support residents who live in outlying areas or who need non-emergency medical transportation. Program administration is the key to the successful implantation and ongoing viability of volunteer programs, thus the need for an individual or community agency to be the champion is critical.

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

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

While volunteer driver programs have implications for coordination efforts, there are no such programs in Alpine County at this time.

School Transportation

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

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

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

Stakeholders representing the Alpine County Unified School District did not participate in any stakeholder meetings associated with the study. The District's focus is on student transportation and there has been little interest shown in coordination efforts with other agencies.

Facility Needs

Facility needs in Alpine County are limited. Transportation is a part of the Public Works Department, which provides office space for the Transportation Coordinator. Douglas County, under a contract the ACLTC, provides vehicle parking and maintenance for the AMT bus.

Summary and Conclusions

For the majority of the high priority strategies recommended in this plan, the proposed CTSA was suggested as the appropriate sponsor or champion. The first priority therefore is the designation of an agency to serve in this capacity. The Alpine County Local Transportation Commission can move the coordination process forward by taking this action. The newly formed CTSA then can be the catalyst for the range of activities described in Chapters 6 and 7. A number of the strategies are relatively low cost projects that should be easy to implement. However, critical to the accomplishment of any of these is the recognition of the leadership role played by the CTSA. By raising the profile of the CTSA function within the county, much more could conceivably be accomplished.

This role of CTSA mirrors the federal focus on mobility management centers. A mobility management center is very close in concept to a CTSA. Under the broad umbrella of a mobility management center, the CTSA should use the limited resources required to craft new coordination programs and oversee their operation.

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

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

Many transit agencies serve as the CTSA as is the case in Amador and Colusa Counties for example. While this dual function is not always the most efficient structure to achieve real social

service coordination, in the case of Alpine County the joint responsibility could serve to facilitate integration of regular transit service with human service transportation. The structure to facilitate this has been presented in this Plan.

Next Steps

This draft final Coordinated Public Transit-Human Services Transportation Plan is simultaneously submitted to Caltrans and to the local project sponsor, the Alpine County Local Transportation Commission (ACLTC). The draft plan will be available for public review and comment prior to its adoption, no later than September 30, 2008. The consultant team will review and summarize comments received on the draft plan, and will revise the draft plan accordingly.

Grant applications for FTA Sections 5310, 5316 and 5317 (for rural areas of the state) are due to Caltrans no later than August 29; in turn, Caltrans will certify that projects it funds through those programs are derived from this coordinated plan. Such certification may be based on completion of the draft plan prior to its full adoption by the local project sponsor.

Updates to the Coordinated Plans are required every four or five years, (i.e., four years in air quality nonattainment and maintenance areas and five years in air quality attainment areas). However, Caltrans may choose to update the coordinated plans to align with the competitive selection process based on needs identified at the local level.

APPENDIX A

STAKEHOLDER INVOLVEMENT AND PUBLIC WORKSHOP MATERIALS



ALPINE COUNTY LOCAL TRANSPORTATION COMMISSION

December 7, 2007

To: Social Services Transportation Advisory Council
Fr: Julie Ola, Asst. to the Exec. Secretary, Alpine County LTC
Re: December 10, 2007 Meeting

A meeting of the Social Service Transportation Advisory Council is scheduled for Monday, December 10th, at 1:30 PM at the Health and Human Services conference room, 75 Diamond Valley Road, Woodfords.

The agenda is as follows:

Introductions – SSTAC Members / Staff

SSTAC Members

- Vacancies
- New membership appointment applications

Alpine Mountain Transit

- Proposed changes to the routes
- Tribal Survey
- Ridership data from DART
- 06/07 and 07/08 YTD expenditures
- Recommendation to ACLTC on what to do with Alpine Mountain Transit

Unmet Transit Needs

- Continue discussion on unmet transit needs in Alpine County
- Public Hearing notice has been posted
- Washoe Tribe existing transportation programs
- Washoe Tribe transportation needs
- Prepare opening statement for Jan. 15th public hearing

Short Range Transportation Development Plan (SRTDP)

- Resolution submitted to Caltrans
- Need Technical Transit Planning Assistance grant State contract
- Need to advertise RFP for consultant

Other Items from SSTAC Members

Conclusion – Summary of Action Items

Adjourn

If you have any questions about the meeting, please give me a call at 530-694-2235.

Thank you,
Julie Ola
Asst. to the Exec. Secretary, ACLTC

CC: Kathleen McClaflin, Caltrans Associate Transportation Planner

ALPINE COUNTY LOCAL TRANSPORTATION COMMISSION

Social Service Transportation Advisory Council

12-10-07 Meeting Minutes

There was a meeting of the Alpine County Social Service Transportation Advisory Council (SSTAC) on Monday, December 10, 2007. The meeting was held at the Health and Human Services Department's conference room in Woodfords.

Those present introduced themselves.

ATTENDEES

SSTAC Members present

Tink Miller, Consolidated Transit Service Agency representative

Regina Britschgi, Local Social Service provider for limited means representative

Tippy Smokey, Potential transit user who is 60 years of age or older representative

David Hathaway, Local Social Service provider for seniors

Also in attendance

Dennis Cardoza, Executive Secretary

Julie Ola, Transportation Coordinator

Scott Maas, Transportation Project Manager

Warren Petina, DART Manger

Marvin Altman, DART Associate

John Fisher, First Five Executive Director

Sherri Warren, The Learning Center Director

SSTAC

Membership

Julie said she is trying to get people to apply to be on the SSTAC

Only one person has applied

David Hathaway has turned in his application

Tippy said she needs approval from her board to apply and it could be someone else

ALPINE MOUNTAIN TRANSIT (AMT)

Operating costs

Julie handed out the operating costs of the transit system

The spreadsheet showed the County paying \$12,000 for insurance on the bus

DART also pays insurance on the bus

It was agreed to see if there was double coverage and we could eliminate the \$12,000 being paid by Alpine County

Native American Surveys

Tippy provided 10 surveys that were completed by adult Native Americans

In summary, the surveys showed the need for adult transportation to Minden/Gardnerville during the day for basic needs

The Tribe has a grant for \$25,000 for transportation purposes

Tippy will see if the grant can be used to help pay for Native American transportation costs

Learning Center

The Learning Center currently has about 10 children per day, 5 days per week riding the bus

Parents are unable to transport the children to pre-school

12-10-07 SSTAC Meeting

Most children are low income

The County Board of Education cannot provide transportation for pre-school

There is always a Teacher's Aid that rides the bus with the children

Pre-school is 8:30 AM to 12:45 PM

It is estimated that the cost just to operate the bus for the Learning Center route only would be about \$50,000 per year

To get 10% fare box means that the Learning Center children need to generate \$5,000 in fares

John said he would look into seeing if First Five could enter into a contract with AMT for the year to pay \$5,000 so the children would not have to pay

Seniors

David said that Senior Citizens like using the bus for special events

Scott said the bus needs to collect a fare to cover 10% costs

Funding Options

Regina said CalWorks has bought tickets and hands them out as needed

There is probably no other way for CalWorks to assist

Tink said there is the New Freedom program from SAFETEA-LU

This program is primarily to enhance paratransit (disability) needs and appears to not fit Alpine needs at this time

UNMET TRANSIT NEEDS

Recommendation to LTC

Scott explained the SSTAC members need to make a recommendation to the LTC regarding transit operations

It was consensus to recommend reducing the hours of transit operations from 12 hours a day to 8 hours a day and keep the Learning Center route as currently operating

It was also agreed to encourage participation by users at the Unmet Transit Needs hearing meeting

SHORT RANGE TRANSPORTATION DEVELOPMENT PLAN

Project Status

Scott explained the County was awarded a grant to prepare the transit plan

The transit plan will recommend effective transit operations for Alpine Mt. Transit as well could recommend volunteer driver program, gas voucher program, dial-a-ride or other program

The SSTAC will review proposals and recommend hiring the consulting firm

The SSTAC will be responsible to oversee the consultant and proposed recommendations

The County is ready to advertise to hire a consulting firm to prepare the transit plan as soon as the contract between the State and County are signed by both parties

ADJOURN

Next Meeting

The next SSTAC meeting will be announced

Everyone was encouraged to attend the Unmet Needs hearing on January 15th

Adjourn

The meeting was adjourned at approximately 3:30 p.m.

CERTIFICATE OF POSTING

I, Barbara Howard, County Clerk, do hereby certify that on or before December 3, 2007 in the County of Alpine, I in fact posted copies of the attached Notice of Public Hearing – Unmet Transit Needs 2007-2008, at the following posting places:

Alpine County Administration Building
Alpine County Courthouse
Alpine County Sheriff's Office
Alpine County Department of Public Works
Alpine County Unified School District
Markleeville Post Office
Alpine County Library, Markleeville Branch
Alpine County Department of Health and Human Services

I mailed copies to the following posting places:

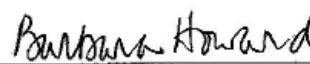
Kirkwood Post Office
Bear Valley Post Office
Bear Valley Sheriff's Substation
Bear Valley Library
Woodfords Washoe Community
Woodfords Station

I posted the notice on the Alpine County website: www.alpinecountyca.gov under Board of Supervisor's Agendas.

Legal Publication: None

Local Newspaper: None

Dated: December 3, 2007


Barbara Howard, County Clerk and ex
officio Clerk of the Board of Supervisors
County of Alpine, State of California

NOTICE OF PUBLIC HEARING

Alpine County Local Transportation Commission

Tuesday, January 15, 2008 8:50 a.m.

Administrative Office Building Markleeville, California

Notice is hereby given that the Alpine County Local Transportation Commission will conduct a public hearing regarding Alpine County's Year 2007-2008 Unmet Transit Needs. Unmet Transit Needs is an annual process where information is collected regarding Alpine County that will help improve mobility for the elderly, persons with disabilities and persons of limited means. The Local Transportation Agency is seeking comment on the need for transit services throughout the county and/or for improvements to existing services.

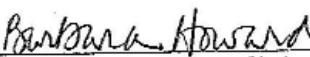
The public hearing will consider what types of public transportation the public would like to see in Alpine County, how these services would benefit the individual and the community, where new services were needed, where potential trips would begin and end, how often trips would need to be scheduled, what individuals would need the service including age group, income or disability and which services should be eliminated if there was no new funding available. The information gathered through this process will be used by the Local Transportation Commission to determine unmet transit needs that are reasonable to meet.

The public hearing will be held during the regular meeting of the Alpine County Local Transportation Commission on January 15, 2008 at 8:50 a.m., or as soon thereafter as the matter can be heard, at the Alpine County Administrative Office Building, Board Chambers, Markleeville, California.

Written comments to be included in the administrative record of the proceedings may be submitted in advance of the public hearing to the Alpine County Local Transportation Commission, P.O. Box 158, Markleeville, CA 96120, faxed to 530-694-2491, dropped off at the County Clerk's office in Markleeville (County Administrative Building, 99 Water Street) during normal business hours or e-mailed to coclerk@alpinecountyca.gov.

Members of the public and members of the Social Services Transportation Advisory Council are invited to attend the public hearing.

DATED: December 3, 2007



BARBARA HOWARD, County Clerk and ex
officio Clerk of the Local Transportation

APPROVED AS SUBMITTED 2-5-08

LOCAL TRANSPORTATION COMMISSION

County of Alpine
P.O. Box 158
Markleeville, CA 96120

Telephone: 530-694-2281
Fax: 530-694-2491

MINUTES January 15, 2008

1. ROLL CALL

The Local Transportation Commission was called to order at 8:00 a.m. with Commissioners Donald M. Jardine, Henry C. Veatch, Phillip D. Bennett, Terry Woodrow and Gunter E. Kaiser present.

2. ORAL COMMUNICATIONS - GENERAL PUBLIC COMMENT

First 5 Alpine Executive Director John Fisher reported attending SSTAC and Local Transportation Commission meetings regarding the unmet transit needs; explained continuing Alpine Mountain Transit services to the Early Learning Center was crucial for participants; First 5 would continue working on plans to ensure ridership.

Alpine County Unified School District Governing Board Member Walter Bell commented the School District was very supportive of the transportation requirement for the Early Learning Center and reported eight to nine pre-schoolers rode the bus every morning.

Sierra Pines resident Amy Patrolie commented the Alpine Mountain Transit was a much needed service for disabled residents.

3. CONSENT AGENDA

These matters are routine and non-controversial and are usually approved by a single majority vote without discussion. Items can be removed from the consent agenda to be discussed and considered separately.

Chair Woodrow asked if there were any public comments on any consent agenda and there were none.

MOTION Kaiser/SECOND Jardine approving the consent agenda as follows:

3.1 Regular meeting minutes of 12-18-2007.

3.2 Adoption of Resolution No. LTC2008-01 for a Community Based Transportation Planning Grant.

ALL AYES: MOTION CARRIED.

ITEMS PULLED FROM CONSENT AGENDA FOR SEPARATE ACTION:

3.3 Request approval of adoption of Resolution establishing fare rates and new hours of operation for Alpine Mountain Transit.

Transportation Consultant Scott Moss recommended increasing Alpine Mountain Transit fares and reducing hours of operation from 12 to 8 hours a day commencing February 4th to increase fare box recovery and operate the current system more cost effectively; the goal this year was a 7% fare box recovery (currently Alpine County was at 2%); short term transit plan would conduct more ridership surveys and would bring recommended changes to future Commission meeting.

Director of Public Works Dennis Cardoza reported counties that were short on fare box recoveries were liable for the difference; however, the state would recognize a good-faith effort.

Supervisor Bennett recommended adding a route from Alpine County to Douglas County in the morning for working commuters to increase ridership. Bennett reported he would educate Woodfords Washoe Community residents regarding availability of the Alpine Mountain Transit Bus.

LTC
Minutes
1-15-08

MOTION Jardine/SECOND Veatch adopting Resolution No. LTC2008-04 establishing fare rates and hours of operation for Alpine Mountain Transit.

AYES: Commissioners Jardine, Veatch, Bennett, Woodrow;
NOES: Commissioner Kaiser;
MOTION CARRIED.

4. UNFINISHED BUSINESS None.

5. NEW BUSINESS None.

6. PUBLIC HEARINGS / PUBLIC MEETING

6.1 Public Hearing regarding Unmet Transit Needs; adoption of resolution defining "Unmet Transit Needs" and "Reasonable to Meet"; possible adoption of resolution of no unmet transit needs in Alpine County that are reasonable to meet if determined during the public hearing.

Transportation Coordinator for Alpine County Julie Ola reported prior to allocating local transportation funds, the Transportation Planning Agency consulted with the Social Services Transportation Advisory Council to identify the County's transit needs and unmet transit needs that were reasonable to meet. Ola reported the opinion of the Transportation Commission Staff was that by increasing fares, changing hours of operation and implementing a Short Range Transportation Development Plan, Alpine County was currently meeting unmet transit needs which could be reasonably met.

Chair Woodrow opened the Public Hearing at 9:05 a.m.

No public comment.

Chair Woodrow closed the Public Hearing at 9:06 a.m.

MOTION Jardine/SECOND Bennett adopting Resolution No. LTC2008-02 defining "Unmet Transit Needs" and "Reasonable to Meet".

ALL AYES: MOTION CARRIED.

MOTION Jardine/SECOND Veatch adopting Resolution No. LTC2008-03 finding that there are no unmet transit needs that were reasonable to meet.

ALL AYES: MOTION CARRIED.

7. ADJOURNMENT

The Local Transportation Commission adjourned to the Board of Supervisors and then to the next regular meeting.

ATTEST:

Terry Woodrow, Chair,
Local Transportation Commission,
County of Alpine, State of California

Barbara Howard, County Clerk & ex officio
Clerk of the Local Transportation Commission
By Sarah Simis, Assistant County Clerk

APPENDIX B

KEY STAKEHOLDER SURVEY

Public Transit and Human Services Transportation Coordinated Plan

Alpine County Key Stakeholder Survey

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

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

WHAT DO I NEED TO DO?

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

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

HOW LONG WILL IT TAKE TO COMPLETE THE SURVEY?

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

WHY IS A COORDINATED PLAN BEING DONE AT THIS TIME?

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

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

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

Regards,



Philip B. McGuire
Chief Executive Officer
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Public Transit and Human Services Transportation Coordinated Plan

Alpine County Key Stakeholder Survey

Organization		Date	
Contact		Title	
Address		Phone	
City, Zip		email	

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

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

13	What opportunities do you see for improved coordination? Who do you believe is in the best position or the most qualified to lead this effort?				
14	Interest: How much interest does your organization have in a higher level of coordination? <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> None				
15	What are the significant challenges in bringing about a higher level of coordination?				
	Legal restrictions on the use of funds		Legal restrictions on the use of vehicles		
	Liability/insurance concerns		Billing/accounting issues		
	Agencies concerned about losing control of service or protecting their funding				
	Agencies concerned about the unique characteristics of client populations				
	Other:				
16	RESOURCES				
	Vehicles List (indicate quantity & type, passenger size, diesel/gas). Insert additional rows or attach an additional page, if necessary.				
	Qty	Type (Car, Van, Bus)	Passenger Size	Fuel Type	Wheelchair accessible
					Year
	Equipment, non vehicle <input type="checkbox"/> computer systems <input type="checkbox"/> scheduling software <input type="checkbox"/> office space <input type="checkbox"/> maintenance facility <input type="checkbox"/> Other (describe)				
	Maintenance Facilities Describe shop capability <input type="checkbox"/> Number of service bays <input type="checkbox"/> Number of mechanics Shop hours: _____ Do you use any maintenance management software? <input type="checkbox"/> Yes <input type="checkbox"/> No If YES, what capability does it have?				
	Fuel	Do you have your own fueling facility? <input type="checkbox"/> Yes <input type="checkbox"/> No	Do you purchase fuel from outside vendors? <input type="checkbox"/> Yes <input type="checkbox"/> No		
		Do you receive any discounts on fuel purchase? <input type="checkbox"/> Yes <input type="checkbox"/> No	Do you currently sell fuel to any other agencies? <input type="checkbox"/> Yes <input type="checkbox"/> No		
		If YES, what agencies? _____			
		Are there legal or other constraints that limit or prevent you from selling fuel to other agencies? <input type="checkbox"/> Yes <input type="checkbox"/> No			
		If YES, please describe: _____			

	Software	What type of software does your organization use?
	Dispatch	Experience with the software? <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> None
	Routing	Experience with the software? <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> None
	Client Database	Experience with the software? <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> None
	Eligibility Database	Experience with the software? <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> None
	In-House Support	Experience with the software? <input type="checkbox"/> High <input type="checkbox"/> Medium <input type="checkbox"/> Low <input type="checkbox"/> None
	Website	<input type="checkbox"/> with information about transportation <input type="checkbox"/> with links to other transportation resources
	Dispatch Technology	<input type="checkbox"/> radio system <input type="checkbox"/> cell phones <input type="checkbox"/> mobile data computers
	Call Center	<input type="checkbox"/> number of incoming lines <input type="checkbox"/> number of call takers
17	Insurance Provider:	
	Required limits/indegnification	
18	Is your organization involved in eligibility screening of clients?	<input type="checkbox"/> Yes <input type="checkbox"/> No
19	Does your organization	<input type="checkbox"/> Test drivers for drugs and alcohol <input type="checkbox"/> Provide driver training
	How many drivers do you have? <input type="checkbox"/> Volunteers <input type="checkbox"/> Union <input type="checkbox"/> Non-Union	
20	How could the County or State better support local coordination efforts? Do you have any other issues or concerns?	

APPENDIX C

DEMOGRAPHIC METHODOLOGY

Demographic Methodology

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

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

- Transit Dependency Index presents concentrations of populations with higher public transportation needs - seniors 65 year or older, people with disabilities, and low-income (150% of poverty level) population. The index value is based on 2000 Census data. To generate the index values, density of seniors, people with disabilities and low-income population were calculated individually for each block group. Then the density values were categorized into five groups, from one to five, using the quantile method. The Transit Dependency Index value equals the sum of the three category values, resulting in some number 3 through 15. Block-groups with higher index values have greater concentrations of seniors, people with disabilities and/or low-income population.
- One limitation of this analysis is that rural counties tend to have a small number of block-groups. For example, Alpine County contains only 2 block-groups, while El Dorado County has 123 block-groups. The average number of block groups for the studied twenty-three counties is 39.

APPENDIX D

DRIVER TRAINING

Driver Training

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

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

Basic Requirements for a Commercial Drivers License

To receive a California Commercial Drivers License, applicants must

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

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

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

California Special Drivers License Requirement

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

California Department of Education

Acronyms and Definitions

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

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

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

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

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

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

APPENDIX E

MEDI-CAL

Medi-Cal

Becoming a Medi-Cal NEMT Provider

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

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

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

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

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

APPENDIX F

CONTACT INFORMATION

Appendix F: Contact Information

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