

Siskiyou County Coordinated Public Transit – Human Services Transportation Plan

FINAL PLAN
Submitted to Siskiyou County Transportation Commission
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consulting associates

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Chapter 1. Project Overview

Introduction

This Coordinated Public Transit-Human Services Transportation Plan for Siskiyou 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, which are highlighted in the map in Figure 1-1.

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

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

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

Figure 1-1 Caltrans Coordinated Planning for California Counties



Report Outline

This Coordinated Public Transit-Human Services Transportation Plan for Siskiyou County is organized in seven chapters, as described below:

Chapter 1 presents an overview of the project, its sponsorship by Caltrans, and federal planning requirements established by the passage of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users, commonly referred to as SAFETEA-LU. In addition, it discusses federal and state roles in promoting coordination among public transit operators and human service transportation providers, and it describes the funding environment for transportation in rural California. This chapter also provides a summary of key documents related to transportation planning in Siskiyou County that have helped inform this effort.

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

Chapter 3 includes a demographic profile of Siskiyou County, which was prepared using U.S. Census data and projections from the California Department of Finance. This information establishes the framework for better understanding the local characteristics of the study area, with a focus on the three population groups subject to this plan: people with disabilities, older adults, and those of low-income status.

Chapter 4 documents the range of public and private transportation services that already exist in the area. These services include public fixed-route services, and transportation services provided or sponsored by other social service agencies. These were identified through a review of existing documents and through local stakeholder interviews. This chapter also incorporates an inventory of transportation providers that was initially prepared by Caltrans staff and confirmed with local program staff.

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 Siskiyou 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 the plan, as this step is required in order to access federal funding sources that could support their implementation.

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

SAFETEA-LU Planning Requirements

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

Starting in Fiscal Year 2007, projects funded through three programs in SAFETEA-LU, including the Job Access and Reverse Commute Program (JARC, Section 5316), New Freedom (Section 5317) and the Formula Program for Elderly Individuals and Individuals with Disabilities (Section 5310), are required to be derived from a locally developed, coordinated public transit-human services transportation plan. SAFETEA-LU guidance issued by the 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.”²

The FTA issued 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 nonprofit).
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.

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

² Federal Register: March 15, 2006 (Volume 71, Number 50, page 13458)

ownership and oversight of service delivery by both human services 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.³

State of California Coordination Efforts

Assembly Bill 120 (1979)

Initiatives to coordinate human service transportation programs in the State of California have been largely guided by the passage of state legislation, the Social Services Transportation Improvement Act (Assembly Bill No. 120, Chapter 1120), often referred to as AB 120, in 1979. This law under California Government code 15975 required transportation planning agencies and county transportation commissions to:

- Develop an Action Plan for the coordination and improvement of social service transportation services.
- Designate a Consolidated Transportation Services Agency (CTSA) to implement the Action Plan within the geographic area of jurisdiction of the transportation planning agency or county transportation commission. CTSA's are considered eligible applicants of 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.

³ 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 Assembly Bill 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 Services Transportation Advisory Council (SSTAC); representatives from the CTSA are required to participate on the SSTAC.

In Siskiyou County, the Local Transportation Commission (LTC) is the RTPA, and the County Board of Supervisors is the CTSA. The SSTAC meets upon request of the LTC to discuss transportation issues and to advise the LTC.

Funding Public Transportation in Rural California

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

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

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

A review of federal, state and local funding programs for public transit agencies and social service providers is presented in Figure 1-3 at the conclusion of this chapter. The figure highlights the funding programs and their purpose, how funds can be used, who is eligible to apply and other relevant information. More detailed information on funding sources commonly used by public transit agencies in rural counties are described in the following section.

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

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

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

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

Examples of eligible JARC projects include:

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

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

FTA Section 5317 New Freedom Program

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

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

Examples of eligible New Freedom Program projects include:

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

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

FTA Section 5310 Elderly and Disabled Specialized Transportation Program

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

The following chart provides an estimate on the levels of JARC and New Freedom funding available for rural 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	Rural JARC	1,467,032	1,573,618	1,659,360
Caltrans	Rural New Freedom	681,111	777,302	821,719
Caltrans	Elderly and Disabled Section 5310 Statewide (includes urban areas)	12,394,851	13,496,069	14,218,737

FTA Section 5311

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

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

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

Transportation Development Act (TDA)

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

- **LTF** revenues are recurring revenues derived from ¼ cent of the retail sales tax collected statewide. The ¼ cent is distributed to each county according to the amount of tax collected in that county. In counties with a population of less than 500,000 as of the 1970 US Census, LTF funds may be allocated under TDA Article 8 for transit services or for local streets and roads, pedestrian or bicycle projects. CTAs in rural counties can claim up to 5% of the LTF under TDA Article 4.5 for community transit service.

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 must work through the LTC to nominate projects for inclusion in the STIP. Projects must first be included in the Regional Transportation Improvement Plan (RTIP) for inclusion in the STIP. Each project is analyzed to determine qualification for a particular funding program.

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 permitted use of funds under the Act, providing needed access to nutrition and other services offered by the AoA, as well as to medical and other essential services required by an aging population. No funding is specifically designated for transportation. However, funding can be used for transportation under several sections of the OAA, including Title III (Support and Access Services), Title VI (Grants to American Indian Tribes), and the Home and Community-Based Services (HCBS) program.

Regional Centers

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

Agricultural Worker Transportation Program (AWTP)

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

Private Foundations

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

Tribal Casino Transportation Programs

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

Service Clubs and Fraternal Organizations

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

Employers

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

Figure 1-3 Transportation Funding Matrix

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

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

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

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

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

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

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

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

Chapter 2. Project Methodology

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

Demographic Profile

A demographic profile of Siskiyou County was prepared using census data. This step establishes the framework for better understanding the local characteristics of the study area, with a focus on the three population groups subject to this plan: persons with disabilities, older adults, and those of low-income status.

The demographic profile is incorporated in Chapter 3 of this report.

Literature Review

To learn more about existing studies or reports relevant to this plan, the consulting team requested documents from the public transit system managers. The current draft of the 2007-2012 Short Range Transit Plan⁴, finalized on February 2008, was the only document identified as relevant to this planning process. This plan analyzes the performance of STAGE (the local public transit system) over the past five years, identifies current transportation needs and transit demand, sets service goals, assesses the financial capacity of STAGE, and recommends a five-year operational plan. Key findings about these services and needs are incorporated in chapters four and five of this report. A further summary of the literature review is incorporated in chapters four and five of this report.

Stakeholder Involvement and Public Outreach

Stakeholder involvement is an important element of this plan, and is required by SAFETEA-LU. As a first step, staff from the California Department of Transportation's Division of Mass Transportation (DMT) identified the Siskiyou County Department of Public Works, which manages and operates the public transit service for the county, as the primary point of contact. The consultant team then collaborated with the STAGE staff to identify key stakeholders to be included during the development of this plan. Stakeholder involvement was solicited primarily through a series of nine in-person and telephone interviews. In addition, consultant staff convened a workshop with local transportation providers and users, including members of the Social Services Transportation Advisory Committee (SSTAC), in January 2008 with the goals of introducing these key stakeholders to the project and obtaining their feedback on project activities. In particular, this stakeholder involvement was critical in identifying transportation needs and in identifying and prioritizing potential project strategies to mitigate these needs. The

⁴ Siskiyou County 2007-2012 Short Range Transit Plan, Fehr & Peers Transportation Consultants, 2006.

results of the interviews and workshop are described in Chapters 4 and 5, and a complete list of participants is included in Appendix B.

A variety of public outreach efforts were also used to engage the public in developing strategies to meet the identified needs. The details of these efforts are included in Chapter 6.

Existing Transportation Services

This step involves documenting the range of public transit and human service transportation services that already exist in the area. This process was initiated in July 2007 by Caltrans staff and updated by the consulting team in January and February 2008. To ensure all existing services have been identified and accurately described, the consulting team reviewed the inventory with key stakeholders. The services in the inventory include public fixed-route and dial-a-ride (paratransit) services as well as transportation services provided or sponsored by other social service agencies. The description and corresponding maps of existing services are presented in Chapter 4.

Needs Assessment

An important step in completing this plan is to identify service needs or gaps. The needs assessment provides the basis for recognizing where—and how—service for the three population groups needs to be improved. In some cases, maintaining and protecting existing services is identified as a service need.

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

Key findings resulting from the Needs Assessment are included in Chapter 5.

Identification and Evaluation of Strategies

To develop a list of strategies to meet the community's needs, a public outreach meeting was held on May 28, 2008, in Weed, California, in Siskiyou County. Details of the outreach effort and workshop approach are included in Chapter 6.

Implementation Plan for Recommended Strategies

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

- Potential lead agency or “champion” with the institutional, operational and fiscal capacity to implement the proposed strategy
- Implementation timeframe, in general
- Estimated costs, considering the range of operational and capital costs needed to implement the strategy
- Potential funding sources, including potential use of SAFETEA-LU funds and possible sources of required local match.

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

Chapter 3. Demographic Profile

Study Area Description and Demographic Summary

Siskiyou County is located on the northern border of California, neighboring Oregon to the north and Del Norte and Modoc Counties to the west and east, respectively. Over 60% of the land is managed by federal and state agencies.

The county spans over 6,300 square miles with approximately seven people per square mile. It is the fifth largest county in California by area, but it ranks 44 out of 58 counties in population size. Several mountain ranges also meet within the borders of the county, creating additional transportation challenges.

Yreka is the County seat and the largest of the nine cities in the county, with an estimated population of 7,290 in 2000. Just over 16% of the county residents live there. Over half (53.5%) of the county’s residents live in unincorporated areas.

Methodology

This demographic profile has been prepared to document important characteristics about the region as they relate to the planning effort, primarily using both 2000 and 2005 Census data. In particular, the profile examines the presence and location of older adults, people with disabilities, and low-income people within the county. This profile also identifies the county’s key employment sites, which are important to keep in mind for the purpose of identifying transportation gaps. Three maps (Figures 3-3, 3-6 and 4-1) are also provided in this report to further describe the county’s population and employment centers and transportation needs and services. (For a detailed explanation of the methodologies used to create the Transit Dependency Map (Figure 3-3) and the Population/Employment Density Map (Figure 3-6), please refer to Appendix A.)

Population Characteristics

The following chart provides a “snapshot” of the three population groups of concern for this report: older adults, people with disabilities, and people with limited incomes.

Figure 3-1 Basic Population Characteristics⁵

Area	Total population	% of state	% aged 65+	% w/ disability	% below 150% of poverty level
California	33,871,648	100%	10.6%	19.2%	24.1%
Siskiyou County	44,301	0.13%	18.2%	20.7%	31.3%

Older Adults

Statewide, just over 10% of Californians are over the age of 65. A greater proportion of Siskiyou County is made up of older adults, with about 18% of its residents over the age of 65.

⁵ Source: U.S. Census Bureau, 2000 Census

People with Disabilities

The definition of “disability” varies; for this project, information cited is consistent with definitions reported in the Census 2000. The Census 2000 included two questions with a total of six subparts with which to identify people with disabilities.⁶ 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 them from independently being able to use the fixed-route transit service, even if the vehicle itself is accessible to people with disabilities (i.e. lift or ramp equipped.)

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

The Census’s 2005 American Community Survey incorporated an improved questionnaire that eliminated the source of the overstatement. For California as a whole, the 2000 Census estimated that 19.2% of non-institutionalized people age 5 and older had a disability. The corrected estimate, based on the 2005 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.

Nearly 21% of Siskiyou residents reported a disability in 2000, which is similar to the statewide representation at 19%.

Income

The median household income in Siskiyou County is approximately \$18,000 lower than for the population statewide, with Siskiyou at \$29,530 and the state at \$47,493. Over 31% of Siskiyou residents are living below 150% of the federal poverty level, compared to about 24% in the state as a whole.

Figure 3-2 Median Household Income & Population Living Below Poverty⁷

Area	Total population	Median household income	Population for whom poverty status is determined	Population living below 150% of federal poverty level	Percent below 150% of poverty level
California	33,871,648	\$47,493	33,100,044	7,986,887	24.1%
Siskiyou County	44,301	\$29,530	43,699	13,699	31.3%

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

⁷ Source: U.S. Census Bureau, 2000 Census

Population Overlap

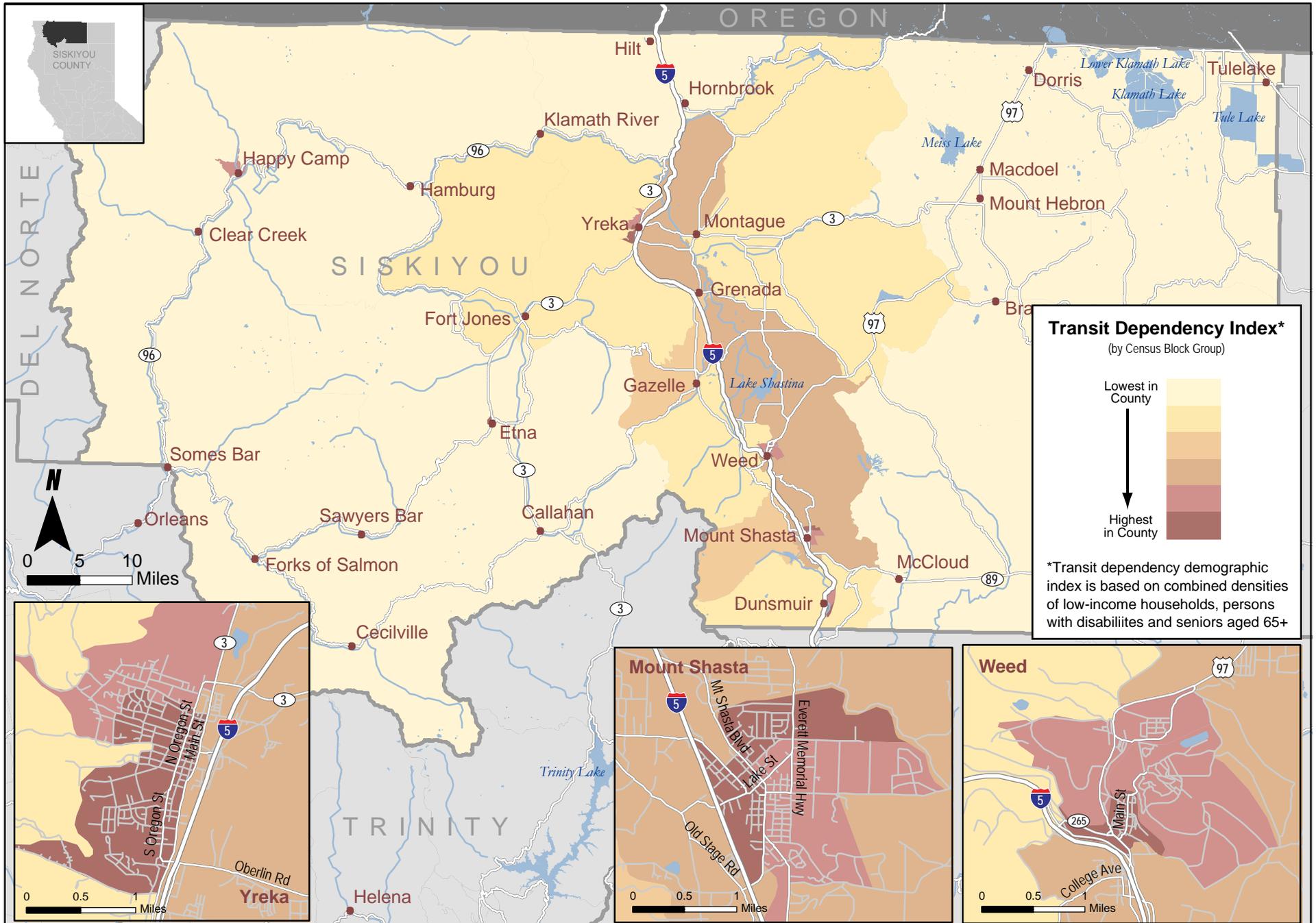
It is important to note that in some cases an individual may fall into multiple categories. For example, as people age, they are more likely to experience a disabling condition that may further limit their mobility. Statewide, 4% of people aged 65 and older report a disability, and about 8% of seniors are also living in poverty.

Transit Dependency

The Siskiyou County 2000 Transit Dependency Index Map (Figure 3-3), depicts the combined population concentrations of people with disabilities, people with low incomes, and seniors. These populations are most dependent on public transit and human service transportation providers to meet their transportation needs. The darker the shading on the map, the higher the transit dependency of the population. This map shows that these populations have a much higher density down the I-5 corridor from Hornbrook to Dunsmuir, while they are much more sparse throughout the rest of the county. The higher density populations are in Yreka, Mt. Shasta, and Weed, the larger cities along the I-5 corridor.

This map visually confirms that Yreka has the highest degree of transit dependency in the county, with Mt. Shasta and then Weed closely following. Since these cities have the largest populations in the county, they predictably also have the greatest number of people with disabilities, people with low incomes, and seniors. Happy Camp, although fairly isolated, also appears to be highly dependent on public transit. The rest of the county, especially the east and west areas, show relatively low transit dependency because these areas have the lowest population in the county.

Figure 3-3 Siskiyou County 2000 Transit Dependency Index



Population Trends

The total population of Siskiyou County is expected to increase by 25% between the years 2000 and 2030, with the population 65 years of age and over growing at a much faster rate than the population under 65 (see Figure 3-4). All population growth will place increased demands on public transit and human service transportation. However, growth in the senior population will most likely have greater impacts.

Figure 3-4 Projected Population Change for People Aged 65 Years and Over in Siskiyou County⁸

Age Group	2000	2010	2020	2030	Population Change 2000-2030
Under 65	36,521	37,894	39,165	41,877	15%
65 and over	8,113	9,215	12,118	13,850	71%
Total	44,634 ⁹	47,109	51,283	55,727	25%
65 and over (% of total)	18.2%	19.6%	23.6%	24.9%	-

Employment

Of the Siskiyou County population aged 16 and over (35,200), just over half (19,102) were in the labor force in 2000. Of those, 90% were employed, while in 2005, approximately 92% of people in the labor force were employed.

In 2005, the government was the largest employer in Siskiyou County, employing 3,930 people. The next largest employer, with 2,420 employees, was the trade, transportation and utilities industry.

⁸ Source: State of California, Department of Finance, Population Projections for California and Its Counties 2000-2050, by Age, Gender and Race/Ethnicity, Sacramento, California, July 2007

⁹ The population figures reported by the California Department of Finance and the U.S. Census Bureau vary slightly for the year 2000. The growth rates reported in Figure 3-4 should be considered as estimates only and understood in terms of the order of magnitude.

Figure 3-5 Major Employment Sectors in Siskiyou County, 2005¹⁰

Industry	Employees
Government	3930
Trade, Transportation and Utilities	2420
Leisure and Hospitality	1830
Educational and Health Services	1640
Manufacturing	790
Professional and Business Services	700
Financial and Information Services	660
Construction, Natural Resources and Mining	530
Farm Production	500
Other Services	250
Total	13,250

The Siskiyou County 2000 Population/Employment Density Map (Figure 3-6) shows concentrations of population and employment.¹¹ Dark green indicates high concentrations of both employment and population; light blue indicates higher concentrations of employment than population; and yellow indicates higher concentrations of population than employment.

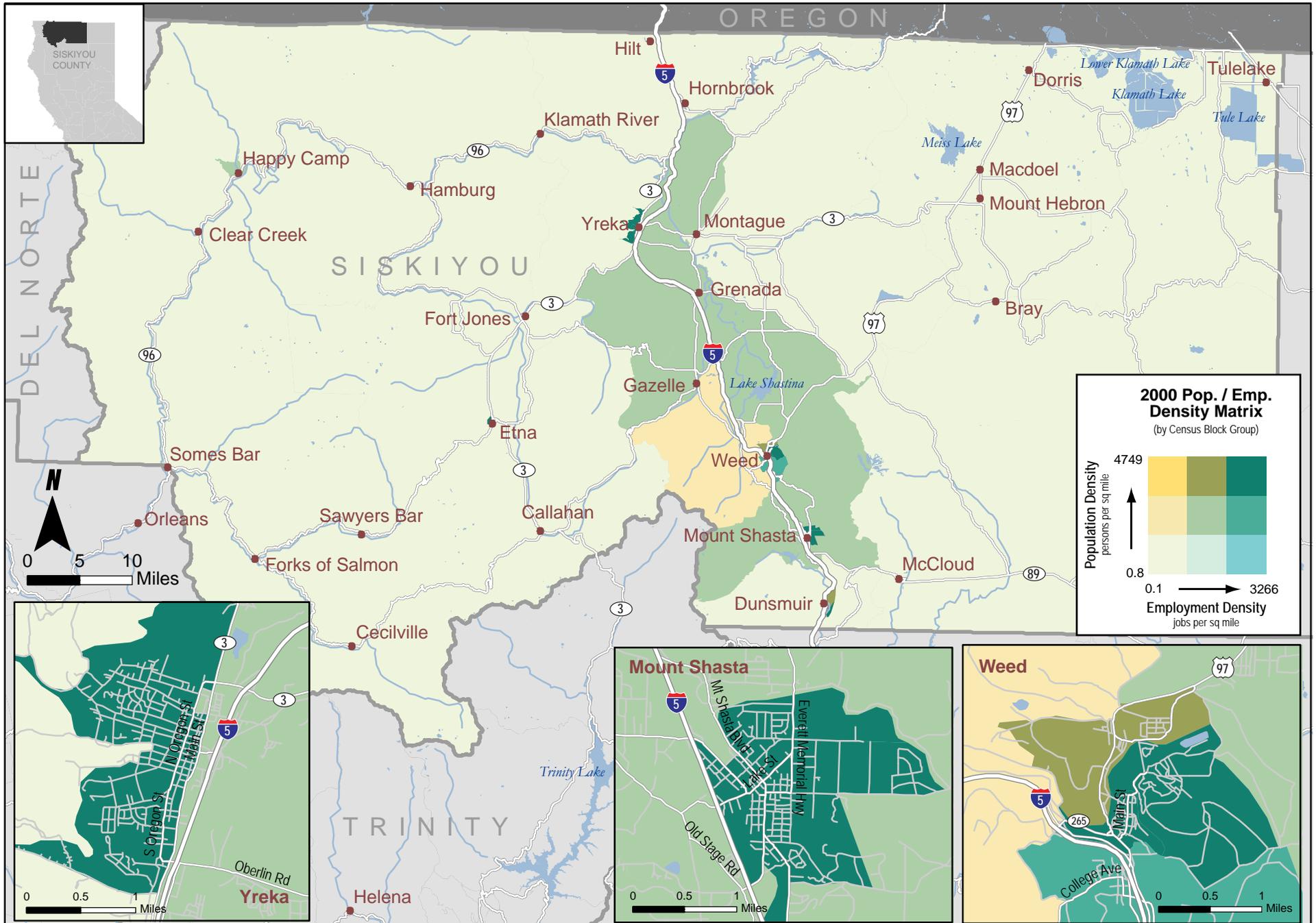
The majority of Siskiyou County residents live and work in Yreka and Mt. Shasta. These two cities along with Weed and a small area just south east of Dunsmuir have higher concentrations of both population and employment than the rest of the county. The area up and down the I-5 corridor is well balanced with moderate levels of employment and population.

A higher concentration of employment than population is located just south east of Weed, which may suggest more workers commute from other locations to their jobs here. The area south of Gazella and west of Weed has higher concentrations of population than employment than the rest of the county, suggesting these residents need to commute further to work. The communities of Clear Creek, Hamburg, Klamath River, Fort Jones, Somes Bar, Sawyers Bar, Forks of Salmon, Cecilville, Callahan, Dorris, Tulelake, Bray, McCloud, Mount Hebron, and Macdoel are in areas with low population as well as few jobs.

¹⁰ Source: California Employment Development Department, “Historical Data for Employment by Industry (Not Seasonally Adjusted) in Siskiyou County” (<http://www.labormarketinfo.edd.ca.gov/>)

¹¹ See Appendix A for a detailed methodology of the Population/Employment Density map.

Figure 3-6 Siskiyou County 2000 Population / Employment Density



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

This chapter presents existing public transit service and transportation that is provided by or funded by social service agencies in Siskiyou County. A matrix summarizing provider characteristics of all county transportation providers can be found at the end of the chapter.

Public Transit Operators

Siskiyou County STAGE (Siskiyou Transit and General Express) provides transportation for the general public up and down the I-5 corridor. The system operates a fixed-route service designed primarily for intercity trips within the county. No paratransit service is offered. However, the system has accommodated requests as needed.

All of STAGE's 14 buses are wheelchair equipped and can accommodate 28 to 40 passengers. Bike racks are also available during daylight savings time. Recent purchases include one new bus in 2006 and seven more in 2007.

Most buses run on 60-minute frequencies between the hours of 7:00 AM and 8:00 PM on weekdays. No service is offered on weekends or county holidays.

STAGE's buses average 38,000 miles a month. Ridership has leveled off since 2006, with about 95 million riders per year.

STAGE recently started serving the Lake Shastina area and is considering circulator routes in Yreka and the southern part of the county. Currently, they have six routes serving various regions of the county:

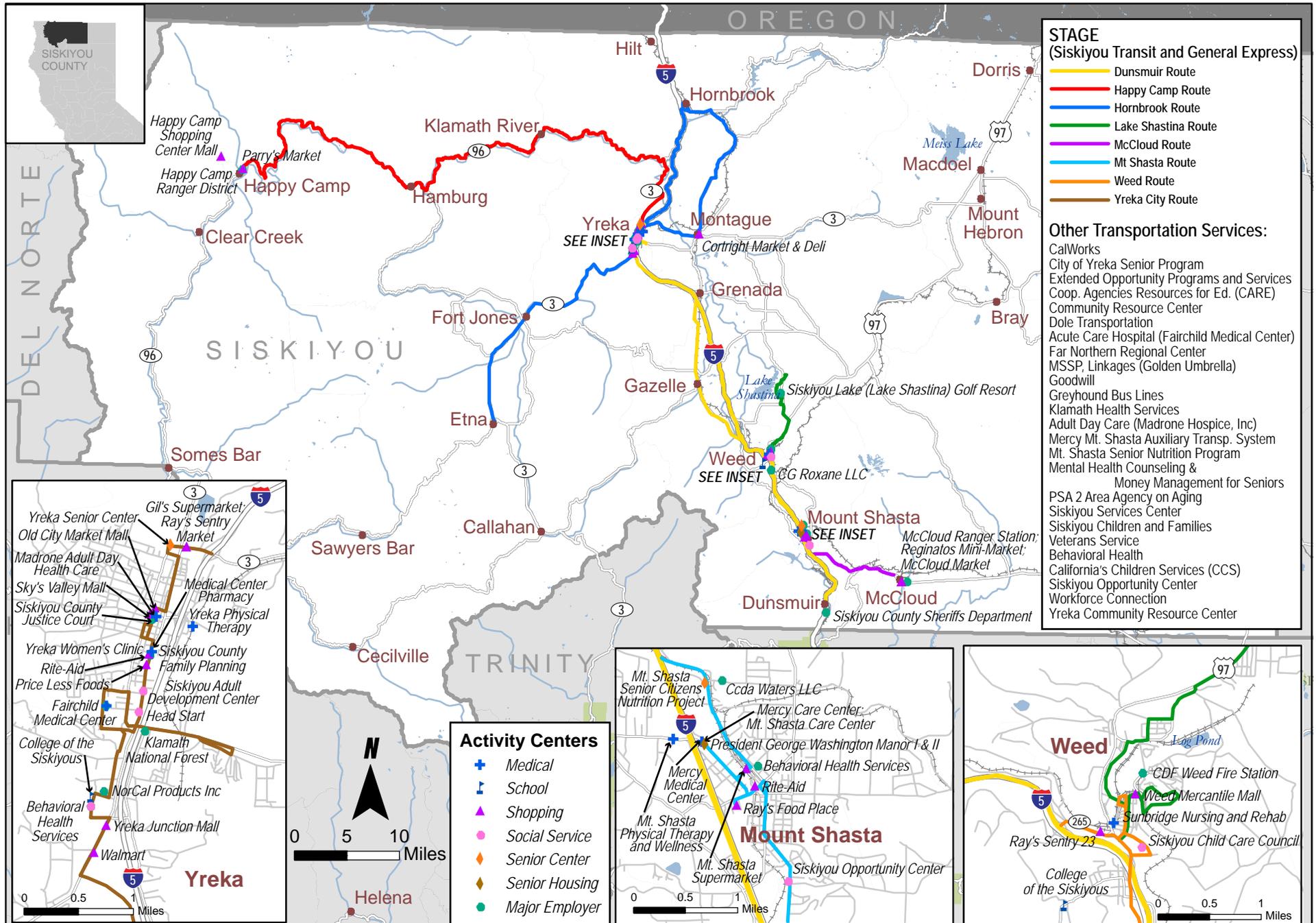
- Routes 1 and 2 serve the south county corridor and run along I-5 between Yreka and the south county area, serving Grenada, Weed, and Mt. Shasta, with some trips serving Dunsmuir and others serving McCloud. In addition, several runs per day serve Gazelle along historic route 99. Service is provided weekdays all year, including commuter express runs for commuters from southern county to jobs in Yreka.
- Route 3 serves the north county corridor, running east along Highway 3 from Yreka to Montague and into the south county area, including Mt. Shasta, Dunsmuir and McCloud. Service is provided weekdays, including commuter express runs from Montague to Yreka.
- Route 4 serves the Scott Valley corridor and runs west along Highway 3, linking Yreka, Fort Jones, Greenview and Etna. Service in Scott Valley is provided in three round trip runs daily, between 11:30 AM and 6:00 PM.
- Route 5 serves the Klamath River corridor, linking Yreka, Klamath River, Horse Creek, Hamburg, Seiad Valley and Happy Camp along Highway 96. This corridor is served two times per week. A single roundtrip is provided from Happy Camp to Yreka every Monday and Friday. The bus leaves Happy Camp at 7:35 AM and arrives at the STAGE office at

9:30 AM. The bus departs the STAGE office at 3:00 PM for the return trip to Happy Camp. The five-hour layover allows time for shopping and other business in Yreka.

- Route 6 links Lake Shastina to Mt. Shasta, running from Lake Shastina south along A29, west along Highway 97, and south along I-5 to Mt. Shasta. Service is provided four times each day.

The fare for regular one-way trips ranges from \$1.05 to \$7.95. Discounted one-way trips range from \$.60 to \$4.40. Weekly fares range from \$6.30 to \$47.50. Prices are based on distance.

Figure 4-1 Siskiyou County Transit Services and Activity Centers



Social Service Transportation Providers

Many social service programs in Siskiyou County offer transportation as a secondary service in support of the primary services they offer. Some of these programs have staff or volunteers who directly provide transportation in agency-owned vehicles, while others use staff members' privately owned vehicles and reimburse mileage. Some of Siskiyou County's social service programs also offer transportation in the form of bus passes, by contracting with transportation providers, providing gas and parking vouchers, and reimbursing mileage and carpool/fuel sharing costs. The following list summarizes the transportation programs offered by social service programs in the county. A detailed inventory of these transportation services can be found at the end of this chapter.

Seniors and People with Physical Disabilities

Golden Umbrella is a non-profit agency serving seniors and people with disabilities within Siskiyou and Shasta Counties. It provides case management to seniors and people with disabilities in the hopes of enabling people to live safely in their own homes. The Multipurpose Senior Services Program (MSSP) serves Shasta, Lassen, Trinity, Modoc and Siskiyou counties, providing a variety of services for qualified seniors, including transportation on a demand basis for individual passengers.

Madrone Hospice, Inc. transports seniors and people with disabilities who are clients at the Adult Day Health Care Center in Yreka. Two private vans are used to provide door-to-door transportation from Mt. Shasta, Lake Shastina, Scott Valley and Montague to and from the Center in Yreka, Monday through Friday.

Mt. Shasta Recreation and Parks District, Senior Center, provides transportation for the elderly to senior centers, shopping districts, and medical sites. They also provide site nutrition and home delivered meals.

PSA 2 Area Agency on Aging funds transportation services for seniors within Lassen, Modoc, Shasta, Siskiyou and Trinity counties. The agency identifies the needs of seniors and acts as a pass through agency, providing planning and coordination for senior programs within the area.

City of Yreka's Senior Program provides curb-to-curb transportation for seniors ages 60 and over. Their routes are limited to within Yreka's city limits. Their two drivers serve approximately 220 clients annually. The program also provides site nutrition and home delivered meals.

Siskiyou County Human Services Department (SCHSD) Adult and Children's Services provides STAGE passes or gas vouchers, in some cases, to dependent and elderly adult clients who need assistance to attend medical appointments or emergency services. Department transporters are also used in certain situations.

People with Developmental Disabilities

Far Northern Regional Center is a non-profit contractor for the California State Department of Developmental Services that coordinates and funds comprehensive services, including transportation, for people with developmental disabilities to help them access work and community needs. Far Northern distributes funding to local providers in Siskiyou County as well as several other northern California counties for the direct provision of these services.

Siskiyou Opportunity Center promotes employment for people with developmental disabilities. They provide demand response transportation services while their clients are at the center and fixed-route transportation to access work programs through the center. Funding is received from Far Northern Regional Center.

Goodwill, located in Medford, OR, provides contracted transportation services to Siskiyou residents with developmental disabilities for medical appointments and shopping. They offer a variety of programs including a day program in Mt. Shasta, Fort Jones, Etna, and Yreka. Their independent living skills program transports people to Redding, Sacramento, and Medford for doctor appointments, and is continually growing based on demand. CASS provides medical transportation for low income parents with a child with developmental disabilities. They also transport Far Northern board members (DD clients) to board meetings in Chico and Redding. Their social recognition program transports their 47 participants all over Grant's Pass, Medford, Redding, etc.

Students and Children

The **College of the Siskiyous Cooperative Agencies Resources for Education (CARE)** program provides gasoline vouchers and STAGE bus passes to eligible students who are single parents on CalWorks or TANF.

College of the Siskiyous Extended Opportunity Programs and Services (EOPS) supports eligible students who historically have been underrepresented in education. STAGE bus passes are available between the college and various towns throughout Siskiyou County. The passes are meant to assist with the transportation cost between college and home. In addition, gas vouchers are given at orientation.

Siskiyou County California's Children Services (CCS) Program serves children needing out of county transport for special health care needs. These services are available to Siskiyou County residents from birth to age twenty-one.

Siskiyou County Human Services - Adult and Children's Services transports children who are clients of the program to visits with family and medical appointments using Department transporters.

Dole Transportation operates school buses and charter services for children and private parties. This private, for-profit company has 23 buses and 16 cars available for flexible service anywhere within Siskiyou County.

Low Income

Siskiyou County Human Services CalWORKs Welfare-to-Work program assists individuals receiving cash assistance in their transition from dependency to self-sufficiency. After meeting eligibility requirements, clients may receive STAGE passes or mileage reimbursement. Occasionally, clients will be transported to medical appointments or SSI hearings using County vehicles.

Other Services

Mercy Mt. Shasta Medical Center Auxiliary Transportation System provides transportation to individuals with no other means of reaching Mercy Hospital, regional cancer centers, and doctors. Service is available for patients within Mt. Shasta, Weed, and Lake Shastina.

Siskiyou County Veteran’s Services arranges transportation for eligible veterans to medical appointments to VA Medical Centers outside of Siskiyou County. Specifically, they offer routes to Redding, Martinez, Palo Alto, White City and Portland, Oregon as well as to Reno, Nevada. In addition, gas vouchers and bus tickets are available for eligible veterans.

Siskiyou County’s Behavior Health program transports people with mental illnesses to and from programs all over the county and state with their 39 available vehicles.

Fairchild Medical Center provides transportation to hospital services within the Siskiyou County community for clients that have no family or public source of transportation. Service is provided with private vehicles and one Paratransit van, available on demand.

The **HELP Center** provides transportation for medical, counseling, and shopping purposes on an emergency only basis.

Community Resource Centers are non-profit organizations independently established within Dunsmuir, Happy Camp, McCloud, Montague, Mt. Shasta, Scott Valley, Tulelake, Weed, and Yreka. Each offers a variety of human service programs, with special emphasis on children and families. Demand response transportation services are provided, but this service is available for emergency use only as a last resort, when STAGE is not running.

Siskiyou County Human Services – Adult & Children’s Services provides STAGE passes and gasoline vouchers to parents who need assistance in order to attend court-ordered visits with their children, medical appointments and/or required services.

Medi-Cal Transportation Providers

No Medi-Cal providers were identified in Siskiyou County. See Appendix C for information on becoming a Medi-Cal provider for non-emergency medical trips.

Connecting Transit Services Beyond the County

Regional trips are served only by Greyhound Bus Lines and Amtrak. Amtrak passengers use Greyhound to make connections to cities not served by rail on Amtrak Thruway service. Passengers purchase a ticket for the bus connection from Amtrak in conjunction with the purchase of their rail ticket. Passengers may also buy a bus ticket directly from Greyhound.

Greyhound service in Klamath Falls, OR, makes north and south connections along US 97, including stops in Sacramento, Chico, Weed, and Redding.

Amtrak service travels north and south via the California Coast Starlight train, passing through Klamath Falls, Dunsmuir, and Redding. Amtrak Thruway Motorcoach makes daily stops on its roundtrip service from Redding to Sacramento, in Dunsmuir, Mt. Shasta, Weed and Yreka in California, and Ashland and Medford in Oregon.

Rogue River International-Medford Airport and Klamath Falls Airport in Oregon and Redding Municipal Airport in California provide commercial passenger services that can be used to reach areas outside Siskiyou County.

Three social service agencies (Veterans Services, Behavioral Health and Goodwill Industries) also provide out of county transportation services for primarily medical purposes as needed by their clients. In addition, SCHSD Adult and Children’s Services has provided out of County transportation in life-threatening situations where clients do not need and/or qualify for ambulance services.

Summary of Transportation Provider Characteristics

Twenty-six agencies with a total of 42 programs were identified as human service transportation providers. These agency programs directly provide transportation, arrange transportation services through a contractual arrangement, and/or subsidize the cost of transportation for their clients. The majority of the agencies own their own vehicles to support the provision of transportation to their clients. STAGE is the only local agency that solely provides fixed-route service, while all social service providers that directly provide transportation services offer them on a demand responsive basis. Most providers transport people to their services from all over the county, though they may be limited in the trips they are able to provide when those trips are a long distance from the location of their organizations.

A detailed inventory of transportation services in Siskiyou County, Figure 4-3, is found at the end of this chapter. To complete this inventory, program staff were asked to identify key characteristics of any transportation service they provide or sponsor. Figure 4-2 below shows the agencies whose services are associated with these characteristics.

Figure 4-2 Transportation Provider Key Characteristics

Characteristic	Applicable Agencies or Programs
Fixed-route service	<ul style="list-style-type: none"> • Siskiyou Transit and General Express (STAGE) • Greyhound Bus Lines • Amtrak
Service to areas beyond Siskiyou County	<ul style="list-style-type: none"> • Golden Umbrella: MSSP and Linkages Program • Siskiyou County Veterans Services • Siskiyou County's Behavioral Health Program • Goodwill • SCHSD Adult & Children's Services (under certain circumstances) • SCHSD Employment and Temporary Assistance Services (under certain circumstances)
Gas vouchers or bus passes	<ul style="list-style-type: none"> • Siskiyou County Veteran's Service • CalWORKs Welfare to Work Program • College of the Siskiyous Cooperative Agencies Resources for Education (CARE) • College of the Siskiyous Extended Opportunity Programs and Services (EOPS)
Service for medical purposes only	<ul style="list-style-type: none"> • Goodwill • Siskiyou County California's Children's Services Program • Klamath Health Services • Mercy Mt. Shasta Auxiliary Transportation System • Fairchild Medical Center: Acute Care Hospital • SCHSD Employment and Temporary Assistance Services for CalWORKS clients (under certain circumstances) • SCHSD Adult & Children's Services (under certain circumstances)
Service for people with lower incomes	<ul style="list-style-type: none"> • SCHSD CalWORKs Welfare-to-Work Program • College of the Siskiyous Cooperative Agencies Resources for Education (CARE)
Service for general public	<ul style="list-style-type: none"> • HELP Center • Community Resource Centers
Service for seniors only	<ul style="list-style-type: none"> • Golden Umbrella: Linkages Program • Mt. Shasta Senior Nutrition Program • City of Yreka's Senior Program • Northern Valley Catholic Services: Money Management for Seniors • PSA 2 Area Agency on Aging
Service for people with disabilities only	<ul style="list-style-type: none"> • Siskiyou County's Behavioral Health Program • Northern Valley Catholic Services: Mental Health Counseling • Siskiyou Opportunity Center: Vocational Program for DD Adults • Far Northern Regional Center • Siskiyou Opportunity Center: Sheltered Work Program
Service for seniors and people with disabilities only	<ul style="list-style-type: none"> • Golden Umbrella: MSSP • Madrone Adult Day Health Care
Service for students only	<ul style="list-style-type: none"> • College of the Siskiyous Cooperative Agencies Resources for Education (CARE) • College of the Siskiyous Extended Opportunity Programs and Services (EOPS) • Dole Transportation

Figure 4-3 Transportation Provider Inventory

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
		Public Transit	Operates Transportation	Funds Or Subsidizes Transportation	Volunteer / Staff Drivers	Provides I&R													
Amtrak	Private/ for-profit		x				N/A	Intercity rail transportation service with connecting buses	Private & federal operating support	Not Available	Stops in Weed, Yreka, Dunsmuir, Mt. Shasta, Scotts Valley	Fixed	General public	Thruway bus	Not Available	Not Available	Not Available	Not Available	Riders must have rail ticket
City of Yreka	Public/ Nonprofit		x				City of Yreka Senior Program	Supportive services for older adults (60+), including site nutrition, home delivered meals, and Transportation (door to door)	Title III and Older Californian's Act (OCA) and City of Yreka provides 40% of funding	\$372,000 (overall budget)	Yreka, Lake Shastina, Montague, Hilt, Grenada	Demand	Seniors	2 buses on order; 2 16 passenger; and 1 10 passenger (new)	Not Available	Not Available	Not Available	Not Available	Collaborate with Yreka Community Resource Center
College of the Siskiyous	Public			x			Extended Opportunity Programs and Services	Support students who historically have been underrepresented	State and Siskiyou Joint Community College Dist.	Not Available	Siskiyou County	Provide vouchers and bus passes	Students	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	
	Public			x			Cooperative Agencies Resources for Education	Support students who are single parents on CalWORKS or TANF - provides gasoline vouchers and STAGE bus passes	Not Available	Not Available					Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Dole Transportation	Private/for-profit		x					Operates some school buses and charter services	Private	Not Available	Siskiyou County	Demand & fixed	School kids and private party	23 buses (incl 4 charter buses) and 16 cars	17,350	No	In-house, also are contractors for other school districts	None used	
Dunsmuir Community Resource Center	Nonprofit				x		Dunsmuir Community Resource Center	Provide numerous programs for all ages, including nutrition, parenting, afterschool, elderly programs, etc.	First 5 Siskiyou, Mental Health Services Act	\$3,500 - \$5,000	Dunsmuir	Not Available	Not Available	Personal vehicles	200-500 miles per mth	None	Not Applicable, maintained by owners	None used	Drivers are reimbursed at 0.505 per mile (IRS) rate with the intention that the cost incurred includes maintenance etc.
Fairchild Medical Center	Private/for-profit				x		Acute Care Hospital	Provide hospital services to community	Federal, state and private	Not Available	Siskiyou County	Demand/ Paratransit van	Public	Private vehicles and 1 van	Not Available	Not Available	Not Available	Not Available	Employees provide transportation to clients that have no family or public source of transportation

Agency Name	Agency Type	Transportation Role(s)				Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
		Public Transit	Operates Transportation	Funds Or Subsidizes Transportation	Volunteer / Staff Drivers													
Far Northern Regional Center	Nonprofit			x		Far Northern Regional Center	Provides funding for transportation services to developmentally disabled for work programs and community access	State Dept. of Developmental Services (DDS)	Not Available	Redding office serves Modoc, Siskiyou, Tehama & Trinity Counties	Demand	Disabled	See note --->	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Each county has many transp. options based on needs (vouchers, reimbursements, etc).
Golden Umbrella	Nonprofit				x	Multipurpose Senior Services Program (MSSP), Linkages	Provides case management to elderly and disabled to enable people to live safely in their own homes	Area Agency on Aging (PSA2), State and Federal Department of Health and Human Services	Not Available	Shasta, Lassen, Trinity, Modoc and Siskiyou counties	Demand	Elderly and disabled	Passenger	Not Available	Not Available	Not Available	Not Available	Drivers must be on registry of Golden Umbrella
Goodwill	Nonprofit				x	Day Program, Independent Living Skills Program, CASS Services, Social Recreation Program, Respite Service, Supportive Employment	Provide contracted transportation services to senior citizens and for medical appts., shopping and community access	Far Northern Regional Center	Not Available	Siskiyou County	Demand, Intercity, Reservations, Interstate, Prescription	Siskiyou County residents	Not Available	Not Available	Not Available	Not Available	Not Available	Drivers are staff that have other primary responsibilities
Greyhound Bus Lines	Private/ for-profit		x				Intercity bus transportation	Private	Not Available	3100 destinations across North America - stops in Weed and Mt. Shasta	Fixed	Public	Accessible and limited accessible buses	Not Available	Not Available	Not Available	Not Available	Accessible buses (wheelchair lifts) available with 48-hour notice, otherwise other options available
Happy Camp Community Resource Center	Nonprofit				x	Happy Camp Community Resource Center	Provide numerous programs for all ages, including nutrition, parenting, afterschool, emergency services, elderly programs, etc.	Funded by First 5 Siskiyou	\$40,000	Dunsmuir, Happy Camp, McCloud, Montague, Mt. Shasta, Scott Valley, Tulelake, Weed, and Yreka	Emergency Only	Last Resort	Not Available	Not Available	Not Available	Not Available	Not Available	Hours of Operation: As needed when STAGE doesn't run

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
		Public Transit	Operates Transportation	Funds Or Subsidizes Transportation	Volunteer / Staff Drivers	Provides I&R													
Karuk Tribe	Tribal Government		x				Karuk Tribe Health and Social Services	Not Available	Not Available	Siskiyou County	Demand	Tribal members	About 14 tribal-owned vehicles	Not Available	Not Available	Not Available	Not Available	Not Available	Employees not allowed to volunteer own vehicles
Madrone Hospice, Inc.	Nonprofit		x				Madrone Adult Day Health Care Center	MediCal and private pay (The Adult Day Health Care provides transportation as part of the required service to clients with a MediCal reimbursement. There is no transportation specific funding. Costs are supplemented by thrift shop income)	\$400,000	Mt. Shasta, Lake Shastina, Yreka, Scott Valley, Horn Brooke, Montague	Demand/Private Van	Elderly, disabled, ADHC participants	2 private vans	3,000	In-house driving training for safety	Contracted with local providers, e.g. Oil changer, Schwab tires and local repairman	None used	Hours of Operation: Monday-Friday; Daily attendance of 20 for a minimum of a 4 hour program	

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
		Public Transit	Operates Transportation	Funds Or Subsidizes Transportation	Volunteer / Staff Drivers	Provides I&R													
McCloud Community Resource Center	Nonprofit				x		McCloud Community Resource Center	Provide numerous programs for all ages, including nutrition, parenting, afterschool, elderly programs, etc.	First 5 Siskiyou, Mental Health Services Act	\$2,500 - \$4,000	McCloud	Not Available	Not Available	Personal vehicles	200-500 miles per mth	None	Not Applicable, maintained by owners	None used	Drivers are reimbursed at 0.505 per mile (IRS) rate with the intention that the cost incurred includes maintenance etc.
Mercy Mt. Shasta Medical Center	Nonprofit				x		Mercy Mt. Shasta Auxiliary Transp. System	Provides individuals who have no other means trans. to Mercy Hosp. & regional cancer centers & Dr's	Not Available	Not Available	Mt. Shasta, Weed & Lake Shastina	Demand, Reservations	All patients; Mercy Medical doctor appointments; no emergencies	Not Available	Not Available	Not Available	Not Available	Not Available	Hours of Operation: Weekdays 8AM to 5PM
Montague Community Resource Center	Nonprofit				x		Hub Communities Family Resource Center	Provide numerous programs for all ages, including nutrition, parenting, afterschool, elderly programs, etc.	Grants and Contracts	\$160,000	10 communities surrounding Montague	Demand	Clients (Low Income, Elderly, Disabled)	Employee vehicles	125 - 175	No	Only done by the individuals who use their own cars	None used	
Mt. Shasta Community Resource Center	Nonprofit				x		Mt. Shasta Community Resource Center	Provide numerous programs for all ages, including nutrition, parenting, afterschool, elderly programs, etc.	Not Available	Not Available	Mt. Shasta	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Hours of Operation: Mondays - Thursdays 10AM to 4PM
Mt. Shasta Recreation and Parks District	Nonprofit		x				Mt. Shasta Senior Nutrition Program	Site nutrition for seniors, home delivered meals, and transportation to shopping, senior center, medical	State and Federal Funds	\$255,000 (Cash and In-kind)	Mt. Shasta, Weed, McCloud & Dunsmuir (South Siskiyou County)	Demand	Elderly and Youth (after 3PM)	1 small bus for 18-22 passenger; 1 15-passanger; and 1 7-passenger	3000-4500 miles per mth	In-house annual orientation program with safety training, no special license required	Contracted by local vendors	None used	Hours of Operation: weekdays 9AM to 2PM; work closely with George Washington Manor (shopping 1x/wk on Fridays)
New Alternatives	Not Available						New Alternatives	Kidney dialysis transportation	Not Available	Not Available	Siskiyou County	Not Available	People in need of kidney dialysis	Not Available	Not Available	Not Available	Not Available	Not Available	
Northern Valley Catholic Services	Nonprofit						Northern Valley Catholic Services	Social services agency, counseling children under 18	Partnerships w/ Catholic charities, private donors, income from mental health counseling		Butte, Shasta, Tehama, Trinity and Siskiyou Counties	None	Children 18 and under	Not Available	Not Available	Not Available	Not Available	Not Available	

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
		Public Transit	Operates Transportation	Funds Or Subsidizes Transportation	Volunteer / Staff Drivers	Provides I&R													
PSA 2 Area Agency on Aging	Public			x		x	PSA 2 Area Agency on Aging	The PSA 2 Area Agency on Aging provides contract administration and program oversight for aging and adult services in Lassen, Modoc, Shasta, Siskiyou and Trinity counties.	Department of Aging	21.11% of annual funding allocations goes to Siskiyou County	Lassen, Modoc, Shasta, Siskiyou and Trinity counties.	Fund local senior transportation providers	Seniors	Not Available	Not Available	Not Available	Not Available	Not Available	
Scott Valley Community Resource Center	Nonprofit				x		Scott Valley Community Resource Center	Community-based organization dedicated to strengthening the community by empowering families - provides several programs for all demographics. Transportation for doctor appointments, senior lunches, emergency needs	First 5 Siskiyou, Mental Health Services Act, Snack Program, CSC	121,000	Scott Valley, Greenview, Etna, Forks of Salmon, Callahan	Demand	Public	Personal vehicles	Not Available	Not Available	Not Available	Not Available	
Siskiyou County Behavioral Health Services	Public		x				Behavioral Health Services	Provide integrated array of services which encourage informed choices, support individual values and strengths, and provide opportunities for quality living.	Federal, state, Client fees	\$800,000	Siskiyou County	Demand and fixed	Clients	40 vehicles (20 Vans: 7-9 pax, 20 cars)	75,000	No	In-house	Excel for logs etc, CMHC - for billing	Hours of Operation: Weekdays 5AM to 8PM
Siskiyou County	Public			x			SCHSD CalWORKS Welfare-to-Work	To provide access to work activities and employment	Primarily State and Federal Funds	\$500,000 (completely funded by State funds allocated)	Siskiyou County	STAGE passes and mileage reimbursement	Low-income CalWORKS	None. If required, they use County vehicles	Not Applicable	Not Applicable	Not Applicable	None used	The agency establishes the eligibility of clients for MediCal. Does not provide transportation directly, but provides passes and reimbursements

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
		Public Transit	Operates Transportation	Funds Or Subsidizes Transportation	Volunteer / Staff Drivers	Provides I&R													
Siskiyou County	Public			x			SCHSD Adult & Children's Services	Service accessibility for clients. 1) To provide transportation to Court-ordered Services and Visits; 2) Provide transportation to dependent and elderly adults to medical appointments, primarily (under certain circumstances).	Federal, State and county funds	Not Available	Primarily Siskiyou County	Demand; STAGE passes and mileage reimbursement	Children's Services Clients	3 vehicles	Not Available	Not Available	Not Available	Not Available	Weekday 8-5 transport, Provides transportation for very limited number of people, and they are usually only clients of the agency
Siskiyou County Public Health	Public		x		x		California's Children Services (CCS)	Program designed to help children with special health care needs to receive the treatment and equipment they need to lead a better life.	Federally funded through Title IV, Tobacco Tax, CDC, State Funding for HIV, immunization, etc, and general fund dollars	Not Available	Siskiyou County	Demand	Clients	1 van, nursing staff have cars (small suv)	Not Available	Not Available	Not Available	Not Available	Need out of county transport
Siskiyou County Public Works	Public	x	x				STAGE (Siskiyou Transit and General Express)	Provide commuter public transit services	Federal, State, County funds and passenger fares	\$1,153,576 (estimated for FY 2007/08)	Yreka, Weed, Mt. Shasta, Lake Shastina, Dunsmuir, McCloud, Scott Valley, Etna, Fort Jones (West of I5 corridor)	Fixed	General public	4- 30' Bluebird TC; 3- 35' Bluebird Q; 3- 32' Bluebird CS; 3- 31' Glaval Titans	38,000	In-house training program, Drivers require prior training of 35 hrs in addition to Class B License with passenger endorsement	In-house	None used, Real time information available through the toll free number	There is no Paratransit, however, the county is flexible and will accommodate requests as needed.
Siskiyou County Veterans Services	Public		x		x		Veterans Services	Transportation arranged for eligible veterans to medical appts. outside Siskiyou County to VA Medical Centers only.	County funds and donations	\$10,000	Contracted services for county veterans	Demand, Reservations, Fixed, Interstate	Veterans	2 vans	Not Available	Not Available	Not Available	Not Available	Gas vouchers & bus tickets available to eligible vets for NEMT. Hours of Operation: Weekdays 24 hours
Siskiyou Opportunity Center	Nonprofit		x				Vocational program for DD adults, sheltered work program	Employment services for people with developmental disabilities. Provide transportation to access work programs	Far Northern Regional Center	\$60,000	Siskiyou County	Fixed	Disabled/Rehab	Not Available	2,400	Not Available	Not Available	Not Available	Hours of Operation: Weekdays 7AM to 5PM

Agency Name	Agency Type	Transportation Role(s)					Program Name	Program Purpose and Description	Funding Source(s)	Annual Operating Cost	Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments	
		Public Transit	Operates Transportation	Funds Or Subsidizes Transportation	Volunteer / Staff Drivers	Provides I&R														
Siskiyou Services Center	Nonprofit		x				Siskiyou Services Center	Provides transportation: medical appointments, employment, social	Far Northern Regional Center	\$144,000	Yreka, McCloud, Etna, Big Springs, Hornbrook	Demand & Fixed	Disabled	2 buses (8 pax) , 3 vans (5 pax) and 1 van (7 pax)	8,000	No	Contracted - certified mechanics (checked every 90 days), and pre-route inspection done by drivers	None used	Hours of operation are weekdays AM and PM only	
Tulelake Community Resource Center	Nonprofit				x		Tulelake Community Resource Center	Provide numerous programs for all ages, including nutrition, parenting, afterschool, elderly programs, etc.	Not Available	Not Available	Tulelake	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available		
Weed Community Resource Center	Nonprofit				x		Family Advocate, parent education, toddler playgroup, car seat, parenting kit, early childhood literacy, mental health service act, family fun nights, home owner and renter rebate, property tax postponement	Provide numerous programs for all ages, including nutrition, parenting, afterschool, elderly programs, etc.	Funded by First 5 Siskiyou, Mental Health Services, City of Weed, Community Services Counsel, Sierra Cascade & Nutrition and Activity, Fundraisers, Donations, Rental Income	\$125,000	Weed, Edgewood, Lake Shastina, Hammond Ranch	Very rare-- Emergency Only	Clients	Not Available	Not Available	Not Available	Not Available	Not Available	Not Available	More likely to provide bus vouchers or connect clients with transportation services. Issues with safety and insurance, prohibiting transportation
Workforce Connection	Nonprofit						Workforce Connection	Assist employers and job seekers in finding each other	Federal and state funding	Not Available	Far Northern California and Southern Oregon	Not Available	Unemployed and Underemployed	Not Available	Not Available	Not Available	Not Available	Not Available		
Yreka Community Resource Center	Nonprofit				x		Yreka Community Resource Center	27 different programs for all ages, including nutrition, parenting classes, MHSA, after-school program and referrals to all community resources	Grants and discretionary income	\$500,000	10 mile radius from Yreka & Klamath River	Demand	Clients (Low Income, Elderly, Disabled)	Employee vehicles	125 - 175	No	Only done by the individuals who use their own cars	None used		

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

This chapter summarizes the range of transportation coordination issues, duplication of service, key origins and destinations, and transportation needs identified in Siskiyou County. These issues were identified primarily through input from the workshops conducted in Yreka and Weed, along with in-person and telephone interviews with key stakeholders. STAGE representatives reviewed and confirmed the findings.

Existing Coordination of Services

Some transportation coordination exists in Siskiyou County at this time. For instance, Madrone Hospice and the Yreka Senior Center coordinate trips regularly, and STAGE and the College of the Siskiyous have established active communication about transportation needs and services. However, more coordination is desired by transportation providers in the county.

Service Duplication

There appears to be some overlap in services provided by STAGE, organizations that serve people with developmental disabilities and senior service providers. They sometimes operate in the same areas. For instance, the Siskiyou Opportunity Center provides trips to work at the rest area in Hornbrook for people with developmental disabilities, and STAGE provides daily service to Hornbrook. In addition, some social service providers, specifically Madrone Hospice and the Siskiyou Opportunity Center, have vehicles that are not being used during portions of the mid-day.

Additionally, Greyhound and Amtrak Thruway buses travel the I-5 corridor, duplicating STAGE services to some degree. Amtrak Thruway buses can only be used for travel in conjunction with train travel. Nonetheless, on their roundtrip service from Redding to Sacramento, they make daily stops in Dunsmuir, Mt. Shasta, Weed and Yreka in California and in Ashland and Medford in Oregon. These encompass the majority of key origins and destinations for Siskiyou County. Likewise, Greyhound covers some important connections in its Monday-Saturday trips through Weed, Redding, Chico, and Sacramento.

Capacity to Coordinate and Barriers to Coordination

STAGE representatives have expressed a desire to coordinate services and have some funding available to help jump start coordination efforts. They have indicated that they will take the lead in on-going coordination discussions. Other agencies have also expressed an interest in working toward increased coordination in the county, including College of the Siskiyous, Madrone Hospice, and Yreka Senior Center.

Barriers to coordination between public transit and social service transportation providers include:

- Some funders limit the type of passengers that service providers can transport.
- Political will may also be a barrier to coordination efforts that aim to provide connecting transportation services to areas outside of the county.
- Funding, in general, is a potential barrier to coordination efforts. It will be necessary to utilize STAGE and social services agency sources of funds for coordination projects.

Key Origins and Destinations

Most of the services available for Siskiyou County residents are located in Yreka, Mt. Shasta, and Redding, CA, as well as Medford, OR. Of the nine cities within Siskiyou County, Yreka is the largest. Almost a third of the population resides in Yreka, making it a key origin. Mt. Shasta and Weed, as the next largest population centers, are also key origins. In addition, the northeastern portion of the county, which includes Happy Camp, is a key origin for Karuk tribal members.

Since Yreka serves as the county seat, most of the county's services are located there, making it a major travel destination. The primary shopping centers (Wal-Mart and Yreka Junction Mall) are located in Yreka. Most of the residents are employed by companies or agencies operating within Yreka.

The main branch of the only college in the county, College of the Siskiyous, is located in Weed. They also have a branch in Yreka. Coming soon to the Yreka branch is the Rural Health Science Institute, which makes this branch an even more significant destination in the county.

There are two major medical facilities available to the public. Fairchild Medical Center, located in Yreka, operates as the primary public health facility with over 30 physicians and surgeons in the area. Mercy Medical Center, located in Mt. Shasta, serves residents of Mt. Shasta, Weed, and Lake Shastina. Residents not living within Yreka and Mt. Shasta must travel longer distances to reach medical attention. For specialized medical services, such as cancer treatment and kidney dialysis, residents must travel to major cities outside of the county such as Redding, CA and Medford, OR.

Existing and Projected Transportation Needs

Intercity connections within the county are served on weekdays by the local public transit agency, STAGE. In addition, there are a number of social service providers that offer direct transportation services for their clients and certain populations. However, some gaps in service currently exist, most of which arise from the typical challenges of serving a smaller, dispersed population. These needs are described below.

Circulator Service

Siskiyou County service providers identified the need for a circulator service in key areas, including Yreka, Weed, Mt. Shasta, Dunsmuir and McCloud. Because public transit in Siskiyou County is designed as an intercity commuter service, STAGE bus stops are primarily located in the cities along the I-5 corridor, and a complementary demand-responsive service for people with disabilities who are eligible for such service under the Americans with Disabilities Act (ADA) is not provided. Buses run on main streets through cities, but they do not circulate through the

residential areas. People who are dependent on others for transportation report that it is difficult to access the public transit routes.

As identified in the previous chapter, some agencies provide door-to-door demand responsive service, such as the Yreka Senior Center. These services are available for limited purposes, at limited times, within limited locations and for limited populations. People whose needs for accessing shopping, medical care, school, work or recreational activities do not fit within these limits must rely on friends, families or neighbors to meet their needs.

Service to Unserved/Underserved Areas

Several areas in the county have very little transportation services available to them, since bus service is only available along major highways.

- The **Dorris/Tulelake** area, in the northeastern part of the county, has no access to public transit, and no Siskiyou County providers regularly offer transportation services in the area. The senior center in Alturas, CA (Modoc County) provides home meal delivery to seniors who live in Tulelake but does not provide other transportation services.
- **Copco**, northeast of Hornbrook but not on any major highways, is another small community reportedly in need of transportation services. STAGE does not serve the area, and few social service providers do either.
- **Happy Camp**, in the northwestern part of the county on Hwy 96, has “lifeline” access to public transit. As reported in the previous chapter, a single roundtrip is provided from Happy Camp to Yreka every Monday and Friday. Increased access to Yreka is desired.
- **Somes Bar**, south of Happy Camp on Hwy 96 in the western part of the county, currently receives no public transit services. However, the Karuk Tribal Health Program provides transportation to their clinic in Happy Camp for tribal members, upon request and when available. STAGE is working with the tribe to consider coordinating efforts among Siskiyou County, Humboldt County, and the Karuk Tribe for an extension to the Happy Camp route, which would provide access to and from Humboldt County as well as Somes Bar. They would like this service to operate Mondays and Fridays in a single round trip.
- **Lake Shastina**, southeast of Yreka and northeast of Weed, is now being served by STAGE. However, it was reported by one stakeholder that there is no service to the area. More information to the area’s residents may be needed for this service. Lake Shastina is a growing retirement area with potentially increasing numbers of people who will need access to public or other transportation services.

Out-of-County Connections

There is no public transit service and very little transportation offered by social service providers to connect to areas outside Siskiyou County. Some residents, however, are dependent on medical and dental care provided outside of the county. Though there are two major medical facilities located within the county, people in need of specialized medical care must travel to Medford, OR, or Redding, CA, for most of these services. Some may also need to travel as far as the University of California in Davis, San Francisco, or even Los Angeles, CA. In addition, there is little access to dental care for Medi-Cal recipients, many of whom must travel to Shasta County for dental care. The nearest major airport to reach the more distant locations for medical or dental care is in Medford, OR. Amtrak and Greyhound services are also limited; Amtrak

travels through the county in the middle of the night and early morning, and Greyhound operates a few times per week. Siskiyou County residents who cannot provide their own transportation have few options for accessing out-of-county services.

Expanded/Flexible Service Hours

STAGE does not run on evenings, weekends, or holidays, and no social service agencies routinely offer weekend service. Evening and weekend service is particularly important for people with lower incomes who are more likely to work non-traditional hours and days, people who need to take late classes at the College of the Siskiyous (until 10:00 PM) and people who need travel assistance on the weekends for shopping, recreational or other needs.

Because of the long distance between cities in the county and the design of STAGE’s commuter service, the frequency of intercity trips are reportedly difficult for seniors and people with disabilities. The STAGE schedule requires longer layovers in cities than may be viable for people with physical or developmental concerns, so stakeholders have identified a need for more frequent trips.

Assistance For Seniors And People With Disabilities

Travel assistance is important for some seniors and people with disabilities. Demand responsive, door-to-door service is needed for those people who require assistance getting from their homes, into the vehicle and directly to their destinations. This need is particularly important for people who are in need of immediate medical care but may not be eligible for transport by an ambulance, since STAGE does not provide ADA complementary service, as previously mentioned. In addition, door-to-door service is not offered by all social service transportation providers, an issue which has been a limiting factor in considering coordination efforts to maximize resources and improve the mobility of some residents.

Information and Training

According to community members as well as information reported in the current *Short Range Transit Plan*, contact information for STAGE is difficult to find in the phone book if people do not know it is operated by a County department, which ordinary citizens are not likely to know. This information barrier limits people’s ability to make on-call stop requests. In addition, there is no coordinated information source about the various transportation services available in the county, so even if the STAGE and social service providers had no other barrier to coordinating their services, they may not know who to contact to ask for help in providing transportation services for people in need.

Stakeholders also identified a need for training on how to use public transit services. Reportedly, some community members do not use STAGE services because they do not know what to expect and/or are unsure of when and how to use these services to meet their needs.

After-school Programs

Transportation is not provided for students who participate in after-school activities. This particularly impacts families with lower incomes, potentially preventing the youth in these families from being involved in the full range of school opportunities.

Infrastructure Needs

Infrastructure needs include expansion of radio tower capacity, more covered and accessible bus stops, curb cuts, more vehicles to accommodate bus overflow, and reliable wheelchair lifts.

Radio communication - Radio towers are at capacity, so any growth in radio communication needs with expanded public transit service to additional areas in the county could not be accommodated within the current infrastructure.

Bus stops – Flagged stops are currently the norm in Siskiyou County, which have been identified as being less accessible for seniors and people with disabilities. Confusion about where and how to access the bus has been a result of this practice. In addition, seniors and people with disabilities have expressed a need for a place to sit while waiting for the bus; the lack of seating has made public transit inaccessible for some.

Vehicles and wheelchair lifts – Some STAGE trips are highly trafficked, and as efforts to improve services are made, some have become over-full, potentially requiring the availability of additional vehicles. Some concern has also been expressed about the reliability of wheelchair lifts on vehicles.

Roadway safety improvements – The majority of STAGE routes are on highways, and some are on high-speed, low-visibility roadways that raise safety concerns. Curb cuts and left-hand turn protection have been identified are not available in some key areas where these safety concerns exist.

Emergency and Safety Needs

Emergency evacuation transportation - No emergency evacuation services have been identified for county residents in general, and these services are particularly important for the seniors, people with disabilities and people with lower incomes who are dependent on others for transportation.

Cost Mitigation and Coordination

Related to all of these issues is the issue of inadequate funding. Per capita costs are much higher for organizations trying to provide services for a population that is relatively small and spread out over an expansive geographic area. Social service transportation providers receive funding support from various sources. All of the agencies serving people with developmental disabilities receive some mileage reimbursement funds from the Far Northern Regional Center, senior centers receive funding from local governments and the Planning and Service Area 2 Agency on Aging, and Madrone Hospice receives some funding from Medi-Cal. However, all of these agencies report that they need to supplement their transportation program with general program dollars.

Stakeholders urged the participation of all major stakeholders in coordination efforts in order to both improve services and reduce costs. Specifically, they expressed a concern that the school districts may be reluctant to participate, even though coordination between public transit, social service agencies and schools could be mutually beneficial as long as liability, safety and confidentiality issues are not compromised through selected projects.

Projected Transportation Needs

Many of these needs are expected become more severe over time if left unaddressed. Senior population growth is a fair indicator of growth in public transportation service needs. According to the California Department of Finance projections described in Chapter 3, the senior population in Siskiyou County is expected to increase by 32% between 2010 and 2020, which roughly translates into a 32% increase in demand for public transportation services over the next ten years.

Chapter 6. Identification and Evaluation of Strategies

This chapter presents strategies and solutions to address the service gaps and unmet transportation needs and criteria to evaluate them. It also describes results of the public workshop held to develop and prioritize strategies.

Public Workshop

Methodology

On May 28, 2008, the consultant team facilitated a public workshop in Weed, California, in Siskiyou County. A variety of public outreach methods were used, including:

- The consultant team mailed a letter of invitation and copies of a workshop flyer to all agencies included in the Transportation Inventory.
- Public transit and human service agencies posted workshop flyers in their offices and other public places.
- The consultant team submitted media releases to the local newspapers, and a notification was published on May 21, 2008, in the *Siskiyou Daily News*.
- A draft report of the strategies developed out of the public workshop was submitted to participants for further public comment.

The invitation, flyer, press release, newspaper article and sign-in sheet from the workshop are included in Appendices B and C.

Thirty-one people participated in the workshop, including members of the general public as well as various transportation and human service agencies, including STAGE, Greyhound, Siskiyou county Human Services Department, the College of the Siskiyous, City of Yreka Senior Center, Mt. Shasta Senior Nutrition Program, Northern Valley Catholic Social Service and the Yreka, McCloud and Weed Community Resource Centers. Most participants resided in the central corridor of the county. See Figures 6-1 and 6-2 for the type of participants and the breakdown of participants' area of residence.

Figure 6-1 Community Workshop Participants – Areas of Residence

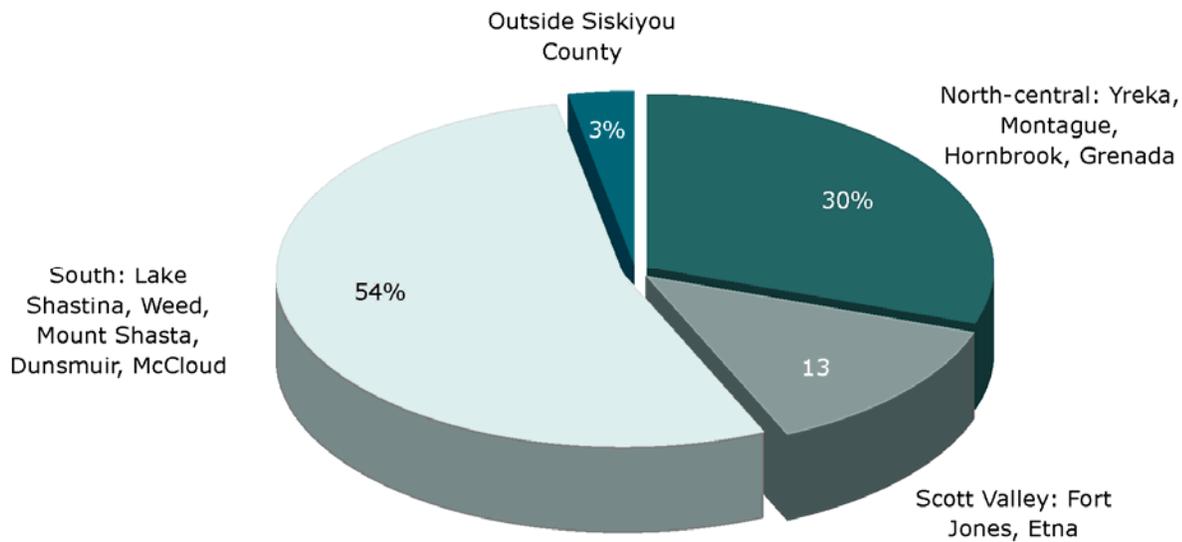
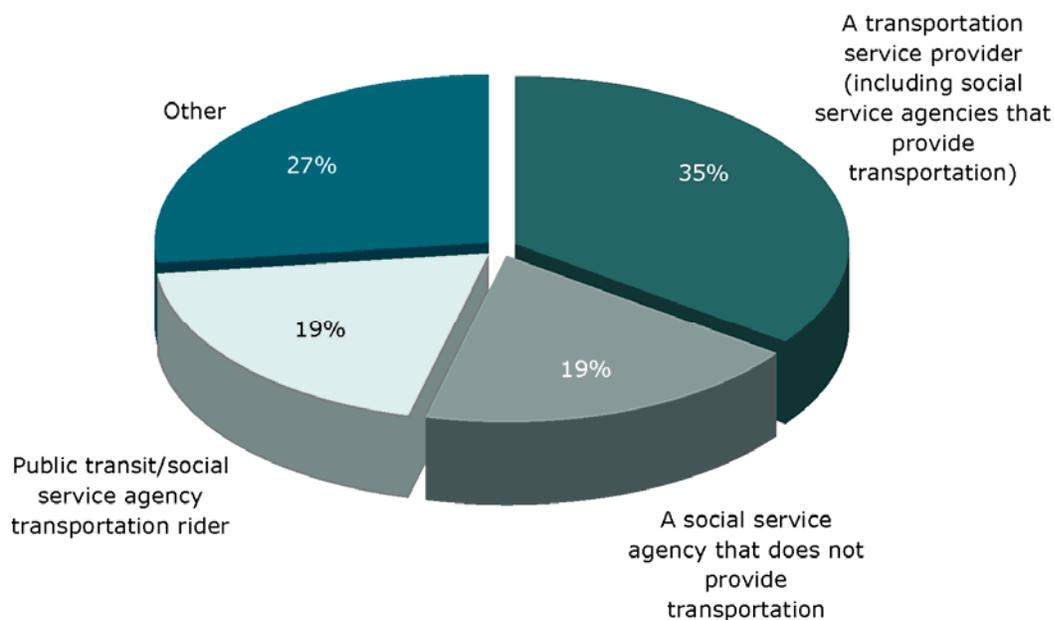


Figure 6-2 Community Workshop Participants – Participant Type



Approach

The consultant team opened the workshop with an overview of the coordinated planning process and findings from the Existing Conditions Report. The consultant team then facilitated two small work group exercises and recorded their findings using electronic polling pads (see picture in Figure 6-3). Electronic polling pads are small handheld devices that are linked to the

PowerPoint presentation. Participants are asked a question, and they enter their responses on the polling pads. The combined responses are instantly displayed in the PowerPoint presentation.

Figure 6-3 Electronic Polling Devices



The first work group exercise was designed to review and update, as needed, the list of needs identified during the community meeting in January, as well as to identify the most critical needs in Siskiyou County. When the list was affirmed by the group, participants used electronic polling pads to identify the needs that they considered to be the most critical.

The second work group exercise was designed to identify strategies that could help Siskiyou County meet its identified service needs and to prioritize those strategies. The work groups developed a list of strategies, based on their own ideas and a potential strategies handout supplied by the consultant team.

As a large group, they reviewed the list of strategies, considering the evaluation criteria described below. They used these factors to prioritize the strategies in terms of those that could be implemented in short (now), medium (next) and long-term (later) timeframes. Short-term strategies were identified as those that met all of the criteria, while medium and long-term strategies were considered to be those that would not likely meet all of the criteria, at least until after the short-term strategies had been implemented.

Individually, they then identified short, medium and long-term priorities on their electronic polling pads. The final list of prioritized strategies was developed using the following method:

- Short-term strategies are identified as those that received 50% or more of the short-term votes.
- Medium-term strategies are identified as those that received 50% or more of the medium-term votes.¹²
- Long-term strategies are identified as those that received 50% or more of the long-term votes.

¹² Participants were nearly evenly divided in rating one strategy across all three categories, though it received slightly more medium-term votes than the other categories.

All data from the electronic polling exercises were automatically tallied and reported immediately back out to the group for verification.

Evaluation Criteria

The evaluation criteria included:

- Doable – The group agreed that short-term strategies should be doable, meaning that they should be make efficient use of funds, be cost-effective and have community support.
- Coordinated – The group agreed that short-term strategies should employ cross-agency coordination efforts.
- Needs addressed – The group agreed that short-term strategies should meet the needs that have been identified, especially those identified as the most critical. (See “Critical Needs” section below for further information about this criterion.)

Critical Needs

Participants affirmed the list of needs as previously identified, with some refinements to clarify meaning and some new additions, which have been incorporated into Chapter 4. They identified the top two critical transportation needs as:

1. Circulator/Neighborhood Point-to-Point Service

Workshop participants stressed the need for help getting to and from destinations within each of the major population centers in Siskiyou County, including the greater Yreka area, Weed, Scott Valley and the south county area.

2. Cost Mitigation/Coordination

Workshop participants were very concerned about the cost of accessing transportation services, from a rider’s perspective, as well as the cost of providing transportation services, from a service provider’s perspective. They also expressed the need for all transportation providers to be involved in coordinating services, including schools.

The next most critical needs they identified were:

- Infrastructure Needs
Infrastructure needs include expansion of radio tower capacity, more covered and accessible bus stops, curb cuts, more vehicles to accommodate bus overflow, Park-and-Ride facilities and reliable wheelchair lifts.
- Assistance for seniors and people with disabilities
Assistance for seniors and people with disabilities includes help with packages when getting on and out of vehicles, door-to-door service, deviated fixed routes according to ADA guidelines and connections to fixed-route transportation from origins and destinations.

- Expanded/flexible service hours

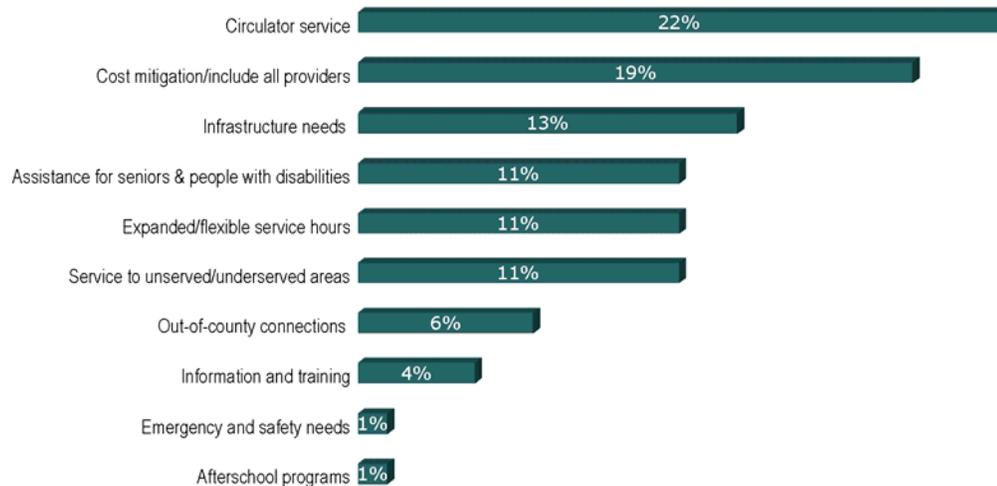
Participants identified a need for expanding service hours later into the evening to accommodate non-traditional work hours and for more frequent trips to limit the long hours that seniors and people with disabilities need to wait for return trips.

- Service to unserved/underserved areas

Workshop participants also stressed the need for increased transportation to and from outlying areas, specifically along Highway 96 between Somes Bar and Happy Camp and in the northeastern part of the county including Dorris and Tulelake.

The full ranking of transportation needs is illustrated in Figure 6-4.

Figure 6-4 Siskiyou County Transportation Needs – Prioritized by Percent of Responses as Top Two Critical Needs



Identification of Strategies

A list of 12 strategies was developed, each of which falls generally into one of three sub-goal categories: 1) make transportation services safe and accessible, 2) provide more transportation options and 3) provide transportation more efficiently.

The following criteria were used to prioritize the strategies in terms of short, medium and long term strategies:

- Meets identified needs, especially those identified as most critical needs
- Be doable, including efficiency and cost-effectiveness considerations
- Utilize coordination across local agencies

A list of the strategies, organized in each sub-goal area, is provided in Figure 6-5, with the results of the prioritization exercise.

**Figure 6-5 Strategies by Goal Area –
Results of Prioritization Exercise**

	Percentage of Responses		
	Short-term	Medium-term	Long-term
Make It Easy and Accessible			
Public education program	73%	12%	15%
Bus stops and benches	48%	37%	15%
Travel assistants (including incentives)	36%	32%	32%
Purchase vehicles/other infrastructure needs	0%	36%	64%
Provide More Options			
Communication between cities, STAGE and interregional providers	73%	12%	15%
Better and more frequent connections between and within communities	41%	48%	11%
Add consumers to transportation commission	15%	62%	23%
Ride match/carpool	14%	43%	43%
Be Efficient			
Mobility management center	67%	29%	4%
Address insurance/liability issues	50%	9%	41%
Grants clearinghouse	35%	27%	38%
Subscription service for social service agencies	4%	35%	62%

Since the May 28 workshop participants reside primarily in the central corridor of the county, their concerns and solutions did not significantly reflect the real lack of transportation options in the more remote areas of the county. However, some of the strategies that they developed could be tailored to address some of the needs in those areas. Figure 6-6 identifies needs that could be addressed by these strategies, depending on the details of the projects that are developed.

Figure 6-6 Strategies by Goal Area – Needs Potentially Addressed

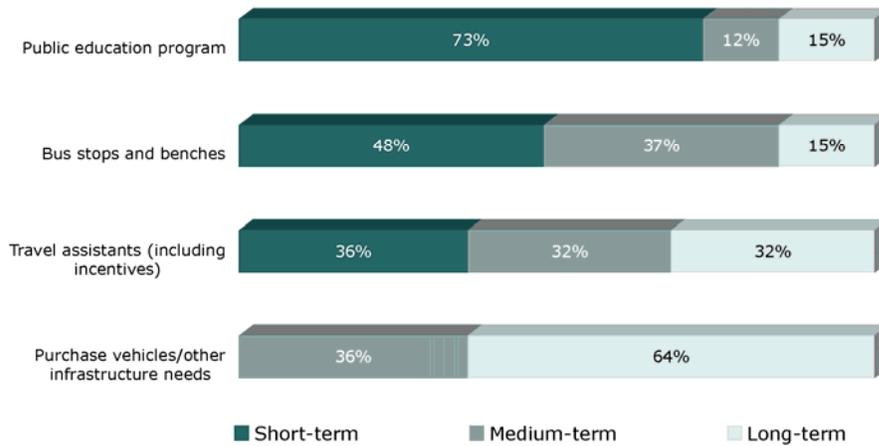
	Needs Potentially Addressed
Make It Easy and Accessible	
Public education program	Information and training
Bus stops and benches	Infrastructure needs
Travel assistants (including incentives)	Assistance for seniors and people with disabilities
Purchase vehicles/other infrastructure needs	Infrastructure needs
Provide More Options	
Communication between cities, STAGE and interregional providers	Cost mitigation/coordination
Better and more frequent connections between and within communities	Circulator service; expanded service hours
Add consumers to transportation commission	Information and training
Ride match/carpool	Service to unserved/underserved areas; out-of-county connections; expanded service hours; after-school programs
Be Efficient	
Mobility management center	Information and training; cost mitigation/coordination; assistance for seniors and people with disabilities; expanded service hours; emergency and safety needs
Address insurance/liability issues	Cost mitigation/coordination
Grants clearinghouse	Cost mitigation/coordination
Subscription service for social service agencies	Cost mitigation/coordination; service to unserved/underserved areas; after-school programs

The remainder of this chapter describes each of the strategies, by goal area.

Make It Easy and Accessible

The short-term strategy in this goal area is to create a public education program. Additional strategies to make transportation easier and more accessible include adding more covered bus stops with benches, developing a travel assistant program, and purchasing vehicles and other infrastructure needs.

Figure 6-7 Prioritized Strategies to Make Transportation Easy and Accessible - Percent of Responses

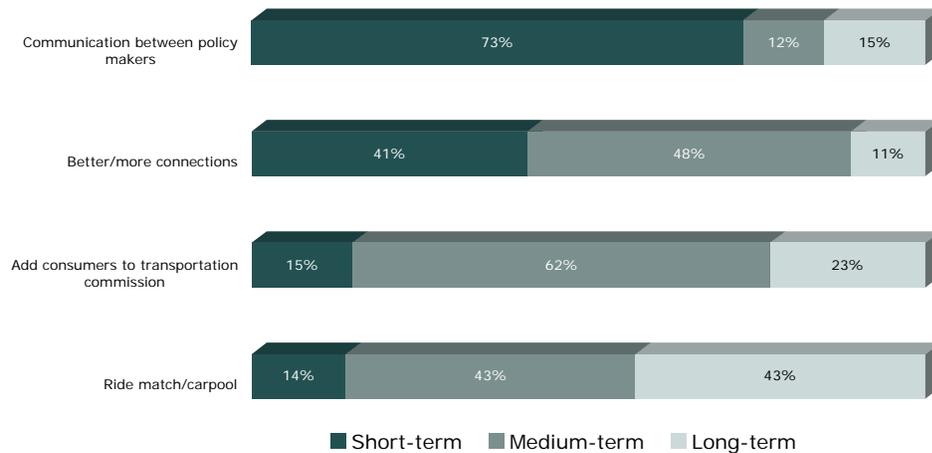


Short Term	
Public Education Program	Projects that educate the public about the various available transportation services make it easy for community members to access information and help them choose the most appropriate mode of transportation for their need. A public education program could include a transportation provider directory on the STAGE website as well as a directory of city, county and other contacts to help Siskiyou County residents and social service transportation providers request transportation improvements. Workshop participants also agreed that the bus schedule should be made easier to understand and be included as an insert in local newspapers.
Split Vote	
Bus Stops and Benches	Projects that provide improved bus stops help enhance the safety and viability of using the fixed-route public transit, especially in times of harsh weather. The workshop participants agreed that bus shelters should be covered and should include benches to improve accessibility for seniors and people with disabilities.
Travel Assistants (Including Incentives)	Projects that provide direct assistance for seniors and people with disabilities who use public transit helps to make riding the bus easier and safer. The program could include incentives, such as free bus passes to volunteer assistants, to encourage people to serve in this capacity.
Long Term	
Purchase vehicles/other infrastructure needs	Projects that improve transportation infrastructure, such as the purchase of new buses and installation of left turn lanes in dangerous roadways, make transportation services reliable and safe.

Provide More Options

The short-term strategy in this goal area is to increase coordination and communication between key local policy makers and transportation providers. Other strategies to provide more transportation options include creating a duplicate public transit system with smaller buses and more frequent trips within communities in addition to the current intercity fixed routes, adding transportation consumers to the local transportation commission and arranging carpool or ride match travel services.

Figure 6-8 Prioritized Strategies to Provide More Transportation Options - Percent of Responses



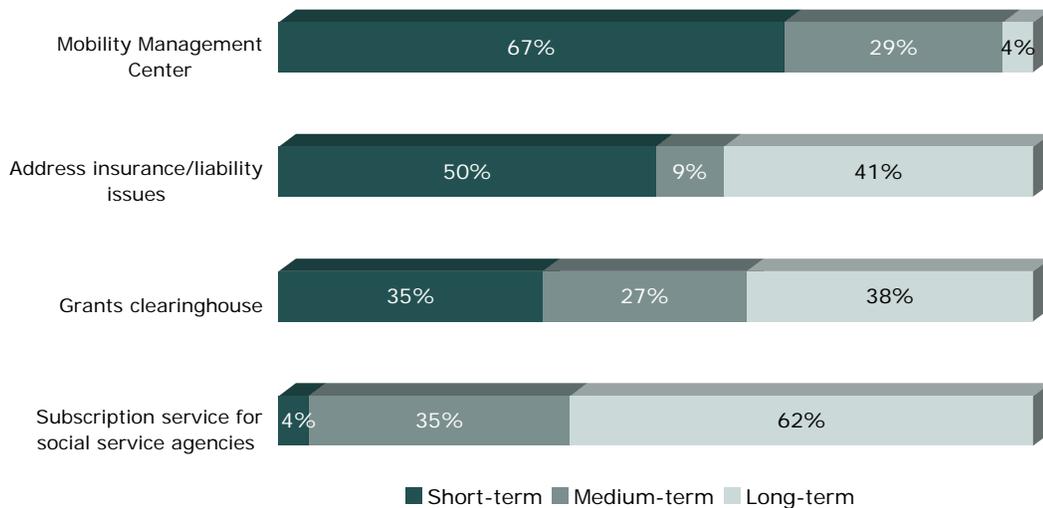
Short Term	
Communication between policy makers	Projects that improve the coordination and communication between city officials, STAGE administrators and interregional transportation providers, such as Greyhound and Amtrak, could result in more transportation options for Siskiyou County residents. Community members discussed the possibility of continuing the meetings of transportation providers, social service agencies, and others to keep communication open.
Short/Medium Term	
Better and more frequent connections between and within communities	Projects that create connections to the existing commuter service now provided by STAGE provide more options for travel planning. Workshop participants stressed the need to create a system that would not only offer connections to the commuter/intercity route but that would also provide circulator services within communities. They also wanted to see more frequent trips between communities to address the difficulties of longer layovers in towns for seniors and people with disabilities.
Medium Term	
Add consumers to local transportation commission	Projects that involve transportation users in the county planning system may result in services that are more conducive to community needs. Workshop participants were interested in an option that would systematically involve public transit and social service transportation consumers in the planning process.

Medium/Long Term	
Ride match/carpool	Carpooling or ride share projects, informal transportation arrangements that are organized by a central source, provide a lower cost travel option for accessing needed services. They may also provide more options for people to get where they need to go when public transit is not available or will otherwise not meet their needs. These projects may especially help to expand transportation options for people living in the western and northeastern areas of the county where transportation options are limited and population density is low.

Be Efficient

The short-term strategy in this goal area is to establish a mobility management center. Other strategies to make providing transportation services more efficient and cost-effective include efforts to address insurance and liability issues, establishing a grants clearinghouse and creating a subscription service for social service agencies.

Figure 6-9 Prioritized Strategies to Make Transportation Services More Efficient - Percent of Responses



Short Term	
Mobility management center	Projects that establish a centralized source to coordinate transportation resources can help to make the provision of transportation services more efficient for all participating providers. A mobility management center may include a central source for vehicle and other equipment repair, information and referral, equipment pooling, and trip planning and reservations, and trip scheduling or dispatching (brokerage services).
Split Vote	
Address insurance/liability issues	Projects to address insurance and liability issues would help to reduce costs for all participating agencies and encourage coordination between agencies. These projects could include insurance pooling across agencies within the county and between two or more counties.

Grants clearinghouse	Projects to coordinate grant search and application services could help to reduce administrative costs across participating agencies and create more transportation options as a result of any awarded grants. To the extent that grant applications are coordinated between agencies, these projects could make the applicants more viable for awards and reduce the cost of providing transportation services in general.
Long Term	
Subscription service for social service agencies	Projects that allow social service agencies to establish subscription services for regular trips would reduce the administrative overhead for providers as well as make the service more reliable and easy for passengers to use.

Chapter 7. Implementation Plan for Recommended Strategies

Introduction

This chapter presents the next steps for implementing the high priority, short-term strategies. It also provides some general guidelines and factors to be considered when implementing the strategies.

Implementing the Strategies

Several interrelated activities and decisions need to be addressed to begin implementing the strategies. They are discussed below.

Decision-Making Process

STAGE has agreed to take the lead in organizing a cooperative planning group to facilitate the implementation of the coordinated plan. The Siskiyou County Local Transportation Commission (LTC), as the RTPA, will be the final decision maker on all projects.

Recommendation: Form a cooperative planning group to advise the LTC on the implementation of projects related to the coordinated plan. The planning group could consist of community members and policy makers in city and county governments and in social service agencies that provide transportation services. All major transportation providers could be included in the planning group.

At the first meeting, roles and responsibilities of each agency could be considered and preliminary commitments could be made, as feasible. Once the initial planning meetings have been held, consideration could be given to merging the planning group with the SSTAC in order to prevent duplicate planning and advisory services and/or establishing the group as a governing or advisory board for the mobility management center (discussed in the “High Priorities” section below).

Program Administration

The STAGE office of the Siskiyou County Public Works Departments is well suited to assume a leadership role in administering coordination efforts. They are the most significant transportation provider in the county, they have resources available to provide a foundation for the work, and they have more in-depth knowledge of all the transportation services in the county than any other agency.

Recommendation: STAGE could be the primary administrator for all projects that involve public transit as a major component. For other projects in which social service agencies are the primary providers, the planning group could identify a primary administrator.

Service Standards

Developing service agreements with transportation providers and following through with monitoring system performance are important tasks for transportation providers. Service

agreements should include the following basic monthly and year-to-date operating and performance data:

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

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

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

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

- **Operating Cost per Passenger:** Calculated by dividing all operating and administrative costs by total passengers (with passengers defined as unlinked trips).

- **Operating Cost per Revenue Hour:** Calculated by dividing all operating and administrative costs by the total number of vehicle revenue hours (with revenue hours defined as time when the vehicle is actually in passenger service).
- **Revenue to Non-Revenue Hour Ratio:** Non-revenue hours include deadheading between the garage and the location where the buses go in and out of scheduled service. This is a relevant measure because of some of the potential long-distance deadheading required in rural counties. Non-revenue hours can also include paid operator time before and at the end of their shift (vehicle checks, sign in time and time spent refueling buses etc.) and the time to deliver replacement buses when a bus is taken out of service because of an accident or breakdown. Note that revenue to non-revenue hour measurement is difficult to apply to contracted services because contractors are not normally required to track non-revenue hours of operation.
- **Passengers per Revenue Hour:** Calculated by dividing the total number of passengers (unlinked trips) by the total number of vehicle revenue hours. The number of passengers per hour is a good measure of service productivity.
- **Number of trips and passengers on STAGE.** Calculated by counting and comparing number of trips and passengers over time. (Potential target = ridership increase of 30% in five years.)
- **Farebox Recovery Ratio:** Calculated by dividing all farebox revenue by total operating and administrative costs. Farebox recovery evaluates both system efficiency (through operating costs) and productivity (through boardings). Farebox recovery ratio benchmarks are critical to the establishment of passengers per revenue hour benchmarks and benchmarks for design standards.
- **Target population served:** Calculated by determining the proportion of demand response service riders characterized as transit dependent populations, particularly seniors and people with disabilities. This measure may be difficult to access through ordinary operations if not able to separate identify passenger categories by fares received; an additional outreach effort may be needed.
- **Progress toward fixed-route transition goals:** Calculated by dividing the number of trips and passengers on fixed-route service by the total number of public transit trips and passengers. (Potential target = fixed-route ridership increase of 30% in five years.)
- **Progress toward use of volunteer drivers:** Calculated by the number of volunteer drivers and trips provided by those drivers each year.
- **Administrative Cost Ratio:** Calculated by dividing the cost to administer service by the trip operation costs for transit and social service agencies. (Potential target = administrative costs stay the same, while trips increase.)

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

- **On-Time Performance:** Can be monitored by road supervisors. No bus shall depart a formal time point before the time published in the schedule. Dial-a-ride and demand response service should pick up passengers within the policy pick-up window established for the service.

- **Passenger Complaints/Passengers Carried:** Requires the systematic recording of passenger complaints.
- **Preventable Accidents/Revenue Mile Operated:** Operator training efforts should increase as the number of preventable accidents increases. While there should be no preventable accidents, a benchmark should be established to permit some flexibility in the evaluation of training efforts.
- **Road Calls/Revenue Mile Operated:** A high number of road calls reflects poor bus reliability and may indicate the need for a more aggressive bus replacement program or changes to maintenance procedures and practices

Recommendation: Transit and social services agencies could jointly identify measures that provide information on the progress of coordinated transportation objectives, and the planning group and/or SSTAC and the LTC could review progress annually.

Next Steps for Implementation of Short-Term Strategies

Significant work needs to take place by the Local Transportation Commission, the transit agency, social service agencies, and community leaders to scope the details of implementing the strategic objectives of this plan. Specific projects need to be defined, timelines established, roles and responsibilities clarified, and budgets developed.

This section describes the ranked strategies of this coordinated transportation plan with a very high-level recommendation for timeframe, focus, participants, costs and funding sources. Each of these categories needs further definition in detail as projects are developed. A summary of these factors and recommendations is included in Figure 7-1, which follows this section.

Public Education Program

There are two projects that were identified in conjunction with this strategy – a travel training program and distributing a revised and more easily readable STAGE schedule in the local newspapers.

Developing a public education program that focuses on travel training could be highly effective for improving mobility as well as highly cost-effective for transit and social service agencies over time. By tailoring training to the specific needs of the individual rider, mobility programs allow some seniors and disabled persons to feel comfortable and secure using the fixed-route system, thereby reducing the number of ADA trips and increasing their own mobility. A high percentage of travel training graduates continue to use fixed-route services for years after course completion and the cost avoidance realized through this process can be considerable. The Paratransit, Inc. travel training program in Sacramento, training 587 people in FY 2001-02, and the Phoenix Peer Training program, training 36 people in FY 2000-01, both realized about 79% in savings for the transit agencies by successfully transitioning a majority of their participants to the fixed-route system¹³. In Siskiyou County, such savings could also be extended to social service agencies that are currently providing direct transportation services to clients who could be utilizing fixed-route transit services.

¹³ TCRP Report No. 91, *Economic Benefits of Coordinating Human Service Transportation and Transit Services*, p. 68-72.

It is expected that this program will cost approximately \$10,000 to \$50,000 per year, given the population size of the county and if utilizing paid trainers. The cost savings could easily outweigh the cost of the service. Since STAGE does not currently operate a demand-response service, cost savings will likely be realized primarily by social service agencies in the beginning. STAGE should also realize the benefits of maximizing the use of their services, making their trips more efficient and cost-effective.

Revising the STAGE schedule could also be an effective strategy to encourage increased use of their services. Costs should be absorbed into the regular administrative duties of the agency, though minimal costs could be incurred by testing the revisions for understandability before distributing the final version. Distribution of the schedule in local newspapers could be cost-effective if a low-cost partnership agreement can be established with the local newspapers, though significant waste could be incurred. As an alternative, targeted distributions to social service agencies, grocery stores and key public locations could be an effective distribution method.

Depending on the details of the implementation plans and the partners involved, potential funding sources for the public education projects include:

- New Freedom
- JARC
- ADRC Grants
- Title III B Grants
- CMHS Block Grant
- Developmental Disabilities Projects of National Significance
- Local resources

Recommendation:

- **Travel training** – Include public education program in the mobility management center, Initiate the first travel training sessions at the College of the Siskiyous and senior centers. Access existing travel training curricula in other jurisdictions with successful program as guides for developing the Siskiyou County curriculum.
- **STAGE schedule** – Revise the STAGE schedule, and work with citizens in targeted population groups to ensure that it is user-friendly. Consider distributing the final product to targeted sites rather than as an insert in local newspapers.

STAGE is willing to take the lead in implementing both of these projects, working closely with community partners.

Bus Stops and Benches

STAGE buses are primarily accessed by flagged stops. Securing clearly marked bus stops with benches will help seniors and people with disabilities access the bus more easily by providing a reliable place to rest while waiting for the bus to arrive.

The Shasta Valley Rotary Club received a grant to install bus stops with benches, so funding is already available to implement this strategy in key areas. They are working with the appropriate

local governments for installation at each site, though they have experienced some difficulties in identifying and accessing the appropriate staff to get the work done.

Recommendation: The Rotary Club could continue to take the lead in this strategy, working closely with STAGE representatives to place the bus stops in the most useful areas. STAGE could help Rotary members to access the appropriate local government staff and/or officials to implement the projects.

Communication Between Cities, STAGE and Interregional Providers

A critical initial step to maximizing the effectiveness of all transportation-related strategies in Siskiyou County will be to establish open communication lines between the major transportation operators in the county as well as local government policy makers whose decisions on land use and other issues may impact the transportation system. This should be a low-cost strategy, adding some time and administrative responsibilities to the normal course of business for key officials and staff in each agency.

Recommendation: STAGE, as the major transportation provider in the county, could take the lead in establishing the appropriate relationships and communication approaches between these key agencies. STAGE representatives have indicated that they will begin by reporting on their plans to the Local Transportation Commission. They will also convene a coordination planning group, building on the work begun in the citizen and stakeholder outreach process in this Plan, as described above in the “Decision-Making Process” section.

Better and More Frequent Connections Between and Within Communities

Stakeholders have clearly expressed a need to establish circulator routes in the larger cities in the county and more flexible intercity trips in order to improve mobility for target populations and the general public. In response, STAGE is planning to begin their efforts to meet these needs by establishing neighborhood circulator routes in Yreka, Mt. Shasta, Dunsmuir, Weed, Montague and McCloud. They will test the service on Saturdays in the first week in August, meeting the additional need for weekend transportation.

This additional service will require them to provide ADA-complementary service, and they would like to go beyond the ADA requirements by coordinating trips with social service agencies for paratransit services. It is anticipated that operating and capital costs for these services will be approximately \$500,000 in the first year. They have some funds available to implement this strategy, though detailed plans and commitments will need to be established.

Though this is a fairly high cost strategy, it has been identified as one of the most critical needs in Siskiyou County. Coordinating trips should help to improve the cost-effectiveness of the strategy and could be implemented through the mobility management center. Maximizing the usefulness of all trips and eliminating any duplication that may exist should help to make the services more efficient and to meet more needs.

Depending on the details of the plans, potential funding sources include:

- 5311
- STA
- TDA
- 5310
- New Freedom
- JARC
- Proposition 1B

Recommendation: STAGE is taking the lead in establishing the circulator service and could also lead the efforts to establish partners in coordinating paratransit services beyond the ADA services. It is recommended that details of trips, equipment and other transportation services be reviewed to develop an effective plan for initiating the project.

Mobility Management Center

Nationwide, mobility management centers are being established as a central source of mobility information, planning, and trip coordination. Development of a mobility management center in Siskiyou County would accomplish many of the strategic objectives in this plan, including administration of the public education program. Coordinating trips that are funded by separate sources could also be a responsibility of the mobility management center as previously discussed.

The costs involved in a mobility management center vary, though all potential projects should be designed to both improve efficiencies and meet more needs.

Information provided in the transportation inventory in this report (Figure 4-4 in Chapter 4) can serve as a starting point for implementing various mobility management center projects, including a directory of transportation providers and coordination of trips. It is assumed that a part-time staff person will be needed to assist with the development of the center, and costs will increase as additional projects are included in the center. The start-up costs are expected to be approximately \$100,000 to \$150,000, and annual operating costs are estimated at \$30,000 to \$50,000.

Potential funding sources include:

- New Freedom
- ADRC Grants
- Title III B Grants
- CMHS Block Grant
- Local resources

Recommendation: The coordination planning group should meet as soon as possible after the final coordinated plan is released in order to review the recommendations and begin plans for implementation. As a result of their work, the coordination planning group could recommend to

the Local Transportation Commission a preferred location for the mobility management center, as well as potential management and staffing. STAGE is a viable option for managing and staffing the mobility management center. Other agencies could also be an appropriate place to serve in this capacity, such as the College of the Siskiyous or the community resource centers (with additional funding and organizational development). If desired, the feasibility of co-locating different transportation programs could be examined. Regardless of the preferred alternative, additional funds will need to be secured to support the staffing and equipment needs of the center.

Figure 7-1 Implementing High Priority Strategies

Make It Easy and Accessible						
Strategy (to address need/gap)	Lead Agency/Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Cost- Effectiveness of Strategy	Potential Funding Sources	Comments
Public education program	STAGE	Begin now	\$10,000-\$50,000	Low to medium cost High value	New Freedom JARC ADRC Grants Title III B Grants CMHS Block Grant Developmental Disabilities Projects of National Significance Local resources	The public education program will begin with transit training classes at the senior center nutrition sites and at the College of the Siskiyous. It is recommended that this program be incorporated into the mobility management center in the future. Maximizing partners will maximize benefits and funding potential.
Bus stops and benches	Rotary Clubs in Siskiyou County	Begin now	Funding for initial bus stops and benches already acquired	Low cost High value	N/A	Improved communication with local governments regarding permitting issues is needed.

Provide More Options						
Strategy (to address need/gap)	Lead Agency/Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Cost-Effectiveness of Strategy	Potential Funding Sources	Comments
Communication between cities, STAGE and interregional providers	STAGE	Begin now	\$0	Zero to low cost High value	N/A	Increased communication is intended to result in more transportation options. The cost of increasing communication between the major transportation and local government policy makers in Siskiyou County should be minimal, including these activities in the normal course of business.
Better and more frequent connections between and within communities	STAGE	Begin now	\$350,000- \$500,000 (Operating and capital)	High cost High value	5311 STA TDA 5310 New Freedom JARC	STAGE is already planning to begin neighborhood circular routes in Yreka, Mt Shasta, Dunsmuir, Weed, Montague and McCloud, which will require them to provide ADA complementary service. Coordination with social service agencies will help to meet needs beyond the ADA requirements.

Be Efficient						
Strategy (to address need/gap)	Lead Agency/Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Cost-Effectiveness of Strategy	Potential Funding Sources	Comments
Mobility management center	Local Transportation Commission	Begin now	Start-up: \$100,000-\$150,000 Ongoing Operating: \$30,000-\$50,000 per year	Medium to high cost High value	New Freedom ADRC Grants Title III B Grants CMHS Block Grant Local resources	Costs may be higher for incorporating all potential projects in this strategy than others, but it should improve service, meet critical information needs and produce cost savings over time, especially with the incorporation of transit training. Maximizing partners will maximize benefits and funding potential.

Medium Priority Strategies

Figure 7-2 below lists the medium priority strategies identified in the community outreach process, with general timeframes and considerations for future implementation.

Figure 7-2 Implementing Medium Priority Strategies

Make It Easy and Accessible		
Strategy (to address need/gap)	Timeframe	Comments
Travel assistants (including incentives)	Begin within 2 years	Potential future project of the mobility management center.
Provide More Options		
Strategy (to address need/gap)	Timeframe	Comments
Add consumers to local transportation commission	Begin within 2 years	Open seats on the LTC to general public participation, especially people identified with the target populations in this report. Applications to be a member of the LTC can be modeled after existing applications to participate in local government Boards and Commissions.
Be Efficient		
Strategy (to address need/gap)	Timeframe	Comments
Address insurance/liability issues	Begin within 2 years	In order to maximize the potential for coordination, the coordination planning group should consider reviewing projects to address insurance/liability issues as soon as possible, even though it was identified as a medium-term strategy.
Grants clearinghouse	Begin within 2 years	Potential future project of the mobility management center.

Low Priority Strategies

Figure 7-3 below lists the one low priority strategy identified in the community outreach process, with a general timeframe and considerations for future implementation.

Figure 7-3 Implementing Low Priority Strategies

Make It Easy and Accessible		
Strategy (to address need/gap)	Timeframe	Comments
Purchase vehicles/other infrastructure needs	Begin within 5 years	Review additional infrastructure needs that develop through the increase in services and seek funding for these purchases as appropriate.
Provide More Options		
Strategy (to address need/gap)	Timeframe	Comments
Ride match/carpool	Begin within 5 years	Potential future project of the mobility management center.
Be Efficient		
Strategy (to address need/gap)	Timeframe	Comments
Subscription service for social service agencies	Begin within 5 years	Potential future project of the mobility management center.

Other Coordination Considerations

Access to Jobs and Employment

Job access should be improved with the new circulator service as well as through the public education program and various mobility management center projects described in the “Next Steps for Implementation of Short-Term Strategies” section above.

Volunteer Transportation

Volunteer services are not a part of Siskiyou County’s short-term strategies, though they may be incorporated in future coordination plans. There is some concern about using volunteers due to liability issues that arose in previous volunteer transportation projects in the past. When reviewing joint insurance and liability issues, volunteer transportation should be taken into account.

For future transportation projects involving volunteers, it is recommended that the SSTAC and/or the managing agency review available resources associated with successful volunteer transportation programs.

Potential programs to review are in Tehama, Glenn, Lassen and Nevada Counties in California as well as Clackamas County in Oregon State. Programs range from ten to 125 volunteer drivers and are funded by federal and state sources as well as rider donations. Volunteers can be reimbursed up to the IRS allowable limit (currently \$0.585 per mile). These programs are managed by nonprofits or county agencies. Some programs limit ride purposes to medical appointments and senior or disabled passengers only, while others allow various trip purposes and serve people with low incomes as well. For the most part, the volunteer drivers hold their own insurance policies.

Other resources are also available for developing volunteer transportation programs:

- Nonprofits United provides train the trainer programs for volunteer driver education, including a one-day course for general driver training and a three-day course for educating drivers who will be transporting non-ambulatory passengers.
- The Agency Council on Coordinated Transportation in Washington State has produced a manual on starting and maintaining a volunteer transportation, including suggestions for addressing liability issues. It is available at:
<http://www.wsdot.wa.gov/transit/training/vdq/default.htm>.

School Transportation

In some rural communities in the U.S., school districts transport students (particularly in high school) via the local/regional public transit system. In other rural areas, the general public is transported on school buses – more often at times when the school buses are not being used for student transportation, but in some cases, at the same time. And, in other communities, the same private carrier that operates student transportation services also provides public transit and/or paratransit services under a separate contract. In addition, transit agencies and school districts, and in some cases, Head Start programs, have coordinated support services such as joint purchasing of fuel and maintenance service. This results in cost savings for all participating agencies.

In Siskiyou County, pupil transportation is completely separate from the public transportation system, yet school district transportation has not been included in Siskiyou County's coordination plan. In Siskiyou County, there are twenty-six school districts, some of which include only one school. Pupil transportation is provided through contracts with Dole Transportation, which operates 23 buses and 6 cars. Transportation for after-school programs is not provided.

There are a number of barriers that may account for the fact that coordination has not yet been pursued between school districts and other providers, including legislative/institutional barriers, restricted funding and reporting requirements, turfism, attitudes and perceptions about student safety, vehicle design, and operational issues.

However, coordination could be possible as the state legislative environment does not appear to restrict general public-pupil transportation and the vehicle design concerns are being addressed. There may also be opportunities to coordinate driver training or public transit services to increase access to after-school programs or to meet other needs of students and their families. (The legislative environment and vehicle design issues are discussed further in Appendix E, and driver training considerations are discussed separately in Appendix D.) It is

recommended that Dole Transportation and one or more school district representatives be invited to participate in the coordination planning group to review these and other opportunities.

Vehicle Maintenance and Facility Needs

Siskiyou County transportation providers did not identify any specific current or near-future vehicle maintenance or facility needs. However, vehicle maintenance needs arise every year. Most providers in Siskiyou County manage their own maintenance needs, with the nonprofit organizations typically contracting for services with local vendors and county agencies accessing in-house services. It is recommended that providers also consider consolidating their maintenance services.

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

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

Other considerations are discussed below:

- **Service Availability** - Human service agencies most frequently utilize their vehicles during normal business hours (Monday through Friday, 8:00 AM – 5:00 PM). Maintenance service that is offered evenings and weekends can minimize the need for organizations to cancel service while vehicles are in the shop or to postpone maintenance because there is no back up vehicle. Work schedules that are carefully designed can maximize the use of facilities while providing service geared to meet the needs of the customer.
- **Loaner Vehicles** - Small agencies often have difficulty maintaining routine maintenance schedules because they do not have backup vehicles. Thus, a day in the shop means a day without client transportation. A consolidated maintenance program can address this issue by providing a loaner vehicle of similar size and configuration while servicing the customer's vehicle. For example, retired buses, still fully functional but not able to take the heavy daily use required by public transit, can be used to provide this type of support. A Loaner Program allows agencies to continue to provide service while their vehicles are in the shop.
- **Centralized Record Keeping** - Sophisticated maintenance providers rely on software to ensure record keeping is in compliance with federal, state and local laws and regulations. In addition, maintenance software can track customer-specific data such as maintenance intervals, costs, vehicle replacement timing, and life cycle costs. This level of detail is often far beyond what human service agencies maintain themselves.
- **Fueling** - Consolidated fueling from a centralized location also can be a benefit to non-profit agencies. A fueling program can result in lower fuel prices as a result of bulk

purchasing as well as guaranteed availability in time of shortage. It also allows for careful monitoring of fuel usage.

- **Consolidated Purchasing** - A consolidated maintenance agreement can include combined purchasing of commodities such as tires. Cost savings can be realized when several agencies join together to order supplies and equipment.
- **Liability Coverage** - The maintenance provider routinely obtains garage keepers liability insurance coverage to protect the customer organizations doing business with the organization. This coverage is standard for repair shops. It is readily available in the insurance market. Such coverage insures an agency's vehicles while they are in the care and custody of the maintenance provider.

It is also recommended that the coordination planning group and transportation providers consider developing a coordinated capital improvement program. Implementation of this strategy entails a collaborative approach among local human service transportation providers and/or sponsors to develop a county-based or regional capital improvement program. Components of a capital improvement program would include:

- Identification and prioritization of transit facilities needing improvement
- Identification and prioritization of bus stops or transit centers needing improvement to enhance their usability, such as installation of shelters, benches, curb cuts, etc.
- Modification of bus stops to ensure their accessibility for wheelchair users
- Schedule for replacement of vehicles operated by local non-profit agencies funded with FTA Section 5310 funds
- Development of an expansion plan to increase operators' fleets; identification of applicable fund sources
- Identification and prioritization of other capital equipment such as computerized scheduling and dispatching program, enhanced telephone or communication systems, or vehicle modifications needed to meet air quality standards

Summary and Immediate Next Steps

Siskiyou County is already taking steps to implementing their high priority strategies, and coordination efforts are likely to succeed with the commitment of key transportation providers and other major community organization, assuming necessary funding is secured. It is recommended that the immediate next steps include:

1. Report on coordination and inter-agency communication recommendations to the Siskiyou County Local Transportation Commission.
2. Form and convene the coordination planning group and as soon as possible after the release of the draft Public Transit-Human Services Transportation Plan. It is recommended that the goals of that meeting include:
 - Establish a meeting schedule and roles and responsibilities of the planning group.
 - Review the recommendations of the coordinated plan.

- Begin detailed implementation plans for projects related to the short-term, high priority strategies.

Identify initial projects for which funding should be sought, including those that may be eligible for JARC, New Freedom and 5310 funds

APPENDIX A

DOCUMENTATION OF PUBLIC OUTREACH AND STAKEHOLDER CONSULTATION

Appendix A. Documentation of Public Outreach and Stakeholder Consultation

Figure A-1 Stakeholder Meeting Sign-In Sheet

Sign-in Sheet

Name	Agency	Phone/Email
Karen Kingsley	SSC	
Shirley Pratt	SSC	
Steve Rogers	Siskiyou Opportunity Center	
Ed Valenzuela	City of Mt Shasta	
Jana Jackson	BHS	
Stephany Hoyer	Yreka Community Resource Center	
ERIC HARMS	CITY OF YREKA	
Audrey Flower	Madrone Hospice	
Theresa Rifenburg	So Oregon Goodwill	
Allison Wells-Leal	City of Yreka Senior Prog.	
Michael Nada	Human Services Dept	
Susan Braun	Fairchild Medical Center	
Lynn Corliss	Public Health	
RICHARD KEISER	STAGE	
Chylis Starr	SSC - Behavioral Health	
Linda Priem	EPC - Siskiyou Health	
Judy Carner	Hudson Umbrella	
Mike Rodriguez	Mt Shasta Rec & Pks Dept	
Tom Hudson	STAGE	

Figure A-2 Public Outreach Meeting Invitation

May 9, 2008

<<Name>>

<<Org>>

<<Address>>

<<City/State/Zip>>

Re: Community Workshop on Coordinated Public Transit-Human Services Transportation Plan

Dear <<Name>>,

You are invited to attend a community workshop in which the public will be asked to share ideas to improve transportation services for Siskiyou County older adults, people with disabilities and low-income residents.

Siskiyou County Coordinated Public Transit-Human Services Transportation Plan
Community Workshop

Wednesday, May 28, 2008, 10:00 AM – Noon

College of the Siskiyous, Weed Campus, 800 College Avenue, Room: McCloud 3, Weed

Free bus transportation will be provided. See attached schedule for details. Please contact the STAGE office at (530) 842-8295 with questions.

The Siskiyou County Local Transportation Commission and STAGE, in cooperation with Caltrans, is sponsoring a transportation workshop for Siskiyou County organizations and residents. Project planners invite organizations and residents to discuss strategies to improve transportation services for low-income residents, seniors and people with disabilities.

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

The workshop is scheduled to last for two hours. Planners will share results of recent meetings, surveys and data analysis. Workshop participants will be asked to help prioritize transportation needs and strategies. Several exercises are planned so

community members can explore different ways to improve local transportation services.

For agencies seeking federal transportation funds, information will be available at the workshops about three types of federal funds: Job Access Reverse Commute (JARC), New Freedom, and the Elderly and Disabled Transportation Assistance Program (5310 Grant Funds).

The Coordinated Public Transit-Human Services Transportation Plan is a required document for local organizations and the transit agency to apply for certain types of federal funds. These dollars can be used to add new transit service, replace buses or purchase new equipment like bus shelters or dispatch software.

The workshop will allow planners to develop transportation strategies based on community priorities.

Caltrans commissioned the Coordinated Public Transit-Human Services Transportation Plan on behalf of the Siskiyou County Local Transportation Commission to find transportation needs and gaps and to define opportunities for better coordination. An Existing Conditions Report was prepared in March 2008, which provides findings from interviews with transportation and human service agency representatives, an analysis of community demographics and transportation data, and a review of regional issues.

For more information about the Siskiyou County Coordinated Public Transit-Human Services Transportation Plan and the community workshop, please call Tom Anderson at the STAGE office of Siskiyou County Public Works, (530) 842-8295.

Enclosed, you will also find copies of flyers about the workshop. Please post them to encourage transportation and human services users and providers as well as members of the general public to attend.

We hope to see you there!

Sincerely,

Faith L. Trimble
FLT Consulting, Inc.

Attachments: STAGE schedule and workshop flyer

STAGE Schedule for Accessing the Public Transit-Human Services Coordinated Plan Community Workshop

Transportation to the college of the Siskiyous, Weed Campus, will be provided to the general public at no charge. The bus will make a return trip as needed to same towns, as listed below. Departure time will be 15 minutes after the workshop adjourns.

South County Bus Schedule

Depart McCloud Community Services Office	8:40am
Depart Dunsmuir City Hall	9:15am
Depart Mt. Shasta Shopping Center	9:35am
Arrive at COS	9:50am

North County Bus Schedule

Depart Yreka Court House	8:45am
Depart Walmart Shopping Center	8:55am
Depart Grenada (Shepard of God)	9:05am
Depart Gazelle (Across from Post Office)	9:20am
Depart Weed City Hall	9:40am
Arrive at COS	9:50am

Figure A-3 Public Outreach Meeting Flyer

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

COMMUNITY WORKSHOP

YOU ARE INVITED TO ATTEND A COMMUNITY WORKSHOP:

Wednesday, May 28, 2008, 10:00 AM – Noon
College of the Siskiyous, Weed Campus, 800 College Avenue, Room: McCloud 3,
Weed

Free bus transportation will be provided. Contact STAGE at 1-800-24-STAGE or
530-842-8295 for more information.



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

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

Who should attend?

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

For More Information
Tom Anderson
Siskiyou County Public Works/STAGE
(530) 842-8295
tanderson@co.siskiyou.ca.us

Contact the STAGE office at least three business days prior to workshop to request language interpretation assistance or alternative information formats at the workshop.



Caltrans
Division of Mass
Transportation

QuickTime™ and a
PDF (Uncompressed) decompressor
are needed to see this picture.

Figure A-4 Public Outreach Meeting Press Release

Siskiyou County Public Works/STAGE

305 Butte Street, Yreka, CA 96097, Phone: (530) 842-8295, Fax: (530) 842-0148

**Wednesday, July 30, 2008
FOR IMMEDIATE RELEASE**

Contact: Tom Anderson, Siskiyou County Public Works/STAGE, (530) 842-8295

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

Siskiyou County Coordinated Public Transit-Human Services Transportation Plan Community Workshop

Wednesday, May 28, 2008, 10:00 AM – Noon

College of the Siskiyous, Weed Campus, 800 College Avenue, Room: McCloud 3, Weed

Free bus transportation will be provided. Please contact the STAGE office at (530) 842-8295 for details.

The Siskiyou County Local Transportation Commission and STAGE, in cooperation with Caltrans, is sponsoring a transportation workshop for Siskiyou County organizations and residents. Project planners invite organizations and residents to discuss strategies to improve transportation services for low-income residents, seniors and people with disabilities.

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

The workshop is scheduled to last for two hours. Planners will share results of recent meetings, surveys and data analysis. Workshop participants will be asked to help prioritize transportation needs and strategies. Several exercises are planned so community members can explore different ways to improve local transportation services.

For agencies seeking federal transportation funds, information will be available at the workshops about three types of federal funds: Job Access Reverse Commute (JARC), New Freedom, and the Elderly and Disabled Transportation Assistance Program (5310 Grant Funds).

The Coordinated Public Transit-Human Services Transportation Plan is a required document for local organizations and the transit agency to apply for certain types of federal funds. These dollars can be used to add new transit service, replace buses or purchase new equipment like bus shelters or dispatch software.

The workshop will allow planners to develop transportation strategies based on community priorities.

Caltrans commissioned the Coordinated Public Transit-Human Services Transportation Plan on behalf of the Siskiyou County Local Transportation Commission to find transportation needs and gaps and to define opportunities for better coordination. An Existing Conditions Report was prepared in March 2008, which provides findings from interviews with transportation and human service agency representatives, an analysis of community demographics and transportation data, and a review of regional issues.

For more information about the Siskiyou County Coordinated Public Transit-Human Services Transportation Plan and the community workshop, please call Tom Anderson at the STAGE office of Siskiyou County Public Works, (530) 842-8295.

APPENDIX B

LIST OF PARTICIPANTS AT PUBLIC OUTREACH MEETINGS

Appendix B. List of Participants at Public Outreach Meetings

Key Stakeholder Meeting, Yreka, CA, January 22, 2008

Participant Name	Affiliation
Karen Kingsley	Siskiyou Services Center
Shirley Pratt	Siskiyou Services Center
Steve Rogers	Siskiyou Opportunity Center
Ed Valenzuela	City of Mt. Shasta Councilmember
Sara Jackson	Siskiyou County Behavioral Health Services (BHS)
Stephany Hoyer	Yreka Community Resource Center
Eric Harms	City of Yreka Councilmember
Audrey Flower	Madrone Hospice
Theresa Rifenburg	Southern Oregon Goodwill
Allison Wells-Leal	City of Yreka Senior Program
Michael Noda	Human Services Dept.
Susan Braun	Fairchild Medical Center
Lynn Corliss	Siskiyou County Department of Public Health
Richard Keiser	Siskiyou County Public Works Department/STAGE
Phyllis Starr	Siskiyou County Behavioral Health Services (BHS)
Linda Priem	Siskiyou County Behavioral Health Services (BHS)
Judy Cavener	Golden Umbrella
Mike Rodriguez	Mt. Shasta Parks and Recreation Department
Tom Anderson	Siskiyou County Public Works Department/STAGE

Public Workshop, Weed, CA, May 28, 2008

Participant Name	Affiliation
Ken Ryan	Community member
Kay Jacoby	Siskiyou County Adult Services
Debbie Walsh	Human Services
Tom Anderson	STAGE
Richard Keiser	STAGE
Ray Marschner	Greyhound
Nita Still	Community member
Marilyn Seward	Etna-Scott Valley
Vinnie McNeil	Fort Jones, Rotary Club of Scott Valley
Marcia Armstrong	Board of Supervisors
Elaine Eldridge	College of the Siskiyous
Kim Lopez	College of the Siskiyous
Peggy Moore	College of the Siskiyous
Jan Keen	College of the Siskiyous
Grace Bennett	City of Yreka
Michelle O’Gorman	Yreka Community Resource Center
Lance Pucci	Siskiyou Golden Senior President
Geeia Dexos	McCloud Community Resource Center
Jill Wood	Weed Community Resource Center
Martha Gentry	Not identified
Gail Jones/Lola DeAvilla	College of the Siskiyous Transition Class
Mike Rodriguez	Mt. Shasta, Weed and Dunsmuir Rec and Parks Dist, Mt. Shasta Senior Nutrition Program
Sher Barber	Northern Valley Catholic Social Service
Susan Haight	Disabled consumer
Eric Yerkes	College of the Siskiyous
Leo T. Bergeroy	Not identified
Nora Amaral	Neighborhood Watch
Ted DeLong	STAGE
Mike Miles	STAGE
Steve Rogers	Siskiyou Opportunity Center
Allison Leal	Yreka Senior Center

APPENDIX C

BECOMING A MEDI-CAL NEMT PROVIDER

Appendix C. Becoming a Medi-Cal NEMT Provider

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

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

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

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

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

APPENDIX D

CONSOLIDATED DRIVER TRAINING PROGRAMS

Appendix D. Consolidated Driver Training Programs

The safety of passengers, whether they are riding in a bus, paratransit vehicle, van or personal car, rests in the hands of the driver. Driver training is a key component of transportation services; however, in California, training requirements vary depending on the type of vehicle operated. Consolidated programs that coordinate this effort have the potential to provide a more efficient, cost effective method of driver training, and can also enhance driver awareness and passenger safety.

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

Basic Requirements for a Commercial Drivers License

To receive a California Commercial Drivers License, applicants must:

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

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

Figure D-1 California Special Drivers License Requirement

Vehicle Type	Maximum Passenger & Driver	License Required	Endorsement Required	Original Training	Renewal Training (Annual)	Testing Required
Car, Minivan		Class C "regular" drivers license	N/A	N/A	N/A	N/A
Paratransit Vehicle	10	Class C "regular" drivers license	N/A	4 hr Safe Operation 4 hr Special Transportation	4 hr Safe Operation 4 hr Special Transportation	N/A
Paratransit Vehicle	24	CDL ¹ A or B	P ²	4 hr Safe Operation 4 hr Special Transportation	4 hr Safe Operation 4 hr Special Transportation	Drug Medical Written Pre-trip BTW ³
GPPV ⁴	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 ⁵	20 hr classroom 20 hr BTW	10 hr (Classroom.BTW)	Drug Medical Written First Aid (written) Pre-trip BTW
School Pupil Activity Bus		CDL A or B	P	15 hr classroom 20 hr BTW	10 hr (Classroom/BTW)	Drug Medical Written Pre-trip BTW

Source: California Department of Education

¹ Commercial Drivers License

² Passenger Endorsement

³ Behind the Wheel

⁴ General Public Passenger Vehicle (operated by a public transit agency not a nonprofit agency)

⁵ School Bus Endorsement

As illustrated by Figure D-1, the required number of hours for original training for drivers varies from eight hours (paratransit vehicle) to 40 hours (school bus, GPPV). Renewal training requirements differ as well, ranging from two to ten hours per year. Volunteer drivers using cars or minivans are not required to participate in any training, although many agencies recommend defensive driver classes for their volunteers.

Often, small organizations in rural communities do not have certified driver trainers on staff and are unable to provide on-site training. New employees are required to have their CDL upon hire, which can mean lengthy trips to certified training/testing locations. Available training in other subject areas may also be limited.

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

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

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

APPENDIX E

SCHOOL TRANSPORTATION COORDINATION

Appendix E. School Transportation Coordination

Legislative Environment in California

In California,⁶ 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. In addition, an agency may contract with the local school district to use buses for agency trips; however, the driver must have proper licensing to drive a school bus.

According to the California Department of Education, there have been sporadic uses of public school buses for transporting the general public, but it has mostly been 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.

California Utility Vehicle

In response to the quandary regarding vehicle design (i.e., school buses are not designed to carry the general public, and transit buses are not designed for children), the California Department of Education (CDE) initiated in the late 1990s the development of an accessible hybrid utility vehicle merging currently available technology from both school bus and transit industry vehicles. The integrated passenger-school bus, known as the California Utility School Bus, is intended to meet the needs of the entire passenger transportation industry. Currently, the CDE uses the vehicle in their Bus Driver Instructor Training Program and takes it to educational conferences and industry trade shows. Interest in this vehicle has remained dormant for some time, but recently has increased because of the upswing in coordination planning. In future years, the CDE envisions the flexible Utility School Bus as a vehicle that can be used for the transportation of both students and the general public.

⁶ Based on Information provided by John Green, California Department of Education, for TCRP Report on Integrating School Bus and Public Transportation Services in Nonurban Communities, and confirmed via e-mails and a telephone conversation on June 27, 2008.

