



## CHAPTER 6 – STRATEGIC DIRECTION AND ALTERNATIVES

*This chapter considers WPCTSA service alternatives that may be appropriate for the near term of three to five years, proposing a general strategic direction to guide the organization for the longer term of up to seven years. It builds from a reiteration of relevant 2007 Dial-a-Ride Study recommendations, and offers various alternatives responsive to the historical and current needs identified. This chapter also incorporates the comments and responses offered by the County's public transit operators for WPCTSA programming.*

### Direction Offered by the 2007 Dial-a-Ride Study

As noted previously, the 2007 South Placer Regional Dial-a-Ride Study proposed four goals and a series of twenty implementing recommendations. That study has significant overlap with the mission of the WPCTSA given overlapping target populations, riders. Various issues discussed in that report have certainly been addressed or are being addressed. Most notably, the very existence of the WPCTSA resolved some thorny issue regarding the role and expectations of previous CTSA operating contracts. Secondly, the developing Call Center will help to create an environment of readily available transit information and potential for more seamless trip-making.

Several issues remain however and continue to have direct bearing on the function and activities of the WPCTSA within the context promoting mobility of Placer County individuals who may need specialized transportation. Among the difficulties identified by that study that to some degree remain and therefore impact this SRTP are the following:

- differing service-related policies and practices among the public transit providers that can limit mobility options for the target populations;
- differing days and hours of operation;
- differing fare policy, eligibility and reservation practices.

While the emerging Call Center becomes an important tool by which to begin to address these issues, but it remains simply a tool, only as good as the policies and procedures that will direct its activities. The following is a reiteration of the four 2007 Dial-a-Ride Study recommendations and its those specific activities that continue to be relevant helps to provide direction for the policies and procedures to guide both the Call Center, as a WPCTSA program, and other WPCTSA activities.<sup>5</sup>

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<sup>5</sup> Note: while the report speaks to South Placer County, this has been abbreviated to Placer County as that is the more appropriate focus of this SRTP. Secondly, only those activities of relevance to this discussion are reiterated here. To view a copy of the full report, go to PCTPA's website library at [www.pctpa.net](http://www.pctpa.net)



From the 2007 South Placer Dial-a-Ride Regional Study recommendations that still have direct relevance to this SRTP planning document are reiterated here, with the language changed slightly to make the current:

**1. Establish PCTPA leadership to guide the County's operators towards an integrated, regional demand response program. [selective actions]**

- PCTPA shall set the TOWG agenda, with agreement from TOWG members and concurrence of its Technical Advisory Committee, to [continue] discussion of common practices whereby individual dial-a-ride entities would agree to common or standardized policy or operating procedures in any of the following areas:
  - fare policy and practices
  - core dial-a-ride operating hours
  - core dial-a-ride service days
  - standard eligibility processes, including ADA certification processes
  - trip reservation policies for call takers
  - trip reservation policies for dispatchers
  - transfer locations and transfer policies and procedures
  - service areas
  - role of the WPCTSA and interaction of WPCTSA services in relation to other public dial-a-ride programs; e.g. fares, transfers, common or identified different door-to-door, door-through-door and curb-to-curb policies.
- Ensure that Placer County coordination direction is firmly integrated into the SACOG coordination planning, including any update of SAFETEA-LU's *Public Transit-Human Services Coordination Plan*, related to programs Section 5316, 5317 and 5310 so that these funding sources can continue to be utilized by Placer County stakeholders. Use that process to strengthen and increase human service transportation providers' capacity in Placer County, all types of providers who can help to meet selected identified specialized transportation needs.
- Monitor other PCTPA long-range planning activities to identify the opportunities supportive of regional coordination for Placer County demand response services, including through capital acquisition (vehicles and technology), facility planning (maintenance) and operations (coordinated dispatch and scheduling).

**2. Promote general public demand response policies that improve efficiencies and build capacity in Placer County [selective actions]**



- Conduct an in-depth quantitative analysis of user and non-user travel needs, including but not limited to on-board surveying of the needs and preferences of the county's dial-a-ride users and the conduct of a latent demand needs assessment, though household surveying or other strategies.
  - Establish procedures to systematically collect and analyze service requests that cannot be met; regularly share these at the TOWG level and work towards quantifying unmet transit needs that may suggest demand response solutions.
  - Aggressively research and implement all strategies that can increase effectiveness and efficiencies of public demand response services while not sacrificing the quality and responsiveness of these programs.
- 3. Establish a CTSA for Placer County that promotes specialized transportation options and addresses the needs of residents. [selective actions]**
- In concert with other quantitative work about user and non-user travel needs, develop strategic approaches to obtain qualitative needs information. Continue dialogue with stakeholder agencies and consumer representatives to discuss unmet needs and to identify ways in which the CTSA services should be targeted to better meet Placer County residents' needs.
  - Undertake appropriate public outreach to PCTPA member agencies, including working with the **Best Step Transportation Collaborative** and **Placer Collaborative Network** to ensure that input about needs can be systematically collected, establishing a qualitative picture of needs that human services agencies may already be providing. Identify those CTSA support functions needed (e.g. vehicle maintenance, back-up vehicle loaner programs, training and retraining, insurance pools, etc.).
- 4. Develop a coordinated information strategy for demand response services oriented to the information needs of consumers, agency personnel and transit operators in South Placer County. [selective actions]**
- Develop a single information brochure for demand response, public dial-a-ride services in Placer County that can be made available in paper and electronic forms.
  - Work with the TOWG to implement a shared information policy, including website links specifically related to demand response and dial-a-ride services.
  - Enlist participation and assistance by key stakeholder representatives, including but not limited to the **Best Step Transportation Collaborative** and **Placer Collaborative Network**, to provide feedback on the development of a single information tool for



demand response services, identifying ways in which to distribute to agency staff who work with consumers in the target groups.

- Identify key players involved in the 211 and 511 processes and ensure that demand response information is integrated into their efforts, establishing mechanisms for maintaining current public transit information.
- Develop strategies, in concert with the TOWG and with concurrence of the Technical Advisory Committee, to continue promoting and improving the one-number environment within Placer County for public transit, including demand response transportation. Secure funding to implement and mature these strategies.

These recommendations remain relevant and should continue to be a part of WPCTSA's overarching direction and activity.

## Strategic Direction for the WPCTSA

In light of the above-referenced actions and the additional material covered by the preceding chapters of this SRTP, five directional themes are offered to guide future WPCTSA activities.

### 1. Modestly Expanded Geography and Target Groups

This document's discussions suggest broader roles for the WPCSTA in terms of geography and targeted population. There is an equity argument for using this single organization to address, within its limited resources, specialized transportation needs of the Western Slope communities and expanding the geographic focus beyond solely the areas of Auburn and southwest. Further, lowest income individuals, particularly children and families, do have some mobility needs that can be better addressed by specialized transportation projects, although the mainline, fixed-route services remain the mode of choice for most users and most trips. Defining affordable, appropriate projects within this slightly expanded service area and, in targeted ways, to the County's lowest income persons is warranted.

### 2. Continued Partnering

The overall approach to current WPCTSA programs has been that of low-key contracting with available human services programs for the provision of core services, through essentially turn-key operations. Several partnership agreements are built upon leveraging non-transit funding sources and in-kind





resources, an approach that is consistent with the direction of the Federal §5316, §5317 and §5310 programs which call for increased coordination between public transportation and human services organizations for provision of specialized transportation. Such coordination is specifically intended to stretch the limited funding available to each sector to meet specialized transportation needs.



It is critical for WPCTSA to continue to explore new partnership opportunities, seeking those situations where human service agencies are identifying consumer mobility needs and may be encouraged to play a role in addressing parts of that need. This means actively working to identify and invite ***interested, willing and able*** organizations, those who have an interest in transportation for their consumer base, are willing to consider responsibility for some portion of that need, and are able to work in partnership with WPCTSA to move forward with pilot transportation services.

The most invigorated forum for such exploration is likely with the members of the Placer Collaborative Network. The PCN brings together representatives from the full spectrum of human service delivery in Placer County. It has hosted several discussion-based meetings to date with WPCTSA staff and appears engaged and willing to continue such dialogue towards development of particular projects.

New partnerships with other groups, for example potentially including tribal representatives within Placer County, are feasible but will require investment of time and energy to realize. They should however be part of WPCTSA's longer term vision, as it looks to address mobility needs of the full range of Placer County residents who may need specialized transportation.

Again, partnering opportunities, where each partner contributes something towards implementing the mobility solution at hand, is critical given that the funding base available to the WPCTSA is likely limited to the five percent allocation of the LTF dollars. Significant program growth and expansion is most likely to come from developing new partnership arrangements.

### 3. Emphasis on Small and Targeted

The scale of the projects currently in operation and suggested by Table 11 in Chapter 5 as possible for the future are modest in size. This is consistent with the fact that the primary focus of public transportation in Placer County is, and should be, on the public transit providers of the County of Placer, Roseville, Lincoln and Auburn. The WPCTSA programming is expected to remain modest, so long as its primary funding base is with its share of the LTF apportionment. Furthermore, the "gaps" that the WPCSTA services need to fill are themselves modest and focused. They may be



difficult-to-serve and so such needs surface frequently through unmet transit needs hearings and the like.

The mobility management function, defined variously around the country by the context of the environment and the mobility challenges of each community, plays a critical role in helping consumers weave their way through available transportation services and connect with that which will work for them. Mobility management, with regard to service gaps, plays two roles. It helps address the gap by interpreting available transportation services to the consumer, directing them to services that can meet their needs. And Mobility Managers are also an information conduit by which public transportation providers can continue to understand rider needs and concerns, and target service improvements.

And yet, the numbers of individuals and trips requiring specialized transportation solutions are definable, few in number when compared to other types of commuter or school-trip type needs. Small projects can appropriately respond to these individualized needs, while continuing to encourage Placer County residents of all types to use the formal public transit network as the most efficient way in which to meet mobility needs.

#### **4. Re-Structured Third Party Agreements**

The contracting mechanisms currently in place between WPCTSA's provider agency Seniors First and its private operators do need some reconsideration to encourage greater cost effectiveness in the delivery of service. Current unit service costs, although expected to be high given the long, multi-jurisdictional nature of many trips, are higher than expected. Specifically with regard to the third-party contracting for the provision of the non-emergency medical transportation service, Health Express operated by Seniors First, it is likely possible to achieve greater cost-effectiveness with a different contracting structure. As discussed in Chapter 1, the existing service agreement is not structured to encourage productive, cost-efficient services through improved scheduling efficiencies or trip grouping. Building in contractor incentives and re-thinking the cost payment structure will facilitate this.

Public transit contracting is a nuanced, complicated activity when carefully structured with incentives that encourage the contractor to provide services most efficiently using available vehicle resources and driver labor. WPCTSA will likely need to support its human services provider agency in developing more effective third-party contracts so that the transit industry's best practices, relative to contracting out for services, can be incorporated. Seniors First current contracts with two local specialized transportation providers were extended through December 31, 2011 and the next window of opportunity around restructuring these will come in relation to the end of these current contract cycles.



## 5. Importance of Experimentation and Evaluation

A valuable feature of the WPCSTA has been its “pilot” approach to the introduction of new services. This supports some level of experimentation for trying new approaches to meet potentially difficult-to-serve transportation needs. Some projects are valuable and should be continued while other pilot initiatives either meet immediate needs and should be discontinued or are otherwise not viable over the long-term.

When coupled with on-going monitoring and periodic evaluation processes, such experimentation represents a good use of public monies for testing various small-scale programs’ ability to meet targeted transportation needs. Inclusion of the WPCTSA in the regular SRTP process is valuable as this provides for a formalized evaluation process that can monitor overall program performance with time. It is equally important to continue routine, on-going monitoring activities of standardized performance data and reporting and monitoring of field operations for each of WPCTSA’s various program efforts during the intervals between short-range transit planning processes.

### Prospective Service Alternatives

Table 10 following presents a listing of existing and potential project, suggested by Chapter 5’s Table 9, but focused now on the specific project-based WPCTSA recommendations. Potentially larger lists of projects are possible but, as noted previously, each requires identification of those interested, willing and able organizations to participate in the funding and operation in some type of partnership role with WPCTSA.

Twelve projects are represented on Table 10 following. Of those currently operating under WPCTSA sponsorship, all are recommended to continue, with the exception of the Taylor Road Shuttle where the impetus for those additional runs is removed with the relocation of the targeted program. Three additional projects are proposed, although others could be considered as interested and willing partners emerge. These include a mileage reimbursement program, a bus pass subsidy effort and targeted, subscription-type trips. Some discussion of the new project initiatives follows Table 10.



Table 10, Assessment of Potential Service Alternatives and Initiatives

Service Alternative	Description	Feasibility	Advantages	Disadvantages	Recommendation
<b>1. Health Express / NEMT Trips and Mobility Management</b>	Door-to-door, advance reservation trips for non-emergency appointments in Western Placer County  Mobility management function matching riders trip needs with most appropriate service.	Existing program operated by Seniors First	<ul style="list-style-type: none"> <li>Significant funding provided thru partner organizations</li> <li>Effective travel management in trip reservation function</li> <li>Meets current demand for non-emergency medical trips within defined area</li> </ul>	<ul style="list-style-type: none"> <li>High per trip and hourly costs</li> <li>Low productivity</li> <li>Lacks detailed data reporting to properly monitor and analyze services</li> </ul>	Continue program with attention to contract administration, reporting and monitoring, and improved trip efficiency
<b>2. Transportation Voucher Project</b>	A last-resort funding program for essential non-emergency medical trips for elderly and persons with disabilities.	Existing program operated by Seniors First	<ul style="list-style-type: none"> <li>Effective travel management seeks public transit and other service options</li> <li>Open-bid arrangement results in competitive per trip costs</li> </ul>	<ul style="list-style-type: none"> <li>Low demand for service may reflect limited visibility of program</li> </ul>	Continue program with increased visibility and somewhat more open request process
<b>3. Volunteer Door-to-Door Transportation</b>	Door-to-door transportation for seniors and persons with disabilities in Western Placer County provided by volunteer drivers using their own vehicles.	Existing program administered by Seniors First	<ul style="list-style-type: none"> <li>WPCTSA funds less than half the cost of this program</li> <li>Few trip requests are denied for lack of volunteer driver</li> <li>Per trip costs are significantly below of dedicated service options</li> <li>Provides highly flexible and personalized travel option</li> </ul>	<ul style="list-style-type: none"> <li>Trip capabilities limited by availability of willing volunteers</li> </ul>	Continue program with attention to reporting and monitoring
<b>4. Transit Ambassador Program</b>	Program uses paid and volunteer staff to provide outreach, training and representation of public transit in the City of Roseville and Western Placer County	Existing program administered by the City of Roseville	<ul style="list-style-type: none"> <li>Funded thru at least 2012 by a State Transit Assistance grant of \$162,000</li> <li>Program offers a low-cost means of providing rider assistance and transit outreach and training</li> </ul>	<ul style="list-style-type: none"> <li>Program outreach limited by availability and retention of program volunteers</li> </ul>	Continue program so long as grant funding remains. Need to work on increasing number, retention and contribution of volunteers. May need to revisit basic program design to attract more participants.



Service Alternative	Description	Feasibility	Advantages	Disadvantages	Recommendation
<b>5. South Placer Transit Call Center</b>	Program is in early implementation phase. When fully-operational, Center will offer a “one-stop” resource for information on South Placer County transit, including reservation for participating paratransit services	Call Center will be operated by the City of Roseville subject to an agreement with the WPCTSA	<ul style="list-style-type: none"> <li>Center will provide single access point for transit information across multiple transit providers</li> </ul>	<ul style="list-style-type: none"> <li>Call Center concept needs further procedural development</li> </ul>	Continue with implementation of Call Center while seeking consensus on its concept plan and phased development.
<b>6. Retired Vehicle Program</b>	WPCTSA purchases retired vehicles from transit operators and provides these to eligible human services organizations.	First success with vehicle to The Gathering Inn	<ul style="list-style-type: none"> <li>Utilizes the remaining useful life for agencies with limited ability to purchase new vehicles.</li> </ul>	<ul style="list-style-type: none"> <li>Limited use of this program to date.</li> <li>May need somewhat more investment in vehicle before passing it on (detailing, maint.)</li> </ul>	Establish a small fund to ensure that vehicle retired from public transit use is appropriately detailed and ready for use.
<b>7. Taylor Road Service Enhancement Pilot Project</b>	Project provided an increased level of service on Placer County Taylor Road Shuttle by adding three vehicle trips during morning periods on Tuesdays and Thursdays when schools are in session	Two-year pilot project began service in August 2009 and is scheduled to be terminated in 2011.	<ul style="list-style-type: none"> <li>Provided effective public transit service used by transitional education students at Sierra College.</li> </ul>	<ul style="list-style-type: none"> <li>Transitional Education program is expected to be moved to another school not served by the Taylor Road service</li> </ul>	Eliminate pilot project or transition to regular Placer County Transit service
<b>8. Rural Placer County Mileage Reimbursement Volunteer Driver Project</b>	Provides lifeline transport in outlying areas without transit or for those needing door-to-door, door-through-door aide. Participants locate their own volunteer; mileage reimbursed to participant who pays driver.	Concept has been successfully operated in Riverside County as model for seniors and persons with disabilities. No need to recruit, maintain raft of volunteers as rider must find his/her own.	<ul style="list-style-type: none"> <li>Limited administrative requirements and costs</li> <li>No capital requirements</li> <li>Highly cost effective</li> <li>Offers highly flexible and personalized service; door-through-door service possible.</li> </ul>	<ul style="list-style-type: none"> <li>Rider must find own volunteer driver; difficult but tools exist to aide “asking” friends/neighbors for transport assistance</li> <li>Provision of trips during winter season may be problematic</li> </ul>	Undertake conceptual design effort with objective of service initiation during FY2011/12.
<b>9. Bus Pass Subsidy Project</b>	Project would support free bus tokens and bus passes, distributed to the lowest income individuals, for seniors and others.	Successful in other settings; requires clear procedures for pass distribution with eligibility methods that rely upon other agency procedures limiting WPCTSA’s role	<ul style="list-style-type: none"> <li>Promotes use of fixed-route; least expensive mode</li> <li>Helps individuals in most difficult circumstances to make connections for work, job interviews, etc.</li> </ul>	<ul style="list-style-type: none"> <li>Demand can quickly exceed supply; important to identify caps on program.</li> </ul>	Develop a modest, defined program, working through human services agencies to distribute bus passes and tokens, not directly doing so to riders.



Service Alternative	Description	Feasibility	Advantages	Disadvantages	Recommendation
<b>10. Targeted Shuttle Services – Senior Cafés and Other Shuttles</b>	Provides targeted, subscription-type, origin to destination services for very targeted trips and riders.	Demonstrated potential with current contract between Health Express and The Gathering Inn for medical trips to Auburn. Senior cafés are all across county; limited subscription runs possible.	<ul style="list-style-type: none"> <li>Can use vehicle down-time effectively</li> <li>Can provide low-cost unit trips for groups</li> </ul>	<ul style="list-style-type: none"> <li>Can consume vehicle resources if subscription volume not managed</li> </ul>	Define partnership opportunity with The Gathering Inn solely in relation to health clinic trip needs. Seek other opportunities fitting with available resources.
<b>11. Bus Stop Improvement/ Universal Design and Accessibility and Community Enhancement Project</b>	Continued targeting of high-use bus stops and of paths of travel where accessibility improvements will lead to increased use of public transit by CTSA target populations.	This involves partnering with the public operators, fixed-route services, as well as human services organizations to identify high use areas and to identify those stops and access areas where improvements are indicated.	<ul style="list-style-type: none"> <li>Helps to build fixed-route utilization</li> <li>Helps to encourage general mobility of those with concerns about using public transit, including shelter from weather and access to facilities beyond the bus stop.</li> </ul>	<ul style="list-style-type: none"> <li>Identification of projects requires on-going effort by public operators and coordination with PCTPA and WPCTSA</li> </ul>	Make such stop and path-of-access identification part of an on-going process
<b>12. Tribal Transit Coordination</b>	Placer County has several Native American federally designated tribes who are potentially eligible for FTA Section 5311 (c) and some did receive ARRA funding for tribal transit services. Some coordination with these groups around potential projects could lead to additional services focused on tribal members needs.	This is a long-term initiative that involves developing relationships between the tribal groups and the WPCTSA, with sensitivity to tribal concerns regarding sovereignty of the Tribal Nation.	<ul style="list-style-type: none"> <li>Potentially assists local tribes in securing available Federal funding to support Tribal transit.</li> <li>In some cases, tribal transit programs provide some limited mobility for other rural, non-tribal members living or traveling in the same areas.</li> </ul>	<ul style="list-style-type: none"> <li>Long-term process, dependent upon building effective working relationships between tribal groups and governmental entities.</li> </ul>	Monitor and explore opportunities as they may present.



## New Initiatives Descriptions

The introduction of new programs or WPCTSA activities is going to depend, first and foremost, on the identification of partnering opportunities around any proposed new initiative. That must precede other implementation activities. Possible projects are presented here, those for which potential partnerships may be emerging or are otherwise indicated.

- **Rural Placer County Mileage Reimbursement Volunteer Driver Project**

This proposed volunteer driver initiative differs from the existing WPCSTA program in Western Placer County in that each participant, or potential rider, must find his or her own driver. Such an approach addresses the fundamentally difficult aspect of volunteer driver programs in that it shifts the recruitment responsibility onto the individual who needs the ride, but provides them with funds, albeit at modest levels, to acknowledge the contributed time of the driver. Particularly as gas prices rise, this is not only a “thank you” but potentially an opportunity for the volunteer to get assistance with fuel expense while doing something nice for a friend or neighbor. Highly successful in Riverside County where it began in the early 1990’s, such programs are particularly effective at providing a limited, safety net level of service in areas of the county where no public transportation is practicable or feasible. It is also most valuable for those frail and chronically ill individuals for whom varying levels of door assistance are necessary for any type of trip to be possible and the volunteer is readily able to go to and through the door, as needed.

There is high interest on the part of various community-based organizations in the TRPA area and local leadership seems likely. Implementation tools, including forms and procedures, are potentially available from the Riverside County’s Transportation Reimbursement and Information Project [TRIP], funded in part by the Riverside County Area Agency on Aging and the Riverside County Transportation Commission.

<http://www.livingpartnership.org/Transportation.htm>

- **Bus Pass Subsidy Project**

The provision of subsidized bus passes to agencies for distribution to the lowest income individuals will help to meet the needs for basic transportation that surface in a variety of settings. A program of this type can be most cost-effectively administered if WPCTSA can work through a group of agencies who have existing consumer eligibility processes and can appropriately distribute what will be a scarce resource. WPCSTA will need to establish the network of agencies and methods for distributing and tracking the basic distribution of passes and other fare media that might be used. Establishing a cap on the number of participants or



passes to be distributed will help to manage the cost of this program as well as constrain demand for the passes. Agencies who participate should be required to participate in at least one annual session on the program’s purposes and basic procedures. The intent is probably most effectively directed to time-limited, emergency trip provision rather than attempting to meet long-term, ongoing trip subsidy needs. Managing this can be difficult but with plenty of communication and partners who are clear on the project’s purposes, this can be an effective safety-net effort.

There was considerable interest on the part of the PCN organization in this type of program. It is possible that continuing discussions can identify a partner/ sponsor willing to administer the program and to work through some of its early implementation issues. Implementation tools are limited, involving some core statements about the project’s purposes and limitations and establishing basic distribution and tracking procedures. The key in promoting and explaining this program will be to target agencies and not to consumers.

• **Targeted Shuttle Services**

This project builds upon a subscription-type service that presently operates twice weekly between The Gathering Inn in Roseville and the public health clinic in Auburn. The intent was to use the medical offices during their own lowest demand period, early in the morning twice weekly, to meet some basic medical needs of homeless individuals. The public health argument was that this served to contain potential contagious diseases early, even while it assisted the individuals who have basically no health care resource. A second, important shuttle service could involve the Senior Café transportation. Such services must be carefully vetted to ensure that they do not duplicate existing fixed-route services and/or that the purposes are so clearly defined as to justify their inclusion as a WPCTSA-sponsored initiative.

Such service suggests the role and value of identifying very particular service gaps and potentially available resources with which to meet those gaps. This service may also be an example of a “pilot” service that is implemented until such time as riders can learn to use the fixed-route service to meet these trip needs or the specific trips can be absorbed into an existing service mode.

- Placer County Senior Cafés**
- Auburn – Dewitt: 11577 E Avenue
  - Auburn – Valley Oaks: 600 Auburn Ravine Rd.
  - Colfax – Methodist Church: 59 Church Street
  - Lincoln – Civic Center: 511 Fifth St.
  - Rocklin – Rolling Oaks: 5727 Shannon Bay Dr.
  - Roseville – Maidu Village: 101 Sterling Court
  - Roseville – Manzanita: 1019 Madden Lane
  - Roseville – Sutter Terrace: 5267 Fiddymont Rd.
  - Roseville – Woodcreek Terrace: 1295 Hemmingway



- **Bus Stop and Path-of-Access Improvements**

Continuing attention to the built-environment is important for the long-term, in terms of improving the mobility of seniors, persons with disabilities and those of low-income who may sometimes be using expensive demand-response services because they cannot get to the bus stop. Termed universal design, there is value to various groups within the population of having smooth, accessible sidewalks and sufficient shelter from the elements. Parents with children in strollers, those who have some mobility difficulties and those concerned about weather extremes all benefit. Funding for these capital projects is sometimes available unexpectedly. A first step is development of system-wide bus stop inventories, with accessibility features and needed improvements identified. This enables the ready identification of projects and the ability to prioritize such projects, so that any newly identified funding source can be quickly targeted to such high priority projects.

- **Tribal Transit Initiatives**

There are Federally-designated Native American Tribes including the Maidu and the Miwok Indians whose members are living in the Auburn Rancheria and elsewhere in Placer County, as well as the neighboring counties. The Auburn Rancheria owns the Thunder Valley Casino, located outside Lincoln and includes on its website Placer County transportation information.



The United Auburn Indian Community does administer a program of community giving, presumably funded in part with receipts from the Thunder Valley Casino. This supports projects in social services, among a variety of other areas, for services within Placer County. Conceivably partnerships between the UAIC Community Giving Program and the WPCTSA could improve transportation choices for individuals associated with the tribes and living in isolated, rural pockets of Placer County.

Transportation issues of tribal members, living in or near the Rancheria or in Foresthills or elsewhere, could potentially be addressed through coordinated transportation efforts. And Federally designated tribes are eligible to compete for FTA Section 5311 (c), Tribal Transportation Funds that become periodically available. As suggested previously in Table 14, any collaborative projects with tribal groups must be part of a long-term, relationship-building process between PCTPA, and WPCTSA with Placer County's native Americans that works within the parameters of their sovereign nation status. Similarly, such collaboration could improve the competitive position of any tribal efforts to secure Federal Tribal Transportation funding.



## WPCTSA Direction Offered by the Transit Operators Working Group (TOWG)

During the period in which this SRTP was being prepared, the consultant team met with members of the TOWG, individually and collectively. Once the draft SRTP was prepared, WPCTSA staff continued discussions with the TOWG and obtained additional input and guidance. That input is summarized here, representing themes to address in the final SRTP budgeting process.

- Recommend that the overall WPCTSA program should not be expanded to the 5% allowable funding level of the Transportation Development Act during this economically difficult period when transit funding overall is so very tight and the public operators' programs are threatened with cutbacks.
- Recommending continuing to move forward with the Call Center implementation of integration of the Health Express trips into the overall centralized call taking and dispatch function. Although there is not yet clear agreement as to which trips will be provided by Health Express' contractors, which trips might be provided by the County's public transit demand response providers and which trips might have to be denied, this will have to be clarified as part of the implementation process. Of paramount importance is maintaining current budget levels and not "growing demand" beyond what can reasonably be served within existing funding levels.
- Recommending that the public transit providers remain directly responsible for the identification, prioritization and installation of bus stop and path-of-access improvements – notably bus shelters, bus benches, curb cuts and related signage – given that these jurisdictions are largely responsible for paying for these improvements.
- Recommending a new initiative to provide CTSA trip reimbursement for NEMT trips that are provided by the county's public transit demand responsive operators, using existing unused demand responsive capacity during off-peak hours. These would be new trips and not ADA trips that would be otherwise provided by the operator as complementary ADA paratransit trips. Mechanisms for a maintenance-of-effort agreement would need to be a part of the reimbursement structure.

## Summary

The 2007 Dial-a-Ride Regional Study offers a number of still-relevant actions. The four goals and many specific actions are particularly relevant to the newly forming Call Center. These provide



continuing policy direction that will promote mobility in Placer County for WPCTSA's target groups of seniors, persons with disabilities and individuals of low-income.

This chapter provided additional project-level detail for the WPCTSA, broadening its scope to include some further initiatives beyond those existing. Five strategic principals are proposed:

- 1) modestly expanded geography and target groups
- 2) continued partnering
- 3) emphasis on small and targeted projects
- 4) re-structured third party agreements
- 5) importance of experimentation and evaluation

Twelve service alternatives are presented with near-term and longer-term recommendations related to each, highlighting the feasibility of each. Five possible new initiatives are discussed, including a rural mileage reimbursement program, targeted shuttle services for Senior Café or mental health consumers, bus stop and path-of-access improvements and tribal transit initiatives. Pursuing any of these will involve identifying interested, willing and able organizations with whom WPCTSA can partner.

Finally, direction to the WPCTSA program offered by the TOWG is summarized in terms of four key recommendations. In brief, these are:

- 1) ***Do not expand WPCTSA programs*** to a 5% of TDA funding level at this time, given the extreme financial conditions in which jurisdiction's operators find themselves.
- 2) ***Do continue work actively to include in the Call Center*** all of the County's demand response and specialized transportation programs, recognizing that policy and procedure needs to be developed to appropriately handle calls within existing budget levels.
- 3) ***Continue responsibility with the individual jurisdictions for bus stop and path-of-access improvements***, rather than moving this prioritization function to the WPCTSA, given that the jurisdictions remain responsible for funding these improvements.
- 4) ***Establish a new initiative providing some NEMT reimbursement*** to the public transit demand response operators for provision of NEMT trips that are new trips, are not ADA trips, otherwise required of them and are generally provided during off-peak periods when excess demand response capacity exists.



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