

Coordinated Public Transit – Human Services Transportation Plan

**TUOLUMNE COUNTY AND
CALIFORNIA DEPARTMENT OF TRANSPORTATION**

Draft Final Plan



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Chapter 1. Project Overview

Introduction

This Coordinated Public Transit-Human Services Transportation Plan for Tuolumne 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.

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.

Caltrans is sponsoring a statewide planning effort on behalf of the 23 rural counties for whom the funds are intended so that potential sponsors of transportation improvements may access the funds.² Tuolumne is one of these 23 counties, which are highlighted in the map in Figure 1-1.

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

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

Figure 1-1 Caltrans Coordinated Planning for California Counties



Report Outline

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

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

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

Chapter 3 includes a demographic profile of Tuolumne County, which was prepared using US Census data, projections from the California Department of Finance, and information provided by the Tuolumne County Transportation Council (TCTC). 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 array of public transportation services that already exist in the area. These services include publicly operated fixed-route and demand response services as well as transportation services provided or sponsored by other social services agencies. These were identified through review of existing documents, and through local stakeholder interviews.

Chapter 5 provides a summary of key findings, because an important step in completing this plan includes the identification of service needs. The chapter identifies major destinations, temporal and geographic gaps, and areas where service duplication exists. Much of the information incorporated into this chapter was identified through a series of stakeholder interviews conducted with representatives of human service agencies and transportation providers throughout Tuolumne County. The key findings were also developed through a review of existing documents and plans that also provide information on existing services and the need to improve them.

Chapter 6 presents strategies and solutions to address service gaps and unmet transportation needs. It also presents results of a workshop with the public and stakeholders to develop strategies and evaluation criteria.

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

SAFETEA-LU Planning Requirements

On August 10, 2005, President Bush signed SAFETEA-LU into law, 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.”³

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; and
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 ownership and oversight of service delivery by both human services and transportation service

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

agencies. The requirements of SAFETEA-LU build upon previous federal initiatives intended to enhance social service transportation coordination. Among these are:

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

State of California Coordination Efforts

Assembly Bill 120 (1979)

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.

Senate Bill 826 (1988)

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

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

- 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 Tuolumne County, TCTC is the RTPA. In 1990, the TCTC designated the Tuolumne County Board of Supervisors as Tuolumne County's CTSA. In the same year, the County consolidated five social service transportation programs under one provider. These programs included Tuolumne County Transit's Dial-a-Ride service, Senior Nutrition Program, Senior Escort Program, Groveland Escort Program, and Adult Day Health Care Program. No further consolidation of services has been pursued subsequently. The SSTAC plays an active role and meets to discuss transportation issues and to advise TCTC.

Funding Public Transportation in Rural California

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

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

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

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

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

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

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

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

Examples of eligible JARC projects include:

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

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

FTA Section 5317 New Freedom Program

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

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

Examples of eligible New Freedom Program projects include:

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

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

FTA Section 5310 Elderly and Disabled Specialized Transportation Program

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

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

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

Designated Recipient	Fund Source	2007 \$ estimate	2008 \$ estimate	2009 \$ estimate
Caltrans	Small Urbanized and Rural JARC	4,467,218	4,791,210	5,052,269
Caltrans	Small Urbanized and Rural New Freedom	2,339,499	2,658,396	2,810,304
Caltrans	Elderly and Disabled Section 5310 Statewide (includes urban areas)	12,394,851	13,496,069	14,218,737

FTA Section 5311

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

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

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

Transportation Development Act (TDA)

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

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

Prior to approving TDA funds for purposes other than public transportation, specialized transportation, or facilities for bicycles and pedestrians, the local transportation planning

agency is expected to consult with its local SSTAC and conduct an assessment of transit and determine whether there are unmet transit needs, and whether or not those needs are “reasonable to meet.” Each RTPA is required to adopt definitions of “unmet transit need” and “reasonable to meet.” Any unmet transit needs that are reasonable to meet must be funded before funds can be allocated for streets and roads.

- **STAF** are revenues derived from sales taxes on gasoline and diesel fuels. STAF is allocated annually by the local transportation commissions based on each region's apportionment. Unlike LTF which may be allocated to other purposes, STAF revenues may be used **only** for public transit or transportation services.

State Funding for Capital Projects

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

Other Funding Sources

Older Americans Act (OAA)

The Older Americans Act was signed into law in 1965 amidst growing concern over seniors' access to health care and their general well-being. The Act established the federal Administration on Aging (AoA), and charged the agency with advocating on behalf of an estimated 46 million Americans 60 or older, and implementing a range of assistance programs aimed at seniors, especially those at risk of losing their independence. Transportation is a 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.

Planning Documents and Relevant Research

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

Tuolumne County General Plan

The circulation element of the Tuolumne County General Plan was created to help policy makers, administrators, planners, engineers and developers understand how to design communities and projects that promote an efficiently balanced transportation system that reflects the needs of not just automobiles, but also of pedestrians, transit riders and bicyclists. One of the goals under this element is to encourage the use of alternative means of transportation by providing safe bicycle and pedestrian facilities between high use areas thereby reducing road construction. This improves circulation, health and air quality within the county. The plan also has a goal to support and encourage the revitalization of the Sierra Railroad.

Another goal from the circulation element is to provide safe, effective and efficient public transportation service which meets the reasonable needs of transit-dependent senior citizens and residents within Tuolumne County. The plan also suggests the following strategies to meet this goal: direct transit services to major commercial destinations and activity centers, establish service standards, provide demand-responsive services, encourage urban density development

near transit facilities, monitor transit program efficiency, cooperate with public agencies and private business in seeking funds for transit programs, implement the Tuolumne County Transit Development Plan, adopt a transit marketing plan, coordinate transit system development with land use planning, determine the need for transportation demand management programs, establish design standards within transit corridors, and support recreational opportunity expansion through the transit program.

The general plan also contains plans for specific communities. The Jamestown Plan states that the community will support continued provision of the county's bus transit system. The East Sonora community plan suggests establishing a transit network between park-and-ride facilities and the local county transit system and supports installing bus shelters in conjunction with new developments. The Tuolumne Community Plan also supports installing transit stops in conjunction with new developments, in addition to encouraging transit oriented development and incorporating the Black Oak Casino shuttle into a new route on Tuolumne County Transit.

Groveland and Big Oak Flat Community Plan

This plan is a part of the Tuolumne County General Plan which specifically addresses the planning issues for development within the communities of Big Oak Flat, Groveland, and the connecting State Highway 120 corridor. One of the goals of the plan is to provide and promote adequate and appropriate transit services, including dial-a-ride and paratransit services, to reduce congestion, improve the environment, and provide a viable alternative means of transportation within the community area and to adjacent regional services. Strategies supporting this goal include identifying transit needs, improving transit coordination, pursuing all available sources of funding, and incorporating sheltered transit stops into new developments.

Another goal of the plan is to provide a safe, comprehensive, and integrated system of facilities for non-motorized transportation to meet the needs of commuters and recreational users, to connect the community, and to provide an alternative to automobile transportation. One strategy is to initiate a process to identify and prioritize the implementation of sidewalks, trails, bikeways, and other pedestrian facilities within and between Groveland and Big Oak Flat. Other strategies include applying for a Safe Routes to Schools grant, and encouraging developers, businesses and agencies to provide bicycle storage facilities.

Fiscal Year 2008/09 Unmet Transit Needs Report

The report summarizes existing services and initiatives that have been undertaken in Tuolumne County in the past to improve mobility. The report highlights Tuolumne County Transit's fixed- and flex-route ridership increases during 2007 (calendar year), suggesting schedule changes implemented in 2006 resulted in strong ridership growth, up 14.6% from 2006. TCTC attributes a slight decrease in Dial-A-Ride ridership to a shift from the service to improved fixed-routes, which results in lower passenger costs and higher productivity systemwide.

Public testimony from the FY2008/09 Unmet Transit Needs Hearing focused on five preferred service changes or enhancements. These are as follows:

- Public Transportation Service to the Dodge Ridge and Pinecrest recreational areas
- Driver sensitivity for special needs riders
- Increase flexibility for dial-a-ride scheduling, not requiring a 24-hour notice
- On-demand service for special needs riders
- Bus stop shelters and signage enhancements

None of the public testimony requests were deemed to be unmet needs. The only fixed-route request – for service to Dodge Ridge and Pinecrest – was attempted in the past and was unable to meet farebox recovery standards. TCTC will review this request again as part of the FY 2008/09 Transit Development Plan Update. Comments about driver sensitivity will be reviewed, but existing dial-a-ride policies and schedules were found to be sufficient and Tuolumne County Transit bus stop improvements have already been programmed.

Figure 1-3 Funding Sources for Human Service and Public Transportation Programs

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.

(1) Source: Caltrans, Division of Mass Transportation

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 Tuolumne County's Coordinated Plan.

Demographic Profile

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

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

Literature Review

The consulting team conducted a brief literature review of planning efforts relevant to this Coordinated Plan. The purpose of this literature review is to learn about other planning activities in Tuolumne County and to identify major transportation issues and concerns to ensure issues of importance are incorporated in the Coordinated Public Transit-Human Services Transportation Plan. No major transportation planning studies have been completed in recent years, but relevant information from the General Plan and Unmet Needs Hearings are included in Chapter 1.

Stakeholder Involvement and Public Outreach

Stakeholder involvement is an important element of this plan, and is required by SAFETEA-LU. As a first step, staff from the California Department of Transportation's Division of Mass Transportation identified TCTC as the primary point of contact. The consulting team then collaborated with TCTC staff to identify key stakeholders to be included during the development of this plan. Stakeholder involvement was solicited primarily through a series of in-person and telephone interviews. The results of the interviews are described in Chapters 4 and 5. In addition, consulting staff convened a kick-off meeting with the SSTAC in December 2007 with the goals of introducing SSTAC members to the project, and obtaining their feedback on project activities. In particular, the SSTAC and stakeholder involvement was critical in identifying unmet transportation needs.

Stakeholders convened again in June 2008 to define strategies. A public workshop was conducted that included the development of strategies and opportunities for enhanced coordination.

Existing Transportation Services

This process was initiated in July 2007 by Caltrans staff. To ensure all existing services have been identified and accurately described, the consulting team reviewed the inventory with key stakeholders and updated it in June 2008. The services in the inventory include publicly operated fixed-route services and transportation services provided or sponsored by social service agencies or others. The description and corresponding maps of existing services are presented in Chapter 4.

Key Findings/Needs Assessment

An important step in completing this plan is to identify service needs or gaps. The needs assessment provides the basis for recognizing where—and how—service for the three population groups needs to be improved.

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

Identification and Evaluation of Strategies

On June 4, 2008, the consultant facilitated a public workshop in Sonora. The goal of the workshop was to confirm previously identified unmet transportation needs, confirm criteria to evaluate potential strategies, and identify and prioritize strategies for addressing the needs.

The consultant drafted proposed evaluation criteria to use when ranking the strategies and facilitated a discussion with workshop participants to develop a list of strategies. An interactive process directly involving workshop participants resulted in refining the list of strategies, and in prioritizing them. Chapter 6 presents the findings of that exercise.

Implementation Plan for Recommended Strategies

As a final step in this planning process, an implementation plan was developed for each of the highly ranked strategies. The implementation plan identifies a potential lead agency with the institutional, operational and fiscal capacity to implement the proposed strategy; a timeframe for implementation; estimated costs; and potential funding sources, including potential use of SAFETEA-LU funds. This is presented in Chapter 7.

Chapter 3. Demographic Profile

Study Area Description and Demographic Summary

Tuolumne County is located in the Sierra Nevada Mountains of California and encompasses approximately 2,274 square miles in area. The county borders Alpine County to the north, Calaveras County to the northwest, Stanislaus County to the southwest, Mariposa County to the south, Madera County to the southeast and Mono County to the east. The northern half of Yosemite National Park is located in the eastern part of the county.

The county seat is Sonora, the county's only incorporated city. Other Census-designated places (CDPs) in the County include Columbia, East Sonora, Groveland-Big Oak Flat, Jamestown, Mono Vista, Phoenix Lake-Cedar Ridge, Soulsbyville, Tuolumne and Twain Harte.

Population Characteristics

Based on Census data, Tuolumne County had a 2000 population of 54,501. In terms of Census-designated geographic divisions, the Phoenix Lake-Cedar Ridge CDP is the largest concentration of population, with 10% of the county's residents living in the area. Sonora, the county seat, is home to 8% of the county's population. Six percent of county residents live in both the Groveland-Big Oak Flat area (includes the communities of Groveland, Big Oak Flat, and Pine Mountain Lake) and Jamestown. A population comparison between the state of California, Tuolumne County and its four largest CDPs is shown in Figure 3-1.

Tuolumne County attracts a number of retirees. As of the 2000 Census, 18% of Tuolumne County residents were seniors over the age of 65 (the statewide average is 11%). In particular, the portion of the population over 65 is much higher in the Groveland-Big Oak Flat area (29%) and Jamestown (26%).

Eleven percent of the county population is living below the federal poverty level, which is lower than the statewide average of 14%. Sonora has the highest percent of residents living below the federal poverty level (17%) and the Groveland-Big Oak Flat area has the lowest percent (7%).

Figure 3-1 Basic Population Characteristics (2000)

Area	Total Population	Percent of County Population	Percent Age 65+	Percent with Disability	Percent Below Poverty Level
California	33,871,648		11%	19%	14%
Tuolumne County	54,501		18%	22%	11%
Phoenix Lake-Cedar Ridge	5,202	10%	18%	17%	8%
Sonora	4,393	8%	19%	26%	17%
Groveland-Big Oak Flat	3,408	6%	29%	20%	7%
Jamestown	3,066	6%	26%	29%	16%

Source: 2000 Census

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

The Census Bureau has determined that the 2000 Census overstated the number of people with disabilities. This overstatement occurred because of a confusing instruction in the Census questionnaire. In the particular, the number of people with a “go outside the home disability” was substantially overstated as a result of a confusing skip pattern in the mail-back version of the Census long form.⁶

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

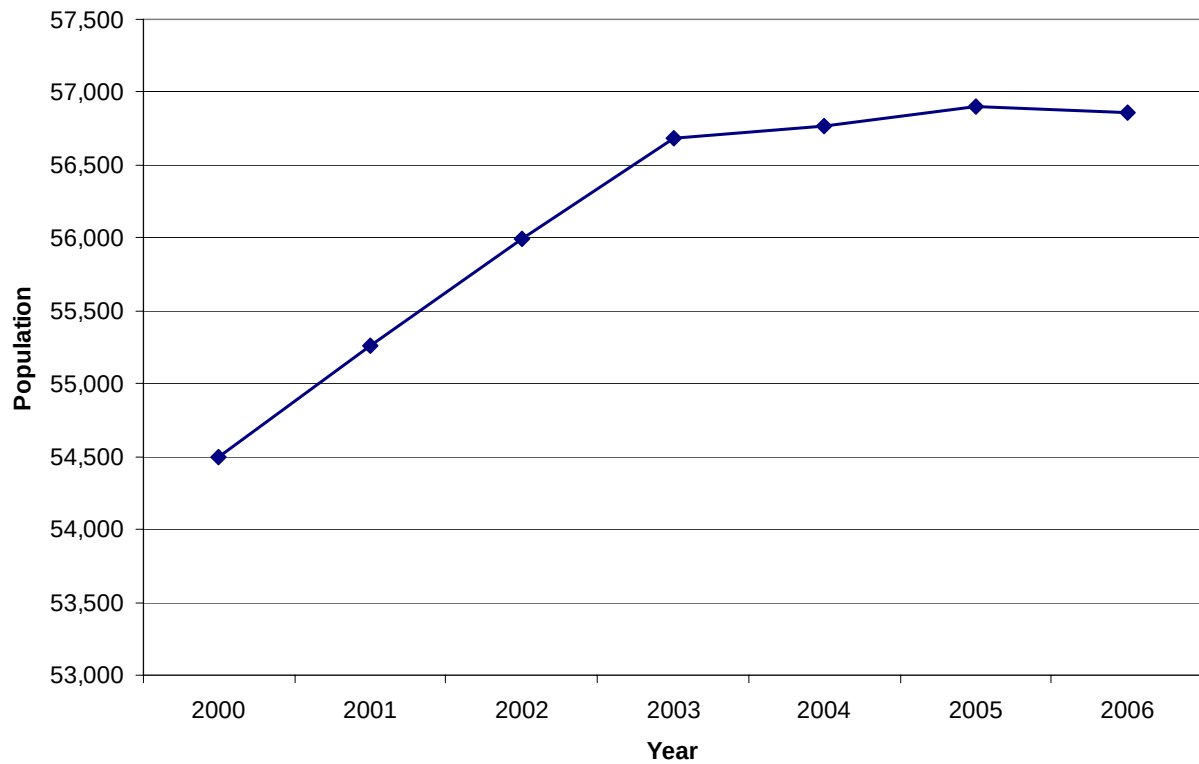
The percentage of Tuolumne County residents with a disability is slightly higher than the statewide average (22% vs. 19%). The proportion of persons with disabilities in Sonora (26%) and Jamestown (29%) is much higher than the county as a whole.

Population Growth

The county population grew by nearly 4% from 2000 to 2006, increasing from 54,501 residents in 2000 to 56,855 residents in 2006, according to the US Census Annual Population Estimates. Most of this growth occurred between the years of 2000 and 2003, with growth trailing off between 2003 and 2006. Figure 3-2 shows the population growth in Tuolumne County between 2000 and 2006.

⁵ 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?

⁶ Sharon Stern and Matthew Brault, “Disability Data from the American Community Survey: A Brief Examination of the Effects of a Question Redesign in 2003,” Feb. 2005. At www.census.gov/hhes/www/disability/ACS_disability.pdf.

Figure 3-2 Population Growth for Tuolumne County 2000-2006

Source: Census Annual Population Estimates

Projected Future Growth

The population of Tuolumne County is expected to grow steadily through 2030, according to California Department of Finance projections. Along with other parts of the country, the senior population of the county is growing at an even faster rate than the general population. In 2000, fewer than one in five county residents was over 65 years of age; by 2030, this proportion is expected to increase to nearly one in three. Figure 3-3 depicts the projected growth for Tuolumne County as a whole, as well as for its senior population.

Figure 3-3 Population Growth for Tuolumne County

	2000	% Change 2000-2010	2010	% Change 2010-2020	2020	% Change 2020-2030	2030
Tuolumne County	54,501	8%	58,721	9%	64,161	5%	67,510
Population Over 65	10,076	30%	13,053	39%	18,207	20%	21,912

Source: California Department of Finance

Prison Population in Tuolumne County

The Sierra Conservation Center is located in Tuolumne County. This is a state-run prison that provides housing, programs, and services for minimum and medium custody inmates.⁷ It is one of two prisons in the California responsible for training and placement of male inmates. The prison is one of the largest employers in the county, employing approximately 1,100 staff members. The inmate population within this facility is significant, and can affect demographic analysis. The 2000 Census reports an institutionalized population of 4,379 within Tuolumne County, which represents 8% of the county population.

The US Census counts prison populations as “group quarters”; group quarters also include nursing homes, college dormitories, convents and similar places. Data for this population is included in some statistics but not others. The group quarters population is counted in the general population numbers, which affects the population figure, percentage of county population per city, and population over 65. However, disability data do not include the group quarters population.⁸

Though inmates do not have transportation needs themselves, prisons create significant transportation demand for employees and visitors to incarcerated individuals. This demand can be difficult to serve with public transit, however, as prisons are often located in outlying areas and have work shifts outside of regular business hours.

Income Status

The median household income in Tuolumne County in 1999 was \$38,725, which is nearly 20% lower than the median household income for California, which was \$47,493. The CDP with the lowest median household income was Jamestown, at \$25,847. The percentage of residents living below the federal poverty line was lower for Tuolumne County than for California as a whole (11% vs. 14%). Figure 3-4 compares the income status of the State of California, Tuolumne County and its four CDPs.

Figure 3-4 Income Status for Tuolumne County (1999)

Area	Median Household Income	% of Individuals Below Poverty Level
California	\$47,493	14%
Tuolumne County	\$38,725	11%
Phoenix Lake-Cedar Ridge	\$44,699	8%
Sonora	\$28,858	17%
Groveland-Big Oak Flat	\$41,928	7%
Jamestown	\$25,847	16%

Source: 2000 Census

⁷ California Department of Corrections and Rehabilitation

⁸ Some statistics for people over 65 years of age do not include the group quarters population. In addition, the group quarters population is not included in household income, family income, or non-family income statistics, but is included in estimates of per capita income.

Employment

Figure 3-5 below lists the five largest employers in Tuolumne County. The major employers consist of schools, governmental, recreational and medical entities. The largest employer in the county is Tuolumne County Public Schools, with more than 1,400 employees, followed by Tuolumne County with 1,300 employees. The third largest is the Sierra Conservation Center, which employs approximately 1,100 staff members. This is a state-run prison which also provides training and placement of male inmates.

Other major employers are the Black Oak Casino, which is owned and operated by the Tuolumne band of Me-Wuk Indians, and Sonora Regional Medical Center, located in Sonora.

According to the California Employment Development Department, the unemployment rate in Tuolumne County as of December 2007 was 7.1%.

Figure 3-5 Five Largest Employers in Tuolumne County

Company	Category	City	# of Employees
Tuolumne County Public Schools	Education	Throughout County	1,416
Tuolumne County	Government	Throughout County	1,300
Sierra Conservation Center	Government	Jamestown	1,100
Sonora Regional Medical Center	Medical	Sonora	880
Black Oak Casino	Recreation	Tuolumne	700

Source: Economic Development Company of Tuolumne County, June 2005

Access to a Vehicle

Five percent of households in Tuolumne County do not have access to a vehicle, which is lower than the statewide average of 9%. In Sonora as much as 15% of the population does not have access to a vehicle. However, in the Phoenix Lake-Cedar Ridge area and Groveland-Big Oak Flat area vehicle access is high: only 2% of the population does not have access.

A greater number of households where the head of household is over 65 years of age do not have access to a vehicle. In particular, in Sonora, nearly 30% of households, where the head of household is over 65, do not have access to a vehicle. Figure 3-6 summarizes the percent of households with no vehicle available for both the overall population and the population where the head of household is over 65.

Figure 3-6 Households with No Vehicle Available

Area	All Households	Head of Household Over 65
California	9%	17%
Tuolumne County	5%	8%
Phoenix Lake-Cedar Ridge	2%	3%
Sonora	15%	28%
Groveland-Big Oak Flat	2%	2%
Jamestown	8%	10%

Source: 2000 Census

Population/Employment Density

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

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

The matrix values were color coded and applied to a map of Tuolumne County, as seen in Figure 3-7. Most portions of the county have very low population and employment densities. However, these densities are higher on the west side of the county surrounding the cities of Jamestown, Sonora, Twain Harte and Tuolumne. Higher densities also exist in the Groveland area. The rest of the county, major portions of which are within National Park lands, is extremely rural with dispersed populations.

2000 Pop. / Emp. Density Matrix
(by Census Block Group)

Population Density persons per sq mile	0.1	1,764
3,099	Yellow	Dark Green
0.8	Light Green	Light Blue

Population Density ↑
Employment Density →

Transit Dependency

A Transit Dependency Index was created to present existing demographic components and transportation needs of the study area. The Transit Dependency Index presents concentrations of populations with higher public transportation needs: seniors 65 year or older, people with disabilities, and low-income (150% of poverty level) population. The index value is based on 2000 Census data. Vehicle access is not included in the calculation.

To generate the index values, density of seniors, people with disabilities and low-income population were calculated individually for each block group. Then the density values were categorized into five groups, from one to five, using the quantile method. The Transit Dependency Index value equals the sum of the three category values, resulting in some number 3 through 15. Block-groups with higher index values have greater concentrations of seniors, people with disabilities and/or low-income population. This analysis can also be limited by the small number of block-groups in rural counties.

Figure 3-8 displays a map of the county with areas colored according to a transit dependency index. Transit dependency in Tuolumne County is highest in the area surrounding Jamestown, Sonora, Twain Harte and Tuolumne. Another area with high transit dependency is the area surrounding Groveland. This is not surprising since most of the population is concentrated in these areas. In particular, Jamestown has high percentages of its population that are elderly, disabled, or low income, all of which contribute to the transit dependency of the area. In addition, Sonora has a high percentage of disabled and low income persons, and the Groveland-Big Oak Flat area has a high percentage of seniors in its population.

Projected Demand for Public Transportation

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

For purposes of this plan, the projected growth of the total population in Tuolumne County is used as a low-end projection for transit demand, and the projected growth of the population over the age of 65 is used as a high-end projection for transit demand. Based on the California Department of Finance figures shown in Figure 3-3, a low-end projection for transit demand is that it will grow by 9% between 2010 and 2020 and by 15% between 2010 and 2030. A high-end projection is that transit demand will grow by 39% between 2010 and 2020 and by 68% between 2010 and 2030.

Transit Dependency Index*
(by Census Block Group)

Lowest in County
Highest in County

*Transit dependency demographic index is based on combined densities of low-income households, persons with disabilities and seniors aged 65+

Map Labels:
AMADOR, ALPINE, CALAVERAS, TUOLUMNE, MARIPOSA, MADERA, YOSEMITE NATIONAL PARK, CALAVERAS BIG TREES STATE PARK.
Towns: Pine Grove, West Point, Wilseyville, White Pines, Dardanelle, Pinecrest, Altaville, Angels Camp, Columbia, Mi-Wuk Village, Twain Harte, Sonora, Jamestown, Tuolumne, Groveland, Moccasin, Coulterville, Yosemite Village, El Portal.
Roads: 26, 4, 108, 49, E18, E17, E5, 120, 41, 140.
Water Features: Donnell Lake, Beardsley Lake, Cherry Lake, Lake Eleanor, Hatch Hatch Res, Don Pedro Reservoir, Lake Don Pedro, Lake Meadure.

Scale: 0, 5, 10 Miles
Inset Map: 0, 1, 2 Miles

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

Introduction

This chapter provides an overview of existing public transit service and other transportation provided or funded by social service agencies in Tuolumne County. It also includes a brief discussion of key private transportation operators that contract with agencies serving low-income individuals, older adults, or people with disabilities, in addition to serving as a transportation resource for the community as a whole. A map illustrating existing transportation services and a spreadsheet summarizing existing services can be found at the end of this chapter (Figures 4-3 and 4-4, respectively).

Public Transit Operators

Tuolumne County Transit

Tuolumne County Transit operates fixed-route, flex-route and dial-a-ride transit service within Tuolumne County. On weekdays, three fixed-routes and one flex-route serve Sonora, Jamestown, Columbia, Tuolumne, Crystal Falls, Twain Harte and Sierra Village. Figure 4-1 provides information on fixed-route hours of operation and frequency.

Curb-to-curb dial-a-ride service is provided on weekdays for seniors (age 55 and over) and persons with disabilities in the same general areas served by Tuolumne County Transit fixed-routes.⁹ General public dial-a-ride service is provided on Saturdays between 9:00 AM and 4:00 PM in the Sonora, Jamestown, Columbia, Twain Harte, Soulsbyville and Standard areas.

On Tuesdays, general public dial-a-ride service is available between Groveland and Sonora. This is essentially a lifeline service that connects Groveland residents to services and shopping destinations in Sonora. While this service is open to the general public, priority is given to persons with disabilities and seniors (age 55 and over).

⁹ ADA Certification is not required for this service. However, the Tuolumne County Transit website indicates that “trips are provided on a space available and priority basis. ADA (Americans with Disabilities Act) certified persons will receive priority service.”

Figure 4-1 Summary of Tuolumne County Fixed-Route Transit Service

Route	Frequency	Span of Service (Monday-Friday)	Comments
1: Sonora	Approx. 40 min.	6:16 AM - 7:15 PM	
2: Sierra Village-Sonora-Columbia	Approx. 3 hours	6:28 AM - 9:10 PM	Connects with Calaveras Transit at Columbia College
3: Jamestown-Sonora-Columbia	Approx. 3 hours	6:15 AM - 6:36 PM	Connects with Calaveras Transit at Columbia College
4: Tuolumne-East Sonora-Twain Harte	Approx. 1hr. 40 min.	6:10 AM - 7:53 PM	Deviated route between Standard and Tuolumne with advance reservation

Fares on Tuolumne County Transit are based on the number of zones that the passenger travels through. There are two zones: Zone 1 covers the western portion of the service area including Jamestown, Sonora and Columbia, while Zone 2 includes the entire service area east of the Junction Shopping Center in East Sonora. On fixed-routes, a one-way fare is \$1.00 for travel within one zone, and an additional \$0.25 to transfer and travel into a second zone. On dial-a-ride, a one-way fare within one zone is \$2.00. To transfer to a second zone is an additional \$0.50. For fixed-route service, discount fares (tickets and passes) are offered to seniors (age 55 and over), youth (2-18 years of age) and persons with disabilities. Figure 4-2 provides a complete breakdown of Tuolumne County Transit's fares.

Figure 4-2 Tuolumne County Transit Fare Structure

Fare Type	Regular Fare	Discounted Fare*
Fixed-route		
Within Zone	\$1.00	\$0.75
Zone Transfer	\$0.25	-
Day Pass	\$2.50	-
Monthly Pass	\$36.00	\$28.00
Ticket Book (15 tickets)	\$12.50	\$10.00
Transfer Ticket Book (20 transfers)	\$5.00	-
Dial-A-Ride		
Within Zone	\$2.00	-
Outside Zone	\$4.00	-
Zone Transfer	\$0.50	-
Monthly Pass	\$72.00	-
Ticket Book (15 tickets)	\$25.00	-
Fixed-Route and Dial-A-Ride		
All-Day All-Service Pass	\$5.00	-

*For seniors (age 55 and over), youth (2-18 years of age) and persons with disabilities

Tickets are sold on buses and at the bus operations facility. As discussed later in this chapter, many human service agencies purchase tickets, passes and day passes from Tuolumne County Transit for their clients.

The Tuolumne County Transit fleet includes 22 vehicles. All of Tuolumne County Transit's services are operated under contract by MV Transportation. Tuolumne County Transit vehicles are owned by the County and maintained by MV Transportation.

Tuolumne County Transit is funded by TDA funds (including LTF and STAF), Federal Transit Administration Section 5311 funds, and farebox revenue. TDA funds are allocated by the Tuolumne County Transportation Council to the County of Tuolumne and City of Sonora, both of which contribute funds towards public transportation services. In recent years, all Tuolumne County Transit services, except the Tuesday Groveland service, have met or exceeded the farebox recovery ratio of 10% specified by the Transportation Development Act.

TCTC has done a good job of overseeing Tuolumne County Transit's services, shifting resources from unproductive services to higher productivity routes, and implementing appropriate service changes. Recent service changes have included the addition of four hours per day to the fixed-route system in the last year, extension of Route 3 service to the Jamestown Food Bank, and conversion of the Belleview/Ridgewood segment of Route 4 from dial-a-ride to fixed-route service. The alignment of Columbia College service has also been changed, with a segment of service shifted from Route 49 to the Racetrack area (serving the residential area and high school). Staff reports that ridership on selected routes in 2008 is up by as much as 50%.

Services eliminated in recent years have included the Groveland Thursday Dial-A-Ride and Monday, Wednesday, and Friday service to Groveland Adult Day Health Care.

Social Service Transportation Providers

In addition to Tuolumne County Transit, transportation programs are offered by a range of social service agencies serving clients or consumers in Tuolumne County. While some agencies provide transportation directly, others arrange for it on behalf of their clients or consumers by contracting with other agencies or providers, or by subsidizing transit fares or travel by automobile. Most of the agencies listed below have a particular focus on the needs of older adults, people with disabilities, or low-income individuals, but some agencies may serve a broader group.

Amador-Tuolumne Community Action Agency

The Amador-Tuolumne Community Action Agency (ATCAA) is an umbrella organization under which fall several programs including the Family Learning Center, the Jamestown Family Resource Center, and the Jamestown Homeless Shelter. The overarching goal of these programs is to help low-income individuals achieve self sufficiency. ATCAA serves residents of Amador, Tuolumne and Calaveras Counties. The various transportation programs are supported by state and federal funding (including No Child Left Behind Funds), funding from First Five Tuolumne County, and private donations.

- **Family Learning Center.** The Family Learning Center offers classes and support to low income parents. Because many of the Family Learning Center (FLC) clients live in rural

areas with limited accessibility, the FLC often picks up clients at their homes to bring them to the center. The FLC also provides door-to-door transportation for its clients to health care and dental appointments. The Family Learning Center has two vans at its Sonora site and two vans at its Tuolumne site. The Family Learning Center is funded by Federal grants, the Department of Social Services, and First Five Tuolumne County.

- **Jamestown Homeless Shelter.** ATCAA provides door-to-door transportation to school for children residing in the Jamestown shelter using a donated Chrysler Concord vehicle driven by shelter staff. The costs of this service (e.g., mileage, insurance, maintenance) are all billed to a Federal Emergency Shelter Grant. Occasionally the shelter will pay to fuel residents' cars, but this is done on a limited basis when the resident is providing shelter-related assistance with their own vehicle. ATCAA also provides bus vouchers to shelter residents who are looking for work or housing. The annual cost for transportation associated with the shelter is approximately \$5,000.
- **Jamestown Family Resource Center.** The Jamestown Family Resource Center focuses on assisting high-need children, including children with disabilities and low-income children. Part of this effort involves transporting homeless and high-need children to school (Jamestown Elementary) and medical appointments. The Family Resource Center also occasionally transports the family members of these children or others in need. Tuolumne County is the primary service area, but service is occasionally provided to Merced County. The Center has one Ford Expedition, and one full-time driver, one back-up driver. The Family Resource Center is funded from a California Department of Education grant for homeless children and youth.

Area 12 Agency on Aging

The Area 12 Agency on Aging is a Joint Powers Agreement between Amador, Alpine, Calaveras, Tuolumne and Mariposa Counties that provides funding to senior service providers and administers several direct service programs. Area 12 subsidizes transportation in two primary ways: it provides gas vouchers to older adults for trips to medical appointments through the Older Americans Act (OAA) and the Multipurpose Senior Services Program, and it funds the medical transportation program for seniors operated by Sierra Foothill Senior Management (see below).

California Children's Services (CCS)

In Tuolumne County, CCS operates under the aegis of the Tuolumne County Public Health Department. CCS is a medical program for children under 21 years of age who have been diagnosed with certain physically disabling medical conditions. CCS provides specialized medical care and rehabilitation for families that are unable to provide all or part of the needed care. CCS provides gas vouchers and occasional car rental for enrolled children to travel to out-of-county medical services. These services are primarily Medi-Cal reimbursed.

California Department of Rehabilitation

The Department of Rehabilitation helps persons with disabilities — primarily mental health patients — find and secure employment. As part of this effort, the Department reimburses its clients for bus tickets to Columbia College, or to other classes and training programs in Tuolumne County. Alternatively, clients are reimbursed for their mileage to and from these courses.

Mother Lode Job Training/Job Connection

Job Connection is a one-stop employment resource center providing information and services intended to help residents find and keep jobs. Job Connection provides a range of services, including information and assistance for job seekers, basic skills training, and GED preparation. Mother Lode Job Training provides bus passes and tickets for program participants, as well as mileage reimbursement.

Mountain Women's Resource Center

The objective of the Mountain Women's Resource Center (MWRC) is to help women who have been victims of domestic violence or sexual assault become self sufficient and move beyond crisis. One of the many ways the organization does this is by providing transportation to residents of the domestic violence shelter. The MWRC has one van that holds seven passengers. Any MWRC staff person can drive the van. It is used, for example, when shelter residents are looking for employment or a place to live.

Senior Support Services

Senior Support Services is a private company that provides non-medical, in-home care to seniors in Tuolumne, Calaveras, and eastern Stanislaus Counties, with the goal of enabling seniors to stay in their own homes and remain independent for as long as possible. While transportation is not an emphasis of Senior Support Services, some incidental transportation services are provided. All costs are covered by client fees.

Sierra Foothill Senior Management

Sierra Foothill Senior Management provides demand-response medical transportation within Tuolumne County for residents age 60 years and older who are unable to use public transit. Examples of eligible trip purposes include medical appointments and trips to the pharmacy. The service is provided in one wheelchair-accessible van and in volunteers' private vehicles. The program has one paid driver and multiple volunteer drivers. While the service is provided free of charge, a donation is suggested. Service is funded by a contract with the Area 12 Agency on Aging. The annual operating cost for this service totals approximately \$25,000.

Sonora Regional Medical Center

In very rare cases, Sonora Regional Medical Center will pay for patients to be transported home from the hospital in a taxi. Because it would be very expensive to provide this service on a large-scale basis, the hospital only pays patients' taxi fares under extreme circumstances (e.g., if the patient is too frail to drive and has no friend or family member to drive them, or when the hospital is over-capacity). Those who use this service often include low-income, elderly, and disabled patients. However, the taxi company will not transport severely disabled patients. Funding for these taxi rides, which are typically provided three to four times per month, comes from the hospital's general fund.

In order to increase access to health services, Sonora Regional Medical Center also operates a free clinic (Project HOPE) at Wal-Mart two days each week using a new wheelchair-accessible "healthvan" that includes two exam rooms. Funding for the "healthvan" was raised through local fundraising efforts and charitable donations.

Thumbs Up!

Thumbs Up! is a community integration program for individuals with developmental disabilities in Tuolumne and Mariposa Counties. The organization's goal is to help its clients live as independently as possible. Valley Mountain Regional Center provides funding for Thumbs Up! to transport its clients (those who are unable to use public transportation on their own) between their homes and the Thumbs Up! program.¹⁰ Thumbs Up! also transports program participants to activities and outings in and outside of the county. The organization's vehicle fleet includes one 16-passenger van and two six-passenger vans. Two drivers are used to transport clients between their homes and the program in the morning and the evening, and program instructors drive the vehicles during the day. The organization also does mobility training to introduce their clients to Tuolumne County Transit's fixed-route and dial-a-ride services.

Tuolumne Adult Day Health Care Program

The Tuolumne Adult Day Health Care (ADHC) Program is a licensed community-based day care program that provides a variety of health, therapeutic, and social services to area adults who are at risk of being placed in a nursing home. The objective of the ADHC is to maintain these individuals' ability to care for themselves and to prevent unnecessary institutionalization. The ADHC transports clients from their homes to the center weekday mornings and provides a return ride home in the evening. Clients generally live within the Sonora, Columbia, and Jamestown areas; the Center is located in Sonora. MV Transportation — the Tuolumne County Transit contractor — operates this service using a dedicated fleet of three buses within the Tuolumne County Transit fleet. The annual transportation operating costs (approximately \$100,000) are paid with California Department of Aging funds.

Tuolumne County Behavioral Health and Recovery Services

Transportation is provided to residents enrolled in Mental Health, Alcohol, Drug, and Perinatal Programs, Monday through Friday. In order to receive transportation assistance, individuals must have no other transportation options, and service must be requested by their primary clinician. Transportation may be provided to out-of-county destinations, including Modesto, Merced, and longer distance destinations such as Sacramento, Fresno, and Reno. Services are funded by federal, state, and county funds. Behavioral Health also purchases Tuolumne County Transit tickets and passes.

Tuolumne County Department of Social Services

A variety of transportation services are provided by programs within the Tuolumne County Department of Social Services. Two of these programs are discussed below.

- **Child Welfare Services.** Tuolumne County Child Welfare Services provides, on a case-by-case basis, one-time use bus passes to parents of children in the child welfare program. The provision of bus passes is intended to help parents complete their case plan. For instance, the passes allow parents to attend Alcoholics Anonymous (AA) group meetings when no other transportation is available. This program is funded through the state's Child Welfare general fund, which covers \$1.00 of each bus pass.

¹⁰ In addition to holding a contract with Valley Mountain Regional Center, Thumbs Up! holds a contract with the Central Valley Regional Center to provide similar transportation services for persons with developmental disabilities in Mariposa County.

- **Welfare-to-Work/CalWORKS.** Through the Welfare-to-Work program, the Tuolumne County Department of Social Services provides individualized case management, supportive services, and training and employment services for CalWORKS recipients. The ultimate goal is for recipients to achieve self-sufficiency through unsubsidized employment.

In addition to other types of support, CalWORKS and Temporary Assistance for Needy Families (TANF) recipients may be eligible for transportation assistance, including mileage reimbursement, bus passes, limited direct transportation, and gas cards. Recipients can use this transportation assistance for a broad range of transportation needs; it is not limited solely to transportation to and from Welfare-to-Work programs. Direct transportation may be provided by the case manager or support staff using County vehicles for exempt clients' medical trips.¹¹ The fleet of seven or eight vehicles used for direct transportation is assigned jointly to the Welfare-to-Work and Adult Protective Services departments. Gas cards are provided to CalWORKS recipients who would not otherwise be able to purchase gas up front.

Veterans Administration

The Veterans Administration (VA) provides out-of-county demand-response transportation for veterans, between Tuolumne County and VA Hospitals in multiple counties, including facilities in Palo Alto and Livermore. The VA vehicle fleet includes gurney vans and wheelchair vans.

Work Activities for Tuolumne/Calaveras Handicapped

Work Activities for Tuolumne/Calaveras Handicapped (WATCH) is a nonprofit organization that serves individuals with developmental disabilities in Tuolumne and Calaveras Counties. WATCH provides a variety of programs and services including residential homes, supported employment, training, and activities. Under a contract with VMRC, WATCH is paid on a per-mile basis to transport persons with developmental disabilities between their homes and the WATCH program in Sonora. In addition to this, WATCH funds its own door-to-door transportation services, transporting its clients to jobs in the community and to social and recreational activities (e.g., bowling, movies) as far away as San Francisco and Lake Tahoe. WATCH has a combined 23 vehicles at its Sonora and Angels Camp locations and San Andreas group homes. The fleet is comprised of cars, pick-ups, vans, and buses. All of the vans and buses are wheelchair accessible. Seven part-time drivers are used for the trips between clients' homes and the Sonora program, and staff drivers are used for social and recreational trips. In addition to the VMRC contract, WATCH receives funding from private donations. While WATCH clients do not typically use public transit to travel to and from the WATCH program, its Community Access Group occasionally trains program participants on how to use public transit. WATCH encourages clients to live in areas with public transit access.

Other Key Agencies and Services

Although the agencies below do not directly operate transportation services, they play a key role in the Tuolumne County transportation system by funding or subsidizing programs that incorporate transportation services, or by providing information and referral to support the mobility of seniors, people with disabilities, or low-income individuals.

¹¹ Exempt clients are recipients of CalWORKS who, by qualification, are not required to participate in welfare to work activities as a condition of receiving aid.

Disability Resources Agency for Independent Living

The Disability Resources Agency for Independent Living (DRAIL) is a nonprofit organization that aims to empower and improve the quality of life of persons with disabilities living in Amador, Calaveras, Tuolumne, Mariposa, San Joaquin, and Stanislaus Counties. Among the many services the organization provides, DRAIL offers information and referral services for individuals with transportation-related needs, provides travel training on public transit, and helps clients apply for ADA paratransit certification.

First Five Tuolumne County

First Five is actively engaged in improving access to services for children and families in Tuolumne County, funding projects and programs that incorporate transportation components (such as the ATCAA Family Learning Center). First Five also funds programs that bring services to residents in order to reduce the effects of transportation barriers. These programs include home visiting programs and dental services offered at preschool locations. In addition to its role as a funding agency, First Five works to foster collaboration and coordination among Tuolumne County service providers to better meet the needs of children and families.

Foothill Commuter Services

Foothill Commuter Services provides ridematching services for residents of Amador, Calaveras, Tuolumne, and San Joaquin Counties, and serves as a clearinghouse for information and resources related to alternative commute modes, such as public transit. The program is funded by a Federal Transit Administration 5313(b) grant through Caltrans, with support from a range of local sponsors, including the Calaveras County Council of Governments, Amador County Transportation Commission, Tuolumne County Transportation Council and San Joaquin Council of Governments.

Valley Mountain Regional Center

The Valley Mountain Regional Center (VMRC) provides assistance to people with developmental disabilities who live in Amador, Calaveras, San Joaquin, Stanislaus, and Tuolumne Counties. The VMRC's goal is to help its clients achieve their maximum potential through increased independence, productivity, and integration into the community. The agency does this by purchasing services for its clients including respite, adult day programs, transportation, behavior intervention, and clinical and diagnostic services. Transportation services are purchased by VMRC through its vendored programs, including WATCH and Thumbs Up! in Tuolumne County (see the descriptions of these organizations for additional information). VMRC may also provide bus passes and tickets for clients that use public transit. Finally, VMRC uses its contract with Blue Mountain Transit in Calaveras County (providing transportation to VMRC-vendored programs) to transport some consumers in Tuolumne County.

Key Contractors

MV Transportation

As noted above, MV Transportation is the contract operator for Tuolumne County Transit's fixed-route and dial-a-ride services, and for the door-to-door transportation services provided by the Tuolumne ADHC. MV holds no other service contracts in Tuolumne County (all transportation is provided under the aegis of Tuolumne County Transit); however, MV may contract for charters that other private transportation operators decline. MV operates and

maintains a fleet of 22 County-owned vehicles. Dedicated vans within the fleet are used to provide the Tuolumne County ADHC service.

Other Transportation Services

Although the following providers do not offer social services transportation per se, they also offer important options within the spectrum of transportation services available in the county.

Dodge Ridge Employee Transportation

Dodge Ridge is a private ski resort that provides bus transportation to and from the resort for its employees. The bus service is not open to the public and is only offered between approximately December and April when the ski resort is open for business. The bus picks up and drops off employees at stops in Sonora and along Highway 108. Typically just one bus is in operation, but occasionally two buses are operated on weekends and holidays. The fleet for this service consists of two 45-passenger school buses.

Dodge Ridge also has three 16-passenger shuttles that it uses to transport resort patrons around the parking lot or between the parking lot and the resort. Dodge Ridge's transportation staff includes one full-time, year-round driver/mechanic, and three part-time bus drivers. All transportation costs are paid for by the resort.

Private Charter/Taxi Companies

Linkline Charter and Tours

Linkline Charter and Tours is a private charter service based in Sonora.

Storer Coachways

Storer Coachways is a private charter bus service based in Stanislaus County. Any group can charter one of Storer Coachways' private buses for a fee, which varies depending on the length of the trip. Destinations served include Merced, San Joaquin and Tuolumne Counties. The company's fleet includes 40 coaches, each of which holds 46 to 54 passengers.

Taxi Providers: Murphy's Cab Company and Forty Niner Cab

Murphy's Cab Company operates one six-passenger Dodge Grand Caravan. Demand varies widely between winter and summer months, and in the past demand has not been sufficient to support operation of two vehicles. Fares are \$3 for the initial mile, followed by \$2 for each additional mile. Charter service is also provided at a rate of \$60 per hour, or \$50 per hour for seniors. Service is provided in Calaveras and Tuolumne Counties.

Forty Niner Cab provides taxi service primarily in Tuolumne County. With a fleet of nine cabs, the service charges \$8.00 for a local trip in Sonora, and additional fees for longer trips. Forty Niner Cab will travel to any destination requested by the passenger.

Stagecoach Limousine

Stagecoach Limousine operates two 10-passenger limousines serving both residents and visitors. Stagecoach Limousine serves Calaveras, Amador, and Tuolumne Counties with market-rate services.

Connecting Transit Services Beyond the County

Tuolumne County Transit does not travel outside of the county. However, Tuolumne County residents may transfer to Calaveras Transit from Tuolumne County Transit Routes 2 and 3 on the Columbia College campus. Calaveras Transit serves Calaveras County and provides two additional regional links: service connecting with the Amador Regional Transit System (ARTS) in Jackson (Amador County), and service connecting with several other transit services in Lodi (San Joaquin County). These connecting services are briefly described below.

Calaveras Transit

Calaveras Transit provides deviated fixed-route service, Monday through Friday, throughout Calaveras County. Tuolumne County Transit Routes 2 and 3 connect with Calaveras Transit Route 4 on the Columbia College campus. Riders may transfer to Calaveras Transit Route 2 in San Andreas for service connecting with ARTS in Amador County (see description below), or to Route 6 for service to Lodi.

From Calaveras Transit, riders can transfer to a number of regional transit providers at Lodi Station in downtown Lodi. These providers include San Joaquin Regional Transit District (which serves Stockton and San Joaquin County and provides interregional services), the Lodi Grapeline (local Lodi service), and SCT/LINK (serving the Galt/Elk Grove/Sacramento area). Greyhound and Amtrak services (San Joaquin routes) also serve the Lodi Station.

Amador Regional Transit System (ARTS)

Calaveras Transit connects with ARTS in Jackson. From this transfer point, ARTS provides connecting shuttle service to the ARTS Terminal in Martell, where riders can transfer to ARTS services, including the Amador-Sacramento Express.

Figure 4-3 Tuolumne County Transit Services and Major Activity Centers

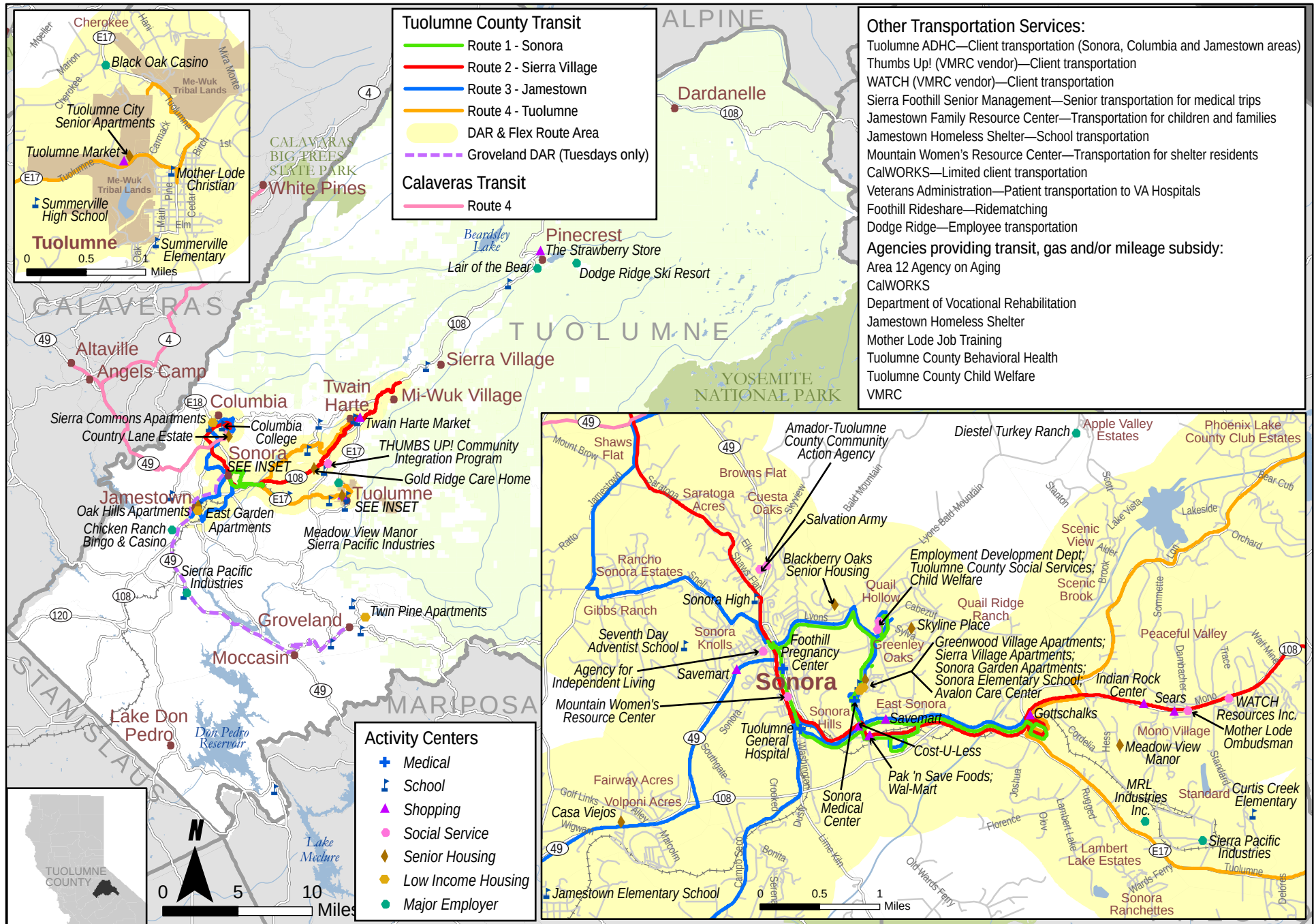


Figure 4-4 Transportation Provider Inventory

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
		Public Transit	Operates transportation	Funds or subsidizes transportation	Volunteer / staff drivers	Provides I&R												
Amador-Tuolumne Community Action Agency (ATCAA)	Nonprofit		X			X	Family Learning Center	Various classes offered to parents, with associated support services such as transportation and child care	Various--Federal, DSS, First Five, Evenstar	Not Available	Tuolumne County	Door-to-door	Low-income individuals	2 vans at Sonora site; 2 vans at Tuolumne site	Not Available	Not Available	Contracted	Excel
	Nonprofit		X	X			Jamestown Homeless Shelter	Homeless shelter and support services	No Child Left Behind, Federal Emergency Shelter Grant, donations	Annual costs for the shelter vehicle are about \$4,000.	Amador, Tuolumne, Calaveras counties	Door-to-door, school transportation for shelter residents (children); bus vouchers; occasional gas vouchers	Limited Income	1 donated vehicle (Chrysler Concord) located at Jamestown shelter	less than 500 miles	Not Available	Contracted - local garages	None
	Nonprofit		X			X	Family Resource Center	Transport homeless and high need children to school and medical appointments. Sometimes also transport their family members or others in need	Grant from the CA Department of Education for Homeless Children and Youth and some additional small grants	\$26,000	Tuolumne County and sometimes Merced County	Demand response with some regular service appointments (taking children to school every morning)	Homeless or high need children from Jamestown Elementary School, includes disabled and low income	1 Ford Expedition	1,200 miles	No training program or special license, but drivers require an online defensive driving course and are trained in district policies concerning driving and vehicle care	Contracted	None
Area 12 Agency on Aging	Public			X		X	Multipurpose Senior Services, Information and Assistance, Linkages, HICAP, Family Caregiver Support Services; support for other senior services providers	Five-county JPA providing funds to community senior services providers and advocating for older adults; administers some programs in-house	Older Americans Act, State funds, private donations	Not Available	Alpine, Amador, Calaveras, Tuolumne, Mariposa counties	Gas vouchers; funds services provided by Sierra Foothill Senior Management	Individuals age 60 and over; disabled individuals 18 and over wishing to avoid institutionalization for Linkages program	See Sierra Foothill Senior Management		Not Applicable	Not Applicable	Not Applicable
California Children's Services (Tuolumne County Public Health Department)	Public			X			California Children's Services	Specialized medical care and rehabilitation for children with disabling medical conditions	Medi-Cal	Not Available	Tuolumne County	Gas vouchers and occasional car rental	Children with disabilities whose families are unable to provide part or all of needed services	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable

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
		Public Transit	Operates transportation	Funds or subsidizes transportation	Volunteer / staff drivers	Provides I&R												
California Department of Rehabilitation	Public			X		X	Vocational rehabilitation	Assist people with disabilities to find and secure employment	State funds	Not Available	Tuolumne County	Transit and mileage subsidy	People with disabilities, mainly mental health patients	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Dodge Ridge Ski Resort	Private		X				Employee transportation	Bus to transport employees to Dodge Ridge Ski Resort	Resort funds	\$50, 000	Tuolumne County	Fixed route	Employees only, many low income, some senior	2 45-passenger buses (old school buses)	Approximately 3,100 miles/month	Has an in-house safety issues program for the drivers	In-house	None
Foothill Commuter Services	Nonprofit					X	Foothill Rideshare	Promotes use of carpools, vanpools, transit and telecommuting through rideshare services and educational resources	FTA 5313(b) funds and support from local sponsors	Not Available	Amador, Calaveras, Tuolumne, and San Joaquin counties	Rideshare services	All	Not Available	Not Available	Not Available	Not Available	Not Available
Mother Lode Job Training/Job Connection	Public			X		X	MLJT - Job Connection	One stop employment resource center and training provider	Not Available	Not Available	Tuolumne County	Bus passes and tickets; mileage reimbursement	Limited Income	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Mountain Women's Resource Center	Nonprofit		X	X			Mountain Women's Resource Center	Provides transportation to women residing in the domestic violence shelter to help them look for work, places to live, etc.	Gets a lump sum from FEMA, Office of Emergency Services, CA dept of Public health etc for Maintenance	Not Available	Tuolumne County	Demand response	Women residing in the shelter, includes low income, disabled, seniors	1 7-passenger van	200	Not Available	Contracted	Online Web - Mapquest
Senior Support Services	Private		X				Senior Support Services	Provides non-medical, in-home care to the elderly individuals	Client fees	Not Available	Tuolumne and Calaveras Counties; eastern Stanislaus County	Incidental transportation	Seniors	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable

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
		Public Transit	Operates transportation	Funds or subsidizes transportation	Volunteer / staff drivers	Provides I&R												
Sierra Foothill Senior Management	Public		X		X		Medical transportation for older adults	In-county medical transportation for residents 60 and older who cannot use public transit	Area 12 Agency on Aging contract	\$25,000.00	Tuolumne County	Demand response	Older adults 60 and over who cannot use public transit	1 wheelchair accessible van; volunteers' private vehicles	Approximately 1,700	Not Available	Contracted	None
Sonora Regional Medical Center	Nonprofit			X			Hospital discharge transportation	Taxi rides home for some patients, only when necessary (such as when the patient is too frail to drive or has no other option)	Hospital General Fund	Not Available	Tuolumne County and sometimes Calaveras County	Demand response/ taxi service	Hospital patients, can include low income, elderly, disabled (taxis will not accommodate severely disabled)	Local taxis	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Storer Coachways	Private		X				Storer Coachways	Private/charter service	Fees from customers	Not Available	Based in Stanislaus County; destinations include Merced County, San Joaquin County, Tuolumne County	Charter service	Any group, can include seniors or low income individuals	40 coaches ranging from 46-54 passengers	Not Available	Not Applicable	Not Applicable	Not Applicable
Thumbs Up!	Nonprofit		X	X			Thumbs Up!	Community integration program for people with developmental disabilities	VMRC contract; The Regional Centers are the primary source of transportation funding, both Valley Mountain and, to a lesser degree, Central Valley. Also occasionally receive small grants or stipends for driving for specific projects	\$49,144.57 (for Fiscal Year 2007)	Tuolumne and Mariposa Counties	Door-to-door	Individuals with developmental disabilities	1 14-passenger van; 2 6-7 passenger vans	7 pax van - 2,500; 14 pax van - 1,500; 6 pax van - 1,000	In house	In house	None used

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
		Public Transit	Operates transportation	Funds or subsidizes transportation	Volunteer / staff drivers	Provides I&R												
Tuolumne Adult Day Health Care	Public			X			ADHC	Provide transportation to Tuolumne County's Adult Day Health Care Program participants	CA Dept. of Aging funds	\$116,700.00	Generally within the Sonora, Columbia, Jamestown areas	Demand Response	Elderly	3 buses	2,800	In-house	In-house	CAD care for scheduling and planning
Tuolumne County Behavioral Health and Recovery	Public			X		X	Kingsview Behavioral Health Program	Provide services to ameliorate effects of mental health and alcohol/drug use disorders	Federal, State, and County funds	Not Available	Tuolumne County	Direct transportation as needed; transit tickets and passes	Mental Health, Alcohol, Drug and Perinatal Program participants	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Tuolumne County DSS: Child Welfare Services	Public			X		X	Child Welfare Services	Investigates abuse/neglect, provides case management to families	State Child Welfare general funds	Child welfare pays \$1 per pass	Tuolumne County	Bus passes	Parents of children in child welfare program, many low income clients	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable
Tuolumne County DSS: Welfare-to-Work/CalWORKs	Public			X		X	Welfare-to-Work Program	Individualized case management, supportive services, training and employment services for CalWORKs recipients	State and Federal funds; CalWORKs funding received for transportation of single and 2 parent families	Not Available	Tuolumne County	Mileage reimbursement, bus passes, limited direct transportation, gas cards	Low-income individuals	7-8 cars shared with Adult Protective Services	Not Available	Safe Drivers Program conducted by the County Insurance persons - a 2-3 hr program	Contracted	Online Web - Mapquest

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
		Public Transit	Operates transportation	Funds or subsidizes transportation	Volunteer / staff drivers	Provides I&R												
Tuolumne County Dial-A-Ride	Public	X	X				Tuolumne County Transit DAR	Provide transit services to disabled and seniors 55+ years of age	TDA, FTA Section 5311, local funds	\$644,700.00	Sonora, Columbia, Jamestown, Tuolumne, Twain Harte, Sierra Village, Crystal Falls, Groveland	Demand Response	Seniors and people with disabilities	5 buses	11,900 revenue miles	In-house	In-house	Trapeze for scheduling, trip planning, etc
Tuolumne County Transit	Public	X	X				Tuolumne County Transit Fixed Route	General Public Fixed Route Transit Services	TDA, FTA Section 5311, local funds	\$884,700.00	Sonora, Columbia, Jamestown, Tuolumne, Twain Harte, Sierra Village, Crystal Falls	Fixed and Flex Routes	General public	5 buses	19,800 revenue miles	In-house	In-house	
Valley Mountain Regional Center	Nonprofit			X			Valley Mountain Regional Center	VMRC purchases services such as respite, adult day programs, transportation, behavior intervention, clinical and diagnostic services for people with developmental disabilities	CA Dept. of Developmental Services funds	Not Available	Amador, Calaveras, San Joaquin, Stanislaus, Tuolumne counties	Contracted transportation, bus passes and tickets	Individuals with developmental disabilities	Not Applicable: Contracts program vendors (WATCH, Thumbs Up!)	See Thumbs Up! and WATCH	Not Applicable	Not Applicable	Not Applicable
Veterans Administration	Public		X	X			Medical transportation	Transportation for veterans from their homes to a VA hospital	Federal funds	Confidential	Covers several counties in the Palo Alto Healthcare System, including Alameda, Calaveras, Monterey, San Benito, San Joaquin, San Mateo, Santa Clara, Santa Cruz, Stanislaus, Tuolumne	Demand Response	Veterans (includes low income, disabled, seniors)	Gurney vans, wheelchair vans	Not Available	In-house	In-house	Trapeze for scheduling, trip planning, etc
WATCH	Nonprofit		X				WATCHWorks, Ventures, Hi-GEAR, Supported Living and Employment	Residential homes, supported employment, training and activities for individuals with developmental disabilities	VMRC contract, private donations, fund raising	\$608,063.37	Tuolumne County from Sonora location; also provides out-of-county social/recreational trips	Door-to-door	Individuals with developmental disabilities	24 total vehicles in Tuolumne and Calaveras Counties	18,000 miles per month for all of the vehicles	In-house	In-house	None

Chapter 5. Key Findings:

Service Gaps and Unmet Transportation Needs

This chapter provides an overview of background data and stakeholder input for the development of this Coordinated Public Transit-Human Services Transportation Plan. Findings in this chapter illustrate key activity centers and travel destinations, service gaps, and areas where existing services may duplicate one another, or where opportunities for enhanced coordination may exist.

Overall, Tuolumne County Transit and human service transportation providers do a good job of providing access between Sonora and the county's outlying communities. The different agencies typically work well together, and for a rural area, have in place a comprehensive set of transportation programs. TCTC has been innovative in developing new transportation programs and shifting resources as needed.

The consulting team contacted stakeholders representing public agencies, nonprofit organizations, and private transportation operators to provide input. Through telephone interviews and face-to-face meetings, individuals commented on a number of issues regarding transportation needs and opportunities for older adults, people with disabilities, and low-income residents of Tuolumne County. A list of organizations represented in the stakeholder process is included in Appendix A.

Existing Coordination of Services

It is useful to look at existing coordination efforts, even if they are not specifically related to transportation coordination. General coordination between agencies and organizations serving older adults, people with disabilities, and low-income residents is well-established in Tuolumne County. Overall, stakeholders identified coordination of services and ongoing information-sharing as key strengths of agencies and organizations in Tuolumne County. Stakeholders noted the large number of standing meetings bringing together service providers from the nonprofit and public sectors, programs that unite the resources of diverse agencies, as well as mutually-beneficial relationships between public agencies and nonprofit sector partners. Some examples of these coordination efforts are discussed below.

Although transportation coordination is limited in Tuolumne County at present, new opportunities may be found to build upon some of these existing efforts to improve mobility for Tuolumne County residents. The following paragraphs provide examples of coordination in Tuolumne County.

Tuolumne County Transit and Partner Agencies

Tuolumne County Transit's fixed-route and dial-a-ride services are relied upon by several human services agencies and organizations for client transport. Tuolumne County Transit is also used by high school students to return home from after-school programs.

As discussed in Chapter 4, many agencies regularly purchase transit tickets and passes for clients who are able to access the transit system. Several agency representatives noted that they would be interested in having clients use transit more frequently if hours of operation, schedules, and system coverage were better able to meet client needs. A few agencies, including WATCH and Thumbs Up!, provide training to clients or consumers who are interested in using public transit.

Tuolumne County Transit's coordination with Calaveras Transit provides an important intercounty link for Tuolumne County residents, since Tuolumne County Transit does not operate outside of the county. Riders connecting to Calaveras Transit at Columbia College are able to transfer to Calaveras Transit's service to Lodi, or ARTS services to Amador County and Sacramento. Tuolumne County and Calaveras County recently coordinated their efforts in the development of a successful grant proposal for an Intercounty transit stop in Columbia.

Tuolumne County Transit has the capacity to coordinate further through implementation of a mobility coordinator or broker, and can offer various services, such as maintenance and planning assistance, to other transportation programs in the county.

Social Services Transportation Advisory Council (SSTAC)

The Tuolumne County SSTAC is established under the TDA to evaluate unmet transit needs in the county as part of the programming of TDA funds (specifically, LTF). The SSTAC meets on an as-needed basis throughout the year. Members are appointed by the Tuolumne County Transportation Council, with member categories established by state statute. These include representatives of older adults, people with disabilities, low-income individuals, and local social service providers (including transportation providers). The SSTAC represents an important venue for information-sharing and identification of coordination opportunities.

Coordination among Human Services Agencies

Stakeholders gave several examples of successful coordination among human services agencies and organizations in Tuolumne County. Some examples include the following:

- **Coordination of transportation services between the County Welfare-to-Work program, the County Public Health Department, and Job Connection.** Since these agencies serve many of the same clients, they are able to work together to get them where they need to go. Having the capacity to substantially coordinate services has led to greater service efficiencies and an expansion of benefits for Tuolumne County residents. One example is coordination of transportation for CalWORKs recipients who need to travel to Merced for dental appointments.
- **Collaboration among several agencies and institutions** to provide services jointly. One example is the A-TCAA Family Learning Center, which brings together partner agencies including Columbia College, the County Departments of Public Health and Social Services, the courts, and Mother Lode Job Training. Another example is the Infant and Child Enrichment Services (ICES) home visiting program, which reflects collaboration among the County Department of Social Services, County Welfare-to-Work Program, and Superintendent of Schools.
- **Multi-agency coordination** of supportive services (Social Services, ATCAA, and Mother Lode Job Training).

- **Community planning projects** to address specific issues, such as a school readiness and behavioral health project initiated by First Five Tuolumne County that has led to very successful multi-agency collaboration.

Stakeholders also identified a potential future opportunity for enhancing coordination of senior services in Tuolumne County: a facilitated process to bring together the disparate senior services providers in the county. With potential funding by the Sonora Area Foundation, the goal will be to better meet the needs of seniors.

Other Types of Coordination

Stakeholders also identified other coordination efforts that, while they are not necessarily centered around the provision of transportation, can support enhanced coordination of transportation services. These include:

- Regular standing meetings of key multi-stakeholder groups and advisory committees, including the Senior Network, Central Sierra Continuum of Care, Tuolumne County Supportive Housing Coalition, Kingsview Housing Task Force, Area 12 Agency on Aging Advisory Council, Work First Advisory Group, and the Perinatal Multi-disciplinary Group.
- Inter-district cooperation by school officials for planning of school transportation routes.
- Sources of consolidated information, such as the regional transit information available on the Foothill Commuter Services website; InfoNet, an online source of information about health and human services programs (including transportation) for Amador, Calaveras, and Tuolumne Counties; and the Department of Public Health's regularly updated Resource Directory for Family Services in Tuolumne County. A-TCAA has the capacity to coordinate further, and is taking the lead to implement 211 services in Tuolumne County, working with an array of local and regional agencies, including county departments such as Behavioral Health, to improve the quality and availability of information for Tuolumne County residents.

Barriers to Coordination

Coordination of services is ongoing in Tuolumne County, and many stakeholders expressed openness to coordinating transportation resources. Nevertheless, a number of barriers to coordination exist. These are either existing or perceived challenges that have resulted in the various agencies in Tuolumne County not coordinating as extensively as they otherwise could:

- Staffing constraints for human service agencies related to funding cuts and the difficulty of taking on anything new, whether it is planning for coordinated services or applying for funds that may come with a heavy paperwork burden.
- A lack of participation in efforts undertaken by TCTC to bring together a wide array of human service agencies. TCTC staff indicates that although they have been persistent in trying to encourage other agencies to come together, it is sometimes difficult for people to take time out of their busy schedules to talk about transportation issues.
- Ongoing funding issues that make staff from some agencies reticent to pursue short-term funding for new services. With limited funding overall, there is competition for the funds that are available, and agencies do not perceive that they will necessarily benefit by sharing their knowledge of different funding sources with the other agencies that are

also seeking funds. Many agencies talked about funding limitations and their impact on the services they can provide.

- Restrictions on vehicle use based on funding agency requirements. Many of the existing services are available to only subsets of the three target populations. As a result, some populations, especially individuals with low incomes, have limited access to the transportation resources.
- Capacity constraints on existing human service transportation programs; some agencies would be happy to comingle clients with those of other agencies, but simply do not have extra space on vehicles.
- Liability concerns that may come with coordination among agencies. Organizations have specific missions, vehicle requirements and insurance requirements, which makes it difficult to coordinate with other agencies.
- Issues related to specialized training needed by drivers transporting certain client groups that inhibit coordination with other transportation providers.
- Specific service boundaries, along with long distances between communities, that make it difficult to work with other agencies that operate in more limited areas. In addition, some of the services that people in Tuolumne County use are outside the county, in Stockton or Modesto.
- Limited transit service hours that do not support all types of employment make it difficult to coordinate with major employers or seek private funding for services. Although some service extensions have been tried by Tuolumne County Transit, evening service has been generally unsuccessful at attracting high numbers of transit users.

Key Origins and Destinations

Two key challenges of providing transportation in Tuolumne County are the long distances between communities and that many individuals with the most limited access to private transportation reside in the most remote (often lowest income) areas, far away from any concentration of services. This leads to a wide variety of potential points of origin for trips made by older adults, people with disabilities, and low-income residents.

The majority of human services programs are concentrated in Sonora, along with government services, the Senior Center and medical and dental services, including key facilities such as Sonora Regional Medical Center. Several agencies provide transportation for clients traveling to services or programs in Sonora from throughout the county, either on a daily or periodic basis. Sonora is also the hub of the Tuolumne County Transit system, and the location of key transfer points for transit riders.

Columbia College is also an important trip generator for low-income individuals, and people with disabilities in particular — both as a destination for students and program participants, and as the point of transfer to Calaveras Transit's intercounty services.

While the bulk of key destinations in the county are concentrated in Sonora, access to local services in other communities throughout the county is also important. Many senior housing facilities and group homes for people with disabilities are located outside Sonora, in or around Jamestown, Twain Harte, Tuolumne, and Groveland.

Major employers are located throughout the county. The county's largest employers, Tuolumne County and the Public Schools, have jobs in widespread locations. The Sierra Conservation Center, a state-run prison employing 1,100 individuals, is located in Jamestown. The Sonora Regional Medical Center (Sonora) and Black Oak Casino (Tuolumne) round out the top five employers in Tuolumne County. Other major employers include Chicken Ranch Bingo and Casino (Jamestown) and Dodge Ridge Ski Resort (Pinecrest). Wal-Mart in Sonora and Black Oak Casino were consistently identified as key employment trip generators for individuals entering the labor market in Tuolumne County.

The importance of out-of-county destinations was consistently identified by stakeholders during interviews. Modesto, Stockton and Merced are key destinations for specialized medical and clinical trips, training, and appointments with human services providers. Stakeholders also identified Riverbank and Atwater as destinations for specialized services required by some clients. Finally, longer-distance destinations, such as the VA Hospitals in Livermore and Palo Alto, provide medical services for some Tuolumne County residents.

Gaps and Unmet Needs

Many of the gaps and unmet needs identified during stakeholder interviews are consistent with the type of feedback received by TCTC and the SSTAC during the County's FY 2007/08 Unmet Transit Needs process. Some broad needs identified during both the TCTC Unmet Transit Needs process and the stakeholder interviews completed for the Coordinated Public Transit-Human Services Transportation Plan include the following:

- More frequent service
- Extended service hours (evenings and weekends)
- Improved on-time performance
- Additional transit information (supporting connections with other services and out-of-county trips)
- More benches and shelters at bus stops

TCTC has done a careful job of evaluating public feedback from the Unmet Transit Needs process. TCTC has not been reluctant to try new services as pilot projects in the past, and regularly modifies services based on changing needs.

A broad theme emerging from stakeholder interviews was concern about the fragmentation of available transportation services (human service providers), and the outcome that people who do not fit certain criteria for program participation, or have transportation needs that fall outside of existing services, may slip through the cracks.

While transportation is a challenge for many in Tuolumne County, there are even fewer options for some individuals or types of trips. Stakeholders identified some population groups about which they had specific concerns. These include general assistance welfare recipients who do not qualify for programs providing transportation, families with young children living in more rural areas, and people with disabilities who have significant medical needs, but are too young to qualify for low cost medical transportation that is available to older adults.

Stakeholders were also concerned about increasing demand for services. They noted that a rapidly aging population needs transportation for more than medical and social service trips alone. Many wondered whether existing services in all corners of the county really allow people to run errands, go to social activities, or go shopping.

Some stakeholders discussed transportation programs that used to operate in the county, but have been discontinued due to increasing costs or loss of funding, including the Dental Connections program, out-of-county medical transportation provided by the Senior Center, Greyhound services, and a taxi voucher program.

The major categories of gaps and unmet needs discussed by stakeholders are summarized below.

Difficulty Accessing Transportation Services/System Coverage

Accessing the Nearest Bus Stop/Transportation System Coverage

Several stakeholders noted that getting to bus stops or routes is difficult due to terrain, unpaved roads, and walking distances, which are often several miles to reach transit. This is particularly an issue for older adults and parents with children, but affects many individuals who live in remote, lower-cost areas that are not adjacent to transit route corridors.

While stakeholders acknowledged that it is not feasible to provide greater public transit coverage in many areas of the county, several identified areas where transportation access issues are acute given concentrations of transit-dependent individuals. These include the Columbia, Tuolumne, Twain Harte and Groveland areas, as well as Big Hill, Italian Bar Road, and Cedar Ridge. Other lower-cost residential communities identified by stakeholders included Mi-Wuk Village and Jamestown, as well as very remote areas such as Jupiter. While Tuolumne County Transit operates in most of these areas, stakeholders cited clients and consumers living outside of the Tuolumne County Transit service area — such as those living beyond the deviation zone around Tuolumne, and residents of new group homes for developmentally disabled individuals near Twain Harte. Some stakeholders noted that there is a need for more options to travel from Groveland to Sonora, given the concentration of services in Sonora. One stakeholder suggested implementing a fixed-route deviation service in Sonora and Jamestown to provide greater transit coverage and enable individuals who are currently relying on dial-a-ride to have access to the fixed-route system.

Finally, stakeholders noted that public transit may not be the only option for serving some of these areas. They said access could be provided using other types of modes or contracted services, such as volunteer-based programs, taxis, ridesharing, and employer-sponsored transportation services.

Need for Smaller Vehicles

Some stakeholders felt that smaller and more maneuverable vehicles are needed in Tuolumne County to reach the homes of those who rely on transportation services. Larger vehicles often cannot reach homes due to tight turns and difficult roads or driveways (particularly in bad weather), and some riders are unable to walk out to meet vehicles due to terrain or mobility limitations. In some areas, planned road improvements may help to address these issues, improving access for larger transit vehicles.

Transportation Service Hours

Several stakeholders mentioned the isolating impact of limited evening and weekend service for their constituents, while others noted that limited service hours constitute a key employment barrier. Stakeholders specifically called out the need for transportation serving the “24-7” shifts of casinos, hospitals, and janitorial jobs as well as weekend and evening shifts at fast food restaurants, drugstores and other retail establishments.

For minimum wage workers and Welfare-to-Work program participants seeking to get a start in the labor market, employment opportunities are limited by the lack of nighttime transportation which would allow them to access swing-shift work. Many stakeholders identified lack of transportation for trips home from night jobs as a key issue for those seeking employment at the casinos (particularly Black Oak Casino), retail establishments such as Wal-Mart, and food service establishments. Later service on Saturday and Sunday service were also identified as key improvements that would support access to employment. Overall, stakeholders felt that more “nimble” or flexible employment transportation options are needed in the county.

One of the challenges in an environment like Tuolumne County is that demand for these services is limited. Based on Tuolumne County Transit’s recent experience providing evening transit service to Columbia College, low ridership makes it reasonable to question whether resources might be more wisely spent elsewhere. Extending Tuolumne County Transit service hours offers a benefit to a limited number of people, but other options to increase ridesharing or employee-sponsored transportation are important pieces of the puzzle.

Limited Services for Out-of-County Trips

Nearly all stakeholders identified the need for out-of-county trips. Limited options exist in Tuolumne County, but several stakeholders noted that availability is fragmented, with transportation restricted either to certain groups or certain trip types. In recent years, several important out-of-county services have been discontinued due to increasing costs and/or loss of funding. These include the Dental Connections program sponsored by Public Health and the out-of-county medical transportation provided by the Senior Center. As recent as three years ago, service was available to Modesto via Greyhound. Although fares and service hours may have impacted ridership, passenger loads from Sonora were typically between two and six passengers a day.

Key out-of-county trip purposes identified by stakeholders include the following:

- **Medical and dental appointments.** Individuals must travel to Stockton, Modesto, and other cities in the Valley for specialized care and clinical services, such as oral health appointments for children where anesthesia is required. Some may need to travel very long distances (e.g., to the Bay Area) to access cancer treatment or VA Hospitals. Individuals with Kaiser-Permanente insurance have no local facility.
- **Regional transportation connections,** such as those provided by Greyhound and Amtrak. These cannot be accessed in Tuolumne County.
- **Training and educational programs** not available in Tuolumne County, at colleges or job training centers.
- **SSI appointments** in Modesto.

Some stakeholders cited the need for better transit links to Modesto (noting that it is easier to get to Stockton on transit than Modesto). Several individuals suggested that if service to Modesto could be provided even once or twice a month, appointments could be coordinated with the transportation schedule. While Calaveras Transit was acknowledged as an important link, some individuals have difficulty negotiating the transfers and long trips to the Valley, so they would benefit from more direct service. Many veterans are also challenged to meet the Veterans Administration bus (serving the Livermore and Palo Alto VA Hospitals) that departs at 5:00 AM.

Concerns about Public Transit Reliability

Although most people said Tuolumne County Transit is a good, reliable service, some stakeholders expressed concern about transit on-time performance, both on the Tuolumne County Transit fixed routes and dial-a-ride. There are many challenges in keeping transit operating on schedule in a rural area with limited roads, long distances, and inclement weather, but many people stressed the importance of making transit more dependable, particularly for people who are ill or have long waits along the roadside. Concern was also expressed about the ability of some dial-a-ride customers to arrive at appointments on time, or to schedule trips on dial-a-ride during high demand times, particularly for travel within Sonora. Some felt that transit would be used more frequently by clients if improvements could be made in these areas. Tuolumne County Transit staff acknowledged some problems in the past and efforts underway to improve reliability.

Time Cost of Public Transit Use

In a rural area, the combination of limited transit service frequencies, indirect routing for some riders' trips, and the distance riders must travel to and from bus stops contributes to a high "time cost" for public transit use. Limited frequencies can make a trip to an appointment an all-day event, particularly if gaps in schedules make it necessary for individuals to arrive at appointments very early, or wait for long periods of time before making a transfer. This limits an individual's or an agency's use of transit for routine trips, because it is not possible to complete the roundtrip in a reasonable amount of time.

Availability of Information and Training

Stakeholders commented that better availability of transportation service information and improving residents' understanding of how to use services could support more effective use of existing services. While Tuolumne County Transit provides a nice System Map and Rider's Guide, as well as web-based information, many individuals do not consider transit until they are facing a transportation crisis. At that time, attempting to understand the transit system can be overwhelming. Stakeholders were interested in seeing more visible transit information throughout the county, and more outreach to make residents aware of transit options and connections and how to access them. One suggestion echoed by several stakeholders was a "one stop shop" for transit information, mobility management and trip planning assistance that would incorporate multi-agency information, something that is also of interest to TCTC staff. Foothill Commuter Services is currently pursuing a project that would coordinate transit information for transfers and connections between providers in its service area, using the web-based application Google Transit. Tuolumne County Transit plans to go on-line with Google Transit mapping during the fall of 2008, something that will provide a useful benefit for Internet users seeking more information about transit services. Additional information could also be provided through existing information sources such as InfoNet.

Travel training benefits those who do not understand how to effectively use existing transit services or to plan successful trips, including agency staff and potential users. Several stakeholders noted that transit training should also be provided to social service agency line staff, so that they are better able to advise their clients about transportation options and how to access them. Although many agencies may be unaware of the service, it is underway. Tuolumne County Transit staff schedules visits with various social service agencies, such as the Senior Center, to provide an educational PowerPoint presentation on TCT services to their staff or program participants (as requested by the agency).

Several agencies in the county already provide some form of travel training, including Tuolumne County Transit, which offers a Travel Ambassador program for new riders to try out and learn about the fixed-route system in the company of a Tuolumne County Transit driver or manager. The Travel Ambassador program is available and has been used periodically, but Tuolumne County Transit staff would like to see more people use the service.

Pedestrian Environment and Bus Stop Amenities

Stakeholders identified the need for improved pedestrian infrastructure in Tuolumne County, and in particular, safer crossings in locations where it is necessary to cross highways. One individual said that while residents seem to live in areas where walking would be an obvious transportation option, many areas are unsafe for walking due to lack of pedestrian facilities. Although it is not expected that urban-style pedestrian infrastructure can be provided throughout a rural county, targeted improvements in key locations could support safer and more effective mobility for pedestrians. Such improvements should include enhanced accessibility for people using mobility aides such as wheelchairs.

Every transit rider is a pedestrian at some point in their trip, and stakeholders also stressed the importance of bus stop amenities such as benches and shelters, particularly given the necessity of waiting for transit transfers and the extreme weather conditions. Lack of such amenities constitutes a barrier to transit use for some riders. Although efforts to improve transit stops is an ongoing project of TCTC, some key transit stops, such as the Courthouse stop in downtown Sonora, would benefit from improvements supporting deployment of transit vehicle wheelchair lifts.

Difficult Childcare and School Trips

Childcare trips are particularly challenging in Tuolumne County. It is hard for families to find childcare providers near the family home or parents' workplaces, making it necessary to incorporate a deviation to childcare into work trips. This is difficult enough for families with a car, but for parents using public transit, completing child care or school drop-offs can be extremely difficult.

Buses are not able to wait for parents to escort children into childcare centers or schools, particularly if additional time is needed because the parent or child (or both) has a disability. Parents' trips to work or school are then delayed by the need to wait for the next bus. In addition, while there is good school bus service in the county, there is no school transportation for parents who need to get to work early and drop their children at a before-school care program.

Other Gaps and Needs

A few more noteworthy suggestions were provided by stakeholders. These include the following:

- Fare agreements with connecting transit services
- Transportation services oriented towards youth and trips to recreational opportunities
- Recreational bicycle and walking paths
- Improvements supporting safe transit operations at key destinations, such as the Save Mart and Wal-Mart parking lots

Duplication of Services

Based on stakeholder interviews and data collected for the inventory of transportation services in Chapter 4, there is not significant transportation service duplication in Tuolumne County. Many of the agencies included in the transportation inventory do not provide transportation services either directly or through a contractor, but rather subsidize use of Tuolumne County Transit by clients, or provide assistance through other means, such as gas vouchers or ridematching services. Several agency representatives, when asked about coordination opportunities, noted their needs are very specialized, making it difficult to collaborate with others. These agencies tend to focus resources on transportation services that supplement public transit when travel by transit is not a viable option. These services tend to be limited in scope — focused on transporting clients to discrete programs, activities, or appointments — and do not significantly duplicate one another.

However, it is apparent that there are potential opportunities for enhanced coordination of existing or new services (pending funding availability), or sharing of vehicles and drivers. For example, several agencies maintain their own vehicle fleets, but have downtime when vehicles are not in operation for their dedicated function, during which time vehicles could potentially be made available for other services (such as weekend or evening services). In addition, there may be opportunities to conserve resources by comingling clients who need to make similar types of trips, such as to out-of-county appointments. Finally, there may be opportunities to share transportation resources, such as driver training and testing resources (for example, between MV Transportation and human services agencies or organizations).

Conclusion

Overall, stakeholders are positive about existing transportation services and options in Tuolumne County, and many discussed the strengths of Tuolumne County Transit's coverage and customer service.

Understanding key destinations, service gaps, and service duplication allows for the development of coordinated solutions to address transportation needs in Tuolumne County. Nevertheless, the limited availability of funds to address these needs and challenges represent potential obstacles to enhanced coordination. However, many of the stakeholders interviewed in Tuolumne County expressed a willingness to explore coordination opportunities, both for the benefit of their own agency's consumers, as well as others in the community.

Chapter 6. Identification of Strategies and Evaluation

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

Public Workshop

As a community-based plan, a key focus for the Coordinated Public Transit-Human Services Transportation Plan is to ensure that agency representatives, the transit provider and members of the public have an opportunity to provide input about local needs and identify possible solutions to address these needs. For this reason, a public workshop was held in Sonora on June 4, 2008. Individuals who were unable to attend the workshop were encouraged to submit their comments to the Tuolumne County Transportation Council or the consultant. At least 27 people, including members of the public, attended the workshop.

Methodology

A lot of effort was put into encouraging attendance at the public workshop. Steps taken include the following:

- The consultant sent an email invitation and flyer to stakeholders, including individuals who had attended the Plan kick-off meeting in December 2007.
- The consultant made follow-up phone calls to all stakeholders on the project contact list, reminding them about the meeting and asking them to inform colleagues about the workshop.
- A press release was prepared and submitted to the local newspaper, The Union Democrat, and the local radio station, KVML 1450 AM.
- A flyer was photocopied and put on Tuolumne County Transit buses.
- Tuolumne County Transit provided free dial-a-ride service to the workshop.

A copy of the flyer, press release, and a list of meeting attendees is included in Appendix B.

Approach

The workshop was a facilitated meeting where participants sat around conference tables to allow for face-to-face interaction. The meeting began with introductions and a review of the meeting agenda. All workshop participants were asked to introduce themselves and describe any transportation services they operate or fund.

The consultant provided an overview of the Coordinated Public Transit-Human Services Transportation Plan process and purpose, explaining Caltrans' role in the completion of these plans in rural counties across the state. The consultant also provided information about FTA 5310, FTA 5316, and FTA 5317 funds and noted that applications for these grants were available at the workshop.

The focus of the next item on the agenda was to provide a brief overview of the Existing Conditions report, with an overview of existing transportation services in Tuolumne County and a brief review of demographic data. Finally, the consultant presented the unmet transportation needs, challenges, and gaps identified by stakeholders and presented in Chapter 5 of this Plan. Participants were asked to supplement the list of needs and gaps, and confirm that they accurately represent the primary needs for Tuolumne County residents. A summary list of the needs presented (and updated by workshop participants, in *italics*) is shown in Figure 6-1.

Figure 6-1 Summary List of Needs Presented at Workshop

Limited Transportation Service Hours
• Need evening transit service for late shift workers • Need more weekend hours on dial-a-ride service • <i>No Sunday transit service</i> • Need weekend dial-a-ride service in more communities
Limited Services for Out-of-County Trips
• Need better transit access to Modesto and Stockton • Need direct service, currently must transfer to Calaveras Transit and then to other transit providers • VA buses leave too early (5:00 AM) for some people • Need for fare agreements with neighboring transit systems
Pedestrian Environment and Accessibility for People with Disabilities
• Long distances between home and bus stop • Hilly terrain/rough or winding roads • Need to improve sidewalk access to the bus stop for persons with mobility impairments • Unsafe to cross highways in the country • Need bus shelters and benches • Some unsafe boarding locations (Courthouse, SaveMart, Wal-Mart)
Availability of Information and Training
• Need for wider dissemination of current transit information throughout the county • Need for improved access to travel training (some agencies are unaware of travel training opportunities) • Need for trip planning assistance and transit training • <i>Misinformation and hearsay regarding dial-a-ride reservation requirements (24-hour notice, versus day before, versus same-day)</i>
Long Travel Times on Public Transit
• Multiple transfers needed for some trips • Long time to make a round trip due to limited frequencies
Transit Service Reliability
• Concerns about reliability of Tuolumne County Transit fixed routes • Problems with dial-a-ride availability during high demand times, especially within Sonora • Agencies have difficulty getting clients to appointments on time
Transit Service Affordability
• <i>Many individuals cannot afford to take transit or use other transportation services</i>
Difficult to Link Childcare/School and Work Trips
• Not enough time at stop for parent to escort child • Parent must wait for the next bus

Workshop participants confirmed the items listed in Figure 6-1 are the primary issues in Tuolumne County, and made additions as shown above. Workshop participants were then asked to focus on the outcomes of the workshop. They were asked to review a set of preliminary evaluation criteria – goals that shape the development of strategies in the workshop and in the Plan – and identify strategies. A list of strategies was compiled and individuals spoke about the merits of various strategies and the potential roles their organizations could play in implementation of strategies. They also discussed some of the challenges in implementing certain strategies.

Following the development of strategies, workshop participants ranked the identified solutions. These rankings form the basis for the prioritization of strategies defined in this chapter.

At the conclusion of the workshop, participants shared information about their programs and asked questions. Some participants picked up copies of the federal grant fund applications that were available.

Evaluation Criteria

Workshop participants reviewed the following criteria and provided comments. These criteria were used to evaluate the various strategies and serve as the basis for implementation of key strategies in Chapter 7.

The evaluation criteria used are as follows:

- **Does the strategy meet the documented gap?** How well does the strategy address transportation gaps or barriers identified in the Coordinated Public Transit-Human Services Transportation Plan? Strategies are evaluated based on how successfully they accomplish each of the following:
 - Provide service where there are few transportation options
 - Serve locations where the greatest number of people will benefit
 - Improve the mobility of low-income, elderly, and persons with disabilities
 - Provide a higher level of service than currently provided with existing resources
 - Preserve and protect existing services
- **How feasible is the strategy to implement?** How likely is the strategy to be successfully implemented given available resources, funding opportunities, and the availability of agencies or “local champions” to take the lead? The most successful strategies would rank highly for each of the following:
 - Possibly be eligible for SAFTEA-LU or other grant funding
 - Efficiently use available resources
 - Have a potential project sponsor with staff or vehicles (or equipment) to carry out the strategy
 - Be sustainable beyond a short-term grant period
- **How much does the strategy reflect a coordinated effort?** Is coordination an element of the solution? How would the strategy encourage agencies to work with one another? Strategies are evaluated based on how successfully they accomplish the following:
 - Avoid duplication of services
 - Encourages agencies to work together to find efficient, effective solutions
 - Promote coordination of transportation services and other programs

Identification of Strategies

A total of 17 strategies are identified in this plan. All but four of them were developed by workshop participants, and are listed based on how they were prioritized at the workshop. Each strategy is also ranked based on how effectively it meets the evaluation criteria listed above (H=high; M=medium; L=low). The added strategies were included in order to address the evaluation criteria of maintaining existing services, address the need for improved access and bus shelters, and discuss training and monitoring as a strategy to address some areas where Tuolumne County Transit can improve its customer service.

These strategies should be seen as opportunities to secure funds for new projects, provide additional services where warranted, and facilitate improved coordination among agencies providing, funding and using transportation services in Tuolumne County. Inclusion of these strategies in this plan does not necessitate their implementation, but suggests these may be appropriate initiatives, based on input from the public, stakeholders, and transit staff. Implementation of any of these strategies will require additional planning.

A summary of the strategies and their ranking can be seen in Figure 6-2.

Figure 6-2 Strategies

Strategies	Addresses Documented Gap/Need	Feasibility of Implementation	Coordination
High Priority			
Goods delivery program for seniors and persons with disabilities	M	H	M
Mobility manager	H	M	H
Public-private partnerships for employee transportation	H	M	H
Out-of-county transit service to Modesto	H	M	H
Tuolumne County Transit "loop" bus service in Sonora on Saturdays	H	M	M
Replacement and expansion of vehicle fleet and capital equipment for transportation programs and transit agencies*	H	H	L-H
Program monitoring and driver training*	H	H	M
Transportation summit for transportation providers and agencies*	H	H	H
Medium Priority			
Tuolumne County Transit service 7 days per week; provide later service	H	M	M
Central bus terminal in each community	M	L-M	M
Pedestrian paths, sidewalk improvements, and bus shelter and bench program*	H	L-M	M
Coordinated social service and transportation information resources	M	H	H
Driver training for assisting persons with disabilities	M	H	M
Volunteer driver program	H	M	H
Low Priority			
Shared use of school buses	H	L	H
Fare agreements between providers	M	M	H
Ridesharing program	H	M	H

*Additional recommended strategy not identified by workshop participants

High Priority Strategies

Goods Delivery Program

Needs addressed by strategy: Limited service hours; Accessibility and pedestrian environment; Long travel times; Transit affordability

Expected Benefits	Potential Obstacles
• Convenient, time-saving option • Reduces vehicle trips • Provides service targeted specifically to individuals with greatest need • Provides a low-cost strategy	• Clear policies and guidelines would need to be established to ensure program effectiveness • Does not improve mobility • Would require solid partnerships between service provider and participating businesses • Would require paid staff or volunteers

A goods delivery program transports items from larger activity centers to smaller communities. The goal is to save trips by bringing goods to residents who live in areas that do not have them. These goods are typically delivered on fixed-route services that are making the trip anyway. This type of program may be organized by a social service agency, medical facility, transit authority, or private business.

A goods delivery program would be a convenient service for residents who live in communities that do not have supermarkets, pharmacies, or other types of businesses. The service could be provided for people with limited transportation options. It could also be provided for people who may not have the time to pick up these items for themselves, which in turn could reduce the number of vehicles on the road.

Users could make arrangements with a local supermarket to gather and package the goods for pick-up. They would also contact the transit provider to inform that a pick-up at that business needs to be made. The transit provider would charge the customer a nominal fee.

In the mid-1980s, Trinity County (population 13,300) worked with the local transit provider, Trinity Transit, to begin a goods delivery program as a means to increase revenue. As a regular part of their routes, Trinity Transit bus drivers deliver auto parts, prescriptions, documents, and letters; return videos; and drop off weekly newspapers to newsstands. If advised by a customer to do so, drivers pick up the goods in Weaverville (population 3,600) prior to the start of the morning route and again before the start of the afternoon route. Bus drivers leave the vehicle unattended for a very short time, even with passengers aboard. The goods are delivered to Hayfork (population 2,300), approximately 30 miles away. All goods are left at a local video rental store in this town. A store employee accepts the goods and contacts the customer once their package has arrived and distributes the goods to the appropriate person as they arrive.

The program is administered through the transit agency, Trinity Transit. Residents coordinate with businesses to make deliveries. For example, a resident can call and order a prescription from the pharmacy. The resident tells the pharmacist to put the package on the 5:00 PM bus and then calls the transit agency to let it know that a package will be ready for pick up at the pharmacy.

A similar program is provided by Cuyama Transit, which offers a medical prescription pick-up service as part of its demand-responsive service to residents. Residents who want a medical prescription delivery make arrangements with the pharmacy at Longs Drugs to prepare their medication for pick-up by a Cuyama Transit driver. They contact the transit service to make the

prescription pick-up request at least one day in advance. On the day requested, the driver goes to the person's home to get the prescription and picks up the medication in Santa Maria after he or she drops off all his passengers. Upon returning to New Cuyama, the driver delivers the medication to the person's home.

Mobility Manager

Needs addressed by strategy: Limited service hours; Limited out-of-county service; Accessibility and pedestrian environment; Information and training

Expected Benefits	Potential Obstacles
• Increase cost-effectiveness of existing services • Creates cost-efficiencies by consolidating trip reservations and scheduling staff • Maximizes opportunities for ride sharing • Improves service delivery and customer satisfaction • Potentially provides leverage to securing additional federal funding • Cost savings translate into increased service	• Requires champion agency to take on mobility coordination role and support idea • Once implemented, requires leadership, on-going attention and committed staff • Turfism issues arise over service quality, lost of control and "place" in community • Requires project governance, cost allocation/reimbursement models and service delivery standards

The purpose of developing a mobility manager role is to ensure that the organizational structure is in place to advance coordination activities and improve mobility throughout Tuolumne County. In addition to serving as a clearinghouse, a mobility manager program could address a wide range of transportation issues.

Mobility management is about understanding the needs of a consumer, being familiar with the services they use and the destinations they travel, and identifying the right type of transportation service and the appropriate provider to serve an individual's transportation needs. A mobility manager's objective would be to maximize resources through collaboration and coordination of transit providers and human service agencies. The focus is on meeting user needs and pooling resources. It is also about organizing travel for passengers based on when and where operators are available to carry passengers. A mobility manager uses a wide array of community resources, from the local taxi provider to public transit, volunteer driver programs, non-emergency medical providers and human service agency transportation services. The application of this strategy can be especially valuable for human service agencies that do not wish to operate transportation services and might consider relinquishing control, as well as agencies that simply want to coordinate their existing services.

Typically an agency or government entity provides or contracts for mobility manager services. TCTC has expressed interest in the development of a mobility manager in Tuolumne County. The mobility manager would be responsible for focusing on the needs of passengers, and would be charged with maximizing the available resources to provide efficient transportation services. The objective of a mobility manager would be to link individuals with transportation services for which he/she is eligible and which may be used for a specific trip, as well as to link individuals with specialized services, such as escort, assistance, and others that will make public transportation services viable.

Based on the priorities of stakeholders in Tuolumne County, a mobility manager might serve as an initial human link to serve specific targeted populations (e.g., seniors, persons with disabilities, low-income families) within specific target areas. He or she would combine requests

for information and clientele to assist in scheduling trips on services offered through multi-agency collaboration.

A common strategy for maximum coordination of services and more comprehensive mobility management is a centralized broker by which scheduling and dispatch would also be centralized. A brokerage would require significant investment in program software and equipment. Thus, if Tuolumne County wanted to implement a comprehensive brokerage for mobility coordination, the county is encouraged to conduct a mobility management study that would define the specific elements for which a mobility manager would be responsible, define the governance and organizational structure of a brokerage program, detail startup funding sources and ongoing funding sources, define a marketing and communications plan, etc.

TCTC is a logical host agency for mobility coordination efforts, but others could also take a lead role. The lead agency would sponsor a part-time or full-time mobility manager devoted to implementing identified mobility strategies. The mobility manager ideally works in collaboration with other organizations to provide a full range of travel options that are more effective in meeting needs. Although a mobility manager can work to provide improved mobility for the general public, they may be especially effective in meeting the travel needs of persons with disabilities, older adults and individuals with lower incomes.

A longer term goal for TCTC is to consolidate transit and public information staff at a more centralized location in Sonora. This would provide opportunities for more face-to-face contact between transit staff and the public, allowing staff to answer questions and sell bus passes. Having other human service agencies located in the vicinity of the transit operation would facilitate informal coordination and the sharing of information. This would be a logical location for the mobility management function, allowing them to interact with the public, and work directly with transit staff and other agencies using, funding and providing transportation services.

Public-Private Partnerships for Employee Transportation

Needs addressed by strategy: Limited service hours; Limited out-of-county service; Long travel times; Transit reliability; Transit affordability; Linking childcare and work trips

Expected Benefits	Potential Obstacles
- Facilitates job opportunities for residents - Provides more reliable workforce for employers - Encourages private business to take responsibility for land-use/location decisions - Participating employers may be eligible for tax benefits	- Negotiating with private business to fund transportation may be challenging - Requires agreement on service characteristics, cost sharing, etc.

Employer or developer participation in providing transportation services for employees has been successful in a number of communities when transportation services are not available or are limited. For example, participation by Columbia College could allow for students or faculty to access late evening or night courses. A program sponsored by Wal-Mart would enable swing shift employees to get a ride home from work.

Employer transportation investments are typically carried out through subscription bus services, employer-sponsored vanpools, or employer subsidies for regular public transportation services. Encouraging private participation in the provision of transportation services requires outreach and negotiation with key employers so they can understand the primary benefits of supporting transportation services.

Subscription bus services are designed to serve large employment sites or educational institutions. Schedules are designed around work shifts or class schedules. Inbound and outbound routing is customized to provide service close to the residences of service subscribers, and can change as the subscribers change. To be productive, the services should be scheduled around specific shift times and limited to a maximum 60-minute one-way onboard travel time between the furthest points.

Typically, subscription bus services are operated by a public transit agency. When employees contribute to the cost of the service, most employer-sponsored subscription bus services in other communities recoup a high proportion of their costs – at least 30 percent – with many services achieving 50 to 100 percent cost recovery.

Employer-sponsored vanpool services are effective in communities where job locations, shift times and employee residential distributions are not always conducive to cost-effective and marketable transit services. Employee-sponsored vanpools work best when implemented by moderate and large employers with centralized facilities. Closely located groups of smaller employers can also organize vanpools. Typically, employers provide equipment and insurance for vanpool programs, making it unnecessary for any direct public subsidy or equipment for the program.

An employer vanpool investment may minimize the call for expanded transit services to certain locations in Tuolumne County outside the effective transit service area or at times beyond the current service span. It can also address the need for more affordable transportation services.

Employer subsidies for transportation services allow employers to offer commuter benefits either directly to employees or to transit operators, reducing the direct costs for employees to use transit to get to jobs or costs. Employer subsidies can be provided in the form of vouchers or commuter benefits certificates that employees can redeem for individual bus rides or passes, and often provide tax benefits for employers. In some communities, major employers pay the transit operator to provide specific services. For example, Wal-Mart could choose to pay the actual cost for additional service to the store in Sonora for customers and employees to access the store.

Out-of-County Transit Service to Modesto

Needs addressed by strategy: Limited out-of-county service; Long travel times

Expected Benefits	Potential Obstacles
• Time savings for riders encourages transit use • Direct Intercounty connection • Potential partnership with Stanislaus County • Service addresses existing and projected commute patterns	• Funding will have to be secured for new service • Can be costly to operate • Substantial marketing program will be required

About 600 Tuolumne County residents work in Calaveras County, and a transit link exists between Tuolumne County and Calaveras County, via a transfer at Columbia College to Calaveras Transit.

Many agency representatives in Tuolumne County indicated that the link to Calaveras County is good, but their clients need to travel to Modesto for medical care and other social services, as well as airport access. According to 2000 US Census data, there were almost 900 Tuolumne

County residents commuting to jobs in Stanislaus County, and about half as many Stanislaus County residents working in Tuolumne County, but no direct transit link exists between the two counties.

This strategy provides a direct link between Tuolumne County and Modesto. It acknowledges that services have been attempted in the past and have not merited the ridership to continue the operation. Nevertheless, many agency representatives said their clients would use such a service if it existed.

To be implemented, a service plan would need to be developed, defining vehicle needs, staff resources and detailed operating costs. Service could initially be offered as one round trip in the morning and one in the afternoon, allowing people in either county to commute to jobs in the other or go to medical appointments in Modesto (although this initial type of service would not be especially convenient for medical trips, with passengers being required to wait all day until the bus returns, or using up to three separate transit systems and making transfers between them (as can be done today).

Funding for the service could be provided not only by TDA funds, but also through a joint application with Stanislaus County for JARC funding. In addition, this type of service could get some financial support from major employers in either county, or from a medical facility in Modesto. In some other communities, two counties have shared the operation of this type of service, jointly marketing the route, with each county's vehicle and staff providing service on one round trip per day. Such an arrangement may be feasible for this type of service if a partnership or JPA can developed with Stanislaus County.

Similar Intercounty services exist from rural counties to larger cities throughout California. For example, Kern Regional Transit operates services from eastern Kern County into Los Angeles County. The Yuba-Sutter Transit Authority provides commuter service into Sacramento. On a smaller scale in neighboring Calaveras County, the transit agency operates a route to Lodi, and in Mariposa County, residents have access via YARTS to travel to Merced.

A premium fare could be charged on this service due to the long distance the bus would travel between Sonora and Modesto: approximately 50 miles for a one-way trip.

Implementation of this strategy would require additional analysis and planning to ensure its efficiency and feasibility. More detailed follow-up would be needed to ensure employer and medical center participation, and that agencies are working closely with Tuolumne County Transit to make sure their clients are aware of the service and are using the service. This strategy can be considered more comprehensively as part of Tuolumne County Transit's forthcoming Transit Development Plan Update.

Tuolumne County Transit “Loop” Bus Service in Sonora on Saturdays

Needs addressed by strategy: Limited service hours; Transit reliability; Long travel times

Expected Benefits	Potential Obstacles
- Enhanced travel options on Saturday - Increases traveler independence - Potential to reduce per passenger costs and serve more riders than current dial-a-ride operation - Improves mobility for all riders in the Sonora area	- Funds must be secured for service modifications and new operating expenses - Need to develop service, implementation and marketing plan - Concerns exist about whether new service will merit potential ridership

The focus of this strategy is to replace the existing dial-a-ride service operated on Saturday with a scheduled local transit service. The feasibility of this service modification has not been reviewed, but this is identified as a strategy worthy of consideration to improve convenience and the effectiveness of the local transit service in the Sonora areas, and should be considered as part of the forthcoming Transit Development Plan update.

A fixed route service instead of dial-a-ride on Saturday could operate as a community bus route. It would be a fixed-route, fixed-schedule service, but would be designed around the origins and destinations and needs of transit users, including older adults and persons with disabilities. To eliminate the need for supplemental dial-a-ride service on Saturday, the loop route could deviate to pick up ADA-eligible riders, as needed.

A Saturday loop bus route would be an effective way to divert dial-a-ride resources to a service that has a lower subsidy per trip and also provides more convenience (no request required for most riders). A Saturday loop service might use small, low floor buses able to operate on neighborhood streets, enter driveways and parking lots as needed. The route may be a bit more circuitous than the weekday routes, offering some front-door convenience at the expense of direct routing.

A Saturday loop route is likely to be most successful if it focuses on serving the medium to high-density areas in and around Sonora, linking housing to shopping, employment, the library, entertainment, and other services.

To implement this service, an analysis of current dial-a-ride trip patterns should be conducted and a route should be planned that offers efficient, convenient connections within the Sonora area. Service should be evaluated to determine its effectiveness and be modified if necessary.

Replacement and Expansion of Vehicle Fleet and Capital Equipment for Transportation Programs and Transit Agencies

Needs addressed by strategy: *Limited service hours; Transit reliability*

Expected Benefits	Potential Obstacles
• Reduced operating costs when older vehicles are replaced by new vehicles • Improved service reliability • Allows agencies to address needs and gaps by increasing service capacity	• Competitive process for capital funds to replace vehicles • Requires agency staff time to purchase and integrate new vehicle(s) into fleet • Agencies must secure funds to operate new/expansion vehicles

Vehicle replacement is critical for the continued operation of public and agency transportation service. As vehicles age, they become less reliable and have higher operating costs because they are less efficient and require more maintenance. All transportation providers must replace vehicles, and some must expand their fleets to address higher levels of demand.

Organizations and agencies for which this would be an appropriate strategy include Tuolumne County Transit, WATCH, Mountain Women's Resource Center, Sierra Foothill Senior Management, Thumbs Up!, Tuolumne Adult Day Health Care, the Tuolumne County Department of Social Services Welfare-to-Work/CalWORKs program, Veterans Administration, and other human service transportation providers that address the needs of older adults, low-income residents and people with disabilities.

Implementation of this strategy entails a collaborative approach among local human service transportation providers and/or sponsors to develop a county-based or regional program to replace or expand capital equipment. Components of a capital improvement program would include the following:

- 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 nonprofit 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

Program Monitoring and Driver Training*Needs addressed by strategy: Transit Service Reliability*

Expected Benefits	Potential Obstacles
• Improve quality of service • Ensure drivers meet all training requirements • Facilitate public understanding of training resources • Improve accountability of Tuolumne County Transit and other transportation providers	• Requires additional staff and/or volunteer resources • Requires additional expenses • Time-consuming to evaluate service • Requires accurate and accessible data

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. MV Transportation has a comprehensive driver training program, but even MV acknowledges that there are opportunities to improve customer service. As part of a service improvement initiative, a new customer service staff position has been added. Other human service transportation providers in the county offer their own training programs for drivers, but some are very information.

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

Specific basic and ongoing training requirements, as well as the class of license and type of endorsement, are triggered by the type of vehicle operated. 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.

Ensuring all drivers have ongoing driver training as required by law, as well as sensitivity training and training in the agency's policies and procedures, will provide a higher level of transportation service for seniors, people with disabilities and low-income Tuolumne County residents. A coordinated training program could be implemented that would meet the highest levels 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.

Even with a solid driver training program in place, service should be evaluated to ensure driver safety, courtesy and reliability. Conducting intercept surveys or distributing surveys on buses is one means of evaluating services, and Tuolumne County Transit has conducted surveys from time to time. At senior centers and human service agencies, an intercept/handout survey can be used to gather information from a mix of users, including those who do not currently use Tuolumne County Transit. A driver-administered on-board survey is used by many transportation programs when they want to better understand the travel behavior of their

customers. Such a survey can be very effective because it provides insight into how Tuolumne County's various transportation providers can better address the needs of persons who use their services.

Transportation Summit for Transportation Providers and Agencies

Needs addressed by strategy: Need for more information and training

Expected Benefits	Potential Obstacles
• Facilitates regional coordination • Allows agency representatives to meet face-to-face to share program information • Ensures program information is updated and ready to distribute and discuss • Benefits transit agencies and human service organizations	• Requires commitment from agencies to attend and participate • Requires lead organization to take responsibility for developing program and hosting summit

Sharing of information about programs and transportation services is one of the benefits that was derived in the process of developing the Coordinated Public Transit-Human Services Transportation Plan. Although representatives of agencies meet from time to time in different forums to share information about client needs, health care needs, educational opportunities and funding issues, outside of the SSTAC, few opportunities exist for agency staff to convene specifically to discuss coordination of services based on transportation. Furthermore, many agency staff are unaware of the availability of public transit services or complementary human service agency transportation programs that might benefit their own clients. Although many stakeholders said that Tuolumne County's human service agencies share information about their programs and clients on a regular basis, TCTC expressed an interest in being included further in these discussions and working more closely with agency representatives.

Bringing together the array of transportation providers and agency staff at a transportation summit is a recommended strategy to provide information via word-of-mouth. With the focus being "transportation," agencies can better focus on mobility issues in the county. The summit could include travel training information, materials from each of the transportation programs that serve the residents of Tuolumne County, a roundtable on transportation coordination issues (and opportunities to implement elements of this plan), and could even feature discussions on volunteer recruitment (for the volunteer driver program), and development of a campaign to spread the word about the transportation programs that exist.

Medium Priority Strategies

Tuolumne County Transit Service Seven Days per Week; Provide Later Service

Needs addressed by strategy: Limited service hours

Expected Benefits	Potential Obstacles
• Enhance customer accessibility, mobility and convenience • Provide opportunities for additional mobility options and greater ease of travel • Job access for employees with swing-shift and service jobs • Increases travel options and travel flexibility for shopping and recreation	• Additional funding required to operate additional hours • Requires educating and training staff and customers to maximize benefits associated with cost • Requires weekend driver, dispatcher and maintenance staffing • Need to develop service and implementation plans

Many stakeholders indicated they thought there would be significant value to operating public transit service on weekends. Although college classes are primarily weekdays and many people use Tuolumne County Transit for social services that are provided on weekdays only, a key market for Tuolumne County Transit is to address service sector commuters. The service sector (shopping, restaurants, etc.) runs seven days a week. For the system to be useful for these workers, it must be useful on all of the days when they may need to work. Although one strategy identified in this plan is to modify the dial-a-ride service operated on Saturday, and instead provide regular fixed route service, another strategy would be to offer service on routes both Saturday and Sunday. Many systems that run on weekends post about the same ridership as on weekdays.

Whether Tuolumne County Transit should operate service seven days a week is a matter to be determined as part of the forthcoming Transit Development Plan Update. Nevertheless, providing transit service seven days per week may help increase community members' access to life-enhancing opportunities, such as job training or other social services. Evening service would also improve access. Many low-income people, in particular, have mobility issues that are not currently being addressed.

Service on Saturday and Sunday could be more limited than weekday service, and hours and frequencies could be reduced if needed. Evening services have a more limited market, especially during the winter when more of the evening hours are dark. The service is most useful for people getting back from jobs or classes, but can also be used for recreational purposes.

Central Bus Terminal in Each Community

Needs addressed by strategy: Accessibility and pedestrian environment; Long travel times

Expected Benefits	Potential Obstacles
• Central transit information location in each community • Safe, comfortable bus stop in each community • New, recognizable transfer point in each community for people to dropped off and catch Tuolumne County Transit	• Funds must be secured for development of transit stop amenities • Requires ongoing maintenance and safety monitoring of community bus terminals

One strategy suggested by stakeholders is to develop specific central bus stops in each of the communities in Tuolumne County. This strategy will need to be further evaluated by planning staff.

At a minimum, each of these key bus stops would include a covered waiting area and seating, along with information about the transit route(s) operating to and from the stop. If a goods delivery program were implemented in the county these central stops could also serve as a community distribution point, with a storage closet or locker, and supplies or goods could be distributed to residents from the central stop location.

If the volunteer driver program were more fully developed, or future community dial-a-ride services are implemented to provide a transit link between the most rural portions of Tuolumne County and Tuolumne County Transit service, these central stops could serve as the transfer locations where users could transfer to and from fixed route services.

Coordinating transfers with Tuolumne County Transit requires minimal work for staff, but ideally a direct radio link between transit dispatch and any providers would be established so drivers could radio ahead for transfers and transfer locations.

Individuals getting rides from volunteers will need to inform them of the time they plan to transfer to or from Tuolumne County Transit, and should be responsible for reviewing the bus service schedule.

A related strategy is described below.

Pedestrian Paths, Sidewalk Improvements, and Bus Shelter and Bench Program*Needs addressed by strategy: Accessibility and pedestrian environment*

Expected Benefits	Potential Obstacles
• Provide safe pedestrian access in neighborhoods and between communities • Provide mobility options for short travel distances for pedestrians and persons using mobility devices • Facilitate safe access and provide safe waiting locations for people to access Tuolumne County Transit • Encourage transit use in inclement weather • Improve visibility and availability of information about transit services	• High capital costs • Shelters only serve a limited number of transit users • Costly to maintain • Not feasible in all locations •

Sidewalks and pedestrian paths allow residents to walk or use mobility devices to travel along highways, within small towns, or from their home to a bus stop. In addition to newly paved pathways, good pedestrian access requires safe crossings at intersections and along busy roads, and curb cuts and ramps where there are significant grade variations. Many streets in Tuolumne County do not have complete sidewalks or sufficient lighting to ensure pedestrian safety at night. Bus stops are often not well illuminated and lack key amenities such as shelters and places to sit.

Many communities have leveraged the additional funding necessary to provide these amenities by selling advertising space on bus shelters or through transportation impact fees on new development. New Freedom funds can be used for accessible bus stops and curb cuts.

New developments can be required to install completed sidewalks, especially to anticipate the need for people as they age, who may need to use canes and wheelchairs. Developments can also be required to install bus stops with shelters and places for people to sit, or to provide connecting pathways to existing transit routes. County transportation officials, in coordination with social service agencies and organizations for whose clients these transportation amenities will be especially important, should work together to advocate that these requirements be added to plans and zoning ordinances.

The main constraint to implementing this strategy is funding. Installation of sidewalks is very expensive (up to \$500,000 for a large block) and requires coordination between departments and agencies for street design, walkways, curbs, gutters, etc. Funds for maintenance of sidewalks must also be secured. For bus stop improvements, TCTC should identify locations where bus shelters and benches are needed, recognizing that these amenities are important for the safety and comfort of the transit user. Potential funding could come from the FTA 5317 New Freedom program, the Proposition 1B program, and FTA 5311(f) funds.

Coordinated Social Service and Transportation Information Resources

Needs addressed by strategy: Information and training

Expected Benefits	Potential Obstacles
- Improves access to available services locally - Supports and facilitates regional travel - Benefits clients and human service organizations - Benefits Spanish-speaking residents - Consolidated information about multiple agencies	- Variety of services means developing and updating information to one source will be challenging - Requires lead organization to take responsibility for county-level and/or regional directory - Information requires on-going maintenance - Transportation will not be the only focus of the 211 program

Information is often the key to transit use. A thoughtful, coordinated, user-focused marketing program can help increase awareness of and access to Tuolumne County's transportation network. If the information is provided readily and clearly, it could easily facilitate an individual's decision to use transit or understand what other transportation programs are available to them. This strategy is related to the mobility management strategy, but focuses strictly on information resources.

Part of this strategy involves the creation of a comprehensive directory of available community transportation services. Ideally the centralized information will be available in multiple languages and formats, including potentially web-based or telephone formats. To initiate this process, a comprehensive public information and marketing effort should be considered. A single public information plan should be developed to identify the key regional transit markets (riders, public, officials, business, etc.) that need to be targeted. The plan would develop the best strategies to reach them and culminate in the implementation of a marketing campaign.

Information should be developed and summarized for all of the transportation programs and services available to residents in Tuolumne County. Many stakeholders suggested that an effective regional transportation information website is needed. A regional transit information website would provide a single referral point and information source for all human service transportation providers, Tuolumne County Transit, and the connecting regional transit services in Calaveras County and Mariposa County.

Telephone information should be provided via 211 telephone and internet service.¹² The 2-1-1 California Partnership is a collaborative effort to establish 211 services across the state, and is made up of the California Alliance of Information & Referral Services (CAIRS), United Ways of California (UWCA), Volunteer Centers of California, the Governor's Office and Emergency Services. In Tuolumne County, planning is underway to develop a joint 211 system with Amador, Calaveras, Mariposa and Alpine Counties. The lead agency spearheading this effort is the Amador-Tuolumne County Community Action Agency, but the Tuolumne County Behavioral Health Department may serve as the local information and referral resource.

¹² In 2000, the Federal Communications Commission (FCC) set aside the 3-digit telephone number 2-1-1 to be used solely for health and human service information and referral (I&R). Since then, states and counties — those who want to provide this service for their residents and are able to fund it — have begun to implement 211 service, but it has not yet been introduced nationwide. In California, 211 service has been implemented in several counties including Sacramento, Stanislaus, and Fresno, as well as most San Francisco Bay Area counties and throughout Southern California.

The 211 phone service is a comprehensive place to start for people who need help but do not know where to begin. Operators are specially trained to give personalized assistance to callers, including helping them identify their problems, helping them find the right organizations and agencies to call for additional assistance, and even following up with the caller to make sure they are able to get the help they needed.

Even though 211 has not been implemented in Tuolumne County yet, there may be an opportunity, when it is introduced in the region, to develop a relationship between 211 and transportation providers so that high quality transportation service assistance can be available to 211 callers. For instance, if an elderly person called 211 wanting help getting to a medical appointment, rather than referring them to Tuolumne County Transit, the 211 operator would be well-versed in the characteristics of human service transportation providers for which the individual might be eligible, Tuolumne County Transit, and the connecting transit services (e.g., eligibility requirements, service areas, hours of operation, connections with Calaveras Transit), so the operator could help the caller tailor a transportation plan to suit their needs.

Driver Training for Assisting Persons with Disabilities

Needs addressed by strategy: Information and training; Transit reliability

Expected Benefits	Potential Obstacles
- Coordinated training between human service agency and transit agency - Provides drivers with new skills - Improves quality of service; reduces complaints	- Agency must be willing to introduce new form of training - May be difficult to provide ongoing updates to training program - Developing training agreement with human service agency can be challenging

The Americans with Disabilities Act (ADA) was conceived with the goal of integrating people with disabilities into all aspects of American life. Transit driver sensitivity toward people with disabilities can help an agency better serve its customers. When transit drivers and transit staff use disability etiquette, rider with disabilities feel more comfortable. Practicing disability etiquette is an easy way to make people with disabilities feel welcome.

MV Transportation has an extensive driver training program, including sensitivity and empathy training. Nevertheless, some stakeholders suggested the program could be further enhanced. Through a coordinated training program for drivers and dispatchers, staff will become more aware of the disability population's needs and understand better how to interact when they appropriately. Enhancements to the existing program can further demonstrate Tuolumne County Transit's efforts to broaden its sensitivity training beyond its standard program.

Although transit users generally have positive things to report about their experience using Tuolumne County Transit, some indicated that drivers or dispatchers have behaved rudely — or what they perceived as rudely. A driver or other transit staff may be unaware of specific passenger needs or problems, especially when the passenger is unable to clearly communicate them, and may be challenged to respond appropriately. Drivers may not even be aware that certain passengers have special needs.

A number of local and regional organizations — including DRAIL and Thumbs Up! — could provide assistance with sensitivity training for Tuolumne County Transit drivers, making the program a coordinated effort and building a higher level of understanding among agencies in the county. A simple program could be developed and integrated into the driver training program

offered by Tuolumne County Transit. The program could also be made available to other regional organizations and transportation providers.

Although some of these are covered by MV Transportation, the program should include the basics of interacting with people with disabilities, both in-person and by phone. Other elements of a program might include training about the following:

- People who use wheelchairs or have mobility impairments
- People who are deaf or hard of hearing
- Hidden disabilities
- Service animals

Volunteer Driver Program

Needs addressed by strategy: Limited service hours; Limited out-of-county service; Accessibility and pedestrian environment; Long travel times; Transit affordability

Expected Benefits	Potential Obstacles
• Increase schedule flexibility and reduce costs • Develop program advocates in community • Volunteers can provide physical and emotional support to riders • Provide service to riders who may otherwise be unreachable and/or are too costly to serve	• Recruiting and retaining volunteers can be challenging and requires ongoing effort/attention • Some shifts are hard to cover with volunteers • Fuel costs and vehicle insurance can prohibit use of volunteers • Insurance coverage may limit participation for some • Most volunteer drivers are limited to ambulatory passengers

Volunteer driver programs have long been a staple of rural transportation. For rural transit agencies, volunteer drivers can provide a cost-effective, if not the only practical way to serve remote areas and/or long-distance trips to medical centers or dialysis facilities. Indeed, volunteer driver programs are an important resource in cost-effective transportation for individuals whose mobility needs are difficult to meet with traditional transit or paratransit alternatives or whose travel needs include origins or destinations beyond these service areas.

Senior centers, churches and faith-based organizations, and human service agencies in many counties rely on volunteers to get seniors and others to agency programs and services, food shopping, religious services and personal activities such as banking, lifelong learning, and personal shopping. For many rural customers, the provision of such services makes the difference between mobility and immobility by enabling them to reach both life sustaining and quality of life destinations. Volunteer drivers often can provide a much higher level of assistance and a “personal touch” absent from other modes.

In Tuolumne County, Senior Resource Service (SRC) began a pilot program in April 2008 to match people needing rides with volunteers as part of their volunteer driver program. Volunteers are reimbursed for fuel costs and riders are asked for donations. Currently, rides can only be provided to locations in Tuolumne County, but SRC expressed interest in expanding the program if additional funding is available. The service is available for people unable to drive themselves, use the bus, or get a ride from someone else. Given limited transit service in some portions of Tuolumne County, volunteer drivers fill a critical gap for important trips for highly

dependent people. Reimbursing drivers fosters higher recruitment and increased longevity of participation.

Formal volunteer driver programs have been very successful in California and are particularly appropriate for rural areas. Although the SRS program provides gasoline reimbursement, some volunteer driver programs provide mileage reimbursement. Most volunteer programs, including the SRS program in Tuolumne County, require volunteer drivers to have valid drivers' licenses and submit to a background check, as well as maintain a required level of insurance.

There are several community transportation services in the state that are largely volunteer-based, or which have large volunteer driver components. Some examples of volunteer driver programs are as follows:

- Tehama County's METS program is a volunteer driver based program for medical trips to medical facilities in Butte, Glenn, Shasta, and Tehama Counties. It is funded with STA funds and has 10 volunteer drivers who are reimbursed 50.5¢ a mile. The program is specifically geared to medical trips that cannot be taken on their transit and paratransit services. A \$5.00 donation for each one-way trip is requested of users. The program is managed by the transit/paratransit contractor.
- In Nevada County, Telecare manages a volunteer program currently reimbursing drivers at \$.40 per mile. They are considering raising the reimbursement rate in light of escalating gas prices.
- The Volunteer Center of Calaveras' successful driver program provides transportation for Calaveras County residents who need assistance getting to medical appointments, shopping, or other destinations. Although riders must reserve a trip two weeks in advance, about 150 individuals are registered to receive transportation services through the program. Riders do not pay for the service.

The Washington State Agency Council on Coordinated Transportation prepared an on-line manual for starting and maintaining a Volunteer Transportation Program, which may be a helpful resource in Tuolumne County at www.wsdot.wa.gov/transit/training/vdg.

Low Priority Strategies

Shared Use of School Buses

Needs addressed by strategy: Limited service hours; Linking childcare and work trips

Expected Benefits	Potential Obstacles
• Coordinated services between school transportation providers and Tuolumne County Transit • Maximize use of existing transportation services • Use school vehicles when not in use • Improve mobility for all riders in outlying areas of Tuolumne County	• Concerns about safety regarding comingling students and adults • Insurance carriers may be reluctant to provide coverage for non-students • School districts may not be interested in coordinating services

In selected rural communities across the US, the general public is being 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. In many communities, the same private carrier that operates student transportation services also provides public transit and/or paratransit services under a separate contract.

Efforts to coordinate/integrate services are not limited to operations. 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. Nevertheless, the coordination/integration of student transportation and public transportation services is fraught with obstacles.

In California, there are no state statutes or regulations that prohibit using school buses to transport non-pupils.¹³ From the state perspective, the use of school buses and in particular the co-mingling of pupils and non-pupils on school buses is allowed as long as seating is available. Ultimately, though, the responsibility for school bus operations and policies is delegated to the local districts.

According to the California Department of Education (CDE), 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.

In Tuolumne County, there are 12 school districts. Home-to-school student transportation operations during the academic year is provided by various districts operating their own fleets. The home-to-school transportation and transportation to after-school programs is completely separate from the public transportation system, although high school students do use the public transit to access after-school jobs, especially with the public transit system offering service to employment opportunities.

There are outlying communities that are not currently served by public transit that are served by school bus operators. One of the issues surrounding the inability to serve these communities with public transit is unpaved roads. This has not been an obstacle for school buses, however. Thus, there is possibility using deadheading school buses as feeders to link these communities with the public transit system before/after school routes are completed.

Fare Agreements between Providers

Needs addressed by strategy: Information and training; Transit affordability

Expected Benefits	Potential Obstacles
- Facilitates easier, faster connections between Tuolumne County Transit and destinations served by Calaveras Transit - Offers cost-savings to riders who must travel on more than one transit system - Enhances regional and Intercounty cooperation	- Cost-sharing agreement would need to be developed - Agreement could result in lower farebox recovery - Can be difficult to manage and oversee - Marketing and administrative procedures would need to be developed jointly by both agencies

Stakeholders indicated the value of developing consistent fares and fare policies between transit providers with which Tuolumne County Transit connects. Although very limited connections are available with Mariposa County Transit, Calaveras Transit and Tuolumne

¹³ 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.

Transit make regular connections at Columbia College as part of a coordinated effort between the two agencies.

There is no uniformity in fares between Tuolumne County Transit and Calaveras Transit. Each service has its own fares and set of fare policies. Regular fares on Tuolumne County Transit are \$1.00 for travel in the Jamestown/Sonora/Columbia area and \$1.25 beyond that area. Discounted fares are available, as well as day passes for \$2.50. Ticket books and monthly passes are also available, but all fares are strictly for travel on Tuolumne County Transit. Regular Calaveras Transit fares are \$1.50, with \$3.00 fares assessed on service to Lodi. Like Tuolumne County Transit, Calaveras Transit offers monthly passes and ticket books.

An ideal arrangement to address stakeholder priorities would be to establish a transfer policy for the two services. A comprehensive transfer policy would establish similar fares on both systems' routes and allow for a free or low-cost transfer between the two systems. A simplified policy might adopt a single fare for a connection between the two routes that connect. For example, passengers could pay \$2.00 for a trip from Jamestown all the way to San Andreas by paying a "regional" fare on the Tuolumne County Transit bus and displaying a transfer to board the Calaveras Transit bus.

The systems would effectively need to develop an agreement that specifies how fares collected would be divided between the two providers. Although such a fare agreement would not allow for either system to recoup all of the fare it would otherwise collect if separate fares continued to be charged, it may encourage more passengers in general to use both services knowing that they can travel across counties for a discounted fare. Monthly passes and ticket books could also be developed that allow for connecting travel between the two systems, regardless of which system a passenger first boards.

A revenue-sharing agreement could be developed between the two agencies. Both agencies would be responsible for marketing the availability of the transfer and the fare discount. Such a strategy could be implemented as a pilot program to test the revenues generated and collected by the fare agreement. Tickets and transfers would need to be jointly printed and a mechanism established for collecting fares and reporting data.

Ridesharing Program

Needs addressed by strategy: *Limited service hours; Limited out-of-county service; Transit affordability*

Expected Benefits	Potential Obstacles
• Offers potential commute cost savings to individuals • Provides commute option to individuals without access to automobile or unable to ride transit • Reduces highway/road congestion • Assists individuals to find transportation solutions that meet their needs	• Low density communities can make it more difficult to find rideshare matches • Requires at least one participant to have drivers' license and insurance

Regional ridesharing is a form of public transportation in which more than one person shares the use of the vehicle, such as a van or car, to make a trip. The most common types of ridesharing are "carpooling" and "vanpooling."

Carpooling is when two or more people share a ride, usually taking turns driving their own vehicles. Carpooling is a flexible and convenient way to travel with minimal commitment. Vanpooling is more formalized than carpooling. Official vanpools have between seven and 15 passengers including the driver (who usually rides for free), and the vehicle may be owned by one of the vanpoolers or leased from a vanpool rental company.

Tuolumne County currently participates in a rideshare program known as Foothill Commuter Services. Foothill Commuter Services provides ridematching services and serves as a clearinghouse for information and resources related to alternative commute modes, such as public transit.

Ongoing participation in this ridesharing program has the potential to address the regional transportation needs of many of Tuolumne County's low-income residents who may be commuting to jobs outside of the county, as well as find ridesharing opportunities for Tuolumne County residents traveling within the county.

Chapter 7. Implementation Plan for Recommended Strategies

Tuolumne County transportation providers have a number of opportunities to implement strategies that improve coordination among agencies and enhance mobility for seniors, people with disabilities and low-income individuals and families. To implement the strategies, it is important to identify the specific issues to be addressed, who would be involved in implementation, what the costs would be, and where funds might be available. In some cases, implementation efforts may involve pilot projects, or experiments to test various approaches.

Implementing the Strategies

This section addresses implementation steps for the strategies identified in Chapter 6.

Program Administration

Implementation of the recommended program strategies is a responsibility of the various agencies in Tuolumne County, as well as TCTC. As the designated Regional Transportation Planning Agency (RTPA) for the County of Tuolumne and the City of Sonora, TCTC is the designated planning and administrative agency for transportation projects and programs in Tuolumne County.

Although this Coordinated Public Transit-Human Services Transportation Plan identifies an array of possible funding sources to aid in the implementation of the various strategies presented, the three key funding sources include the JARC program, the New Freedom program, and Section 5310 funds. All of these programs are administered by Caltrans, and TCTC has no direct role in the administration of these programs except for the disbursement of the funds in Tuolumne County. TCTC recommends to Caltrans the programs that should be prioritized for Section 5310 funds based on funding requests from entities within the County, and TCTC and Caltrans prioritize applications that are consistent with strategies and needs identified in the Coordinated Public Transit-Human Services Transportation Plan. The selection of projects for funding under the JARC and New Freedom programs is evaluated by Caltrans.

TCTC will also play a role in program administration, because they are responsible for allocating TDA funds and adopting the Coordinated Public Transit-Human Services Transportation Plan.

Effective program administration is a crucial factor in ensuring the ongoing success of each new program implemented based on the strategies defined in this plan. As a first step, a sponsor or lead agency needs to be designated to manage each project. The lead agency would most likely be responsible for the following:

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

Later in this chapter, for each of the highest ranked strategies, a lead agency is suggested; however, in some cases numerous entities could serve in this capacity. The lead agency should have the administrative, fiscal and staffing resources needed to carry out the program on an ongoing basis.

Through workshops and the development of the inventory, it was noted that various organizations in the county have skill or experience in scheduling and dispatching; maintenance; providing information and referral or marketing; volunteer recruitment; and planning and programming (see Figure 7-1) These agencies could be called upon to offer their skills or share resources with the appropriate lead agencies and organizations, facilitating the implementation of the strategies defined in this plan.

Figure 7-1 Agency Functional Skills and Resources

Routing, Scheduling, and Dispatching	Maintenance Services	Customer Information, Referral, and Marketing	Volunteer Recruitment	Planning and Programming
- Tuolumne County Transit - School districts	- Tuolumne County Transit - Thumbs Up! - Dodge Ridge Ski Resort - School districts - Veterans' Administration - WATCH	- Tuolumne County Transit - Foothill Commuter Services - Area 12 Agency on Aging - Behavioral Health - Amador-Tuolumne Community Action Agency	- Columbia College - GAP-Catholic Charities - Sierra Foothill Senior Management - Schools - Tuolumne County Transit (Ambassador Program)	- TCTC - Amador-Tuolumne Community Action Agency

Decision-Making Process

In addition to the staff administering the service or program (derived from the strategies) policy oversight is essential for formal decision making. This function should rest with the TCTC Board and/or the boards of any of the agencies taking a leadership role in the implementation of strategies.

There is no permanent coordination body to carry forward some of the coordination activities that are encouraged in the various strategies. Although the SSTAC focuses on the array of transportation issues that arise in Tuolumne County, coordination has not specifically been one of the SSTAC's primary areas of focus. The SSTAC provides a forum, however, for sharing information and building consensus on strategies and tools. A new group could be established for the continuation and enhancement of coordination activities, or these responsibilities could be assigned to the SSTAC. Another potential strategy could be to conduct a coordination meeting that follows regular SSTAC meetings, or to piggyback on the standing meetings of the Senior Network, Central Sierra Continuum of Care, Supportive Housing Coalition, or any of the other housing or aging subgroups.

These meetings could serve as an opportunity to bring together organizations that may be interested in an ongoing role in coordinating service, cultivating a coordinated decision-making

process appropriate for Tuolumne County. Establishing a permanent coordination committee, or including an agenda item on coordination for future SSTAC meetings would further develop and formalize ongoing communication and discussions held during the process of developing this plan. It also acknowledges that ongoing collaborative relationships are crucial to promoting countywide coordination and providing guidance in how to implement the recommended strategies.

Service Standards

To ensure that programs developed from this Coordinated Plan are effective, it is recommended that agencies coordinating services or receiving any of the funding sources identified in this plan develop and adopt a set of standards and benchmarks that can be monitored and measured to provide a framework for effectively managing and evaluating services. While specific standards will vary depending on the service and operating environment (i.e., volunteer driver program versus expansion of Tuolumne County Transit service), standards are recommended to monitor (1) efficiency and (2) service quality and reliability. Service performance should be monitored by the lead agency for each program and data should be reported to participating agencies, the SSTAC and the TCTC Board.

Efficiency standards use operational performance data to measure the performance of a transportation program or transit system. Monitoring operational efficiency and productivity requires data such as operating cost, cost recovery (or farebox revenue recovery), vehicle revenue miles, vehicle revenue hours and information about boardings or the number of individuals served by the program.

TCTC already monitors service efficiency. However, many small transportation programs do not have the staff resources to collect and analyze a broad range of performance data. Thus, a few key indicators provide agencies with a good picture of how well service is doing:

- **Operating Cost per Rider/Program Participant:** Calculated by dividing all operating and administrative costs by total people using the transportation program.
- **Operating Cost per Revenue Hour:** Calculated by dividing all operating and administrative costs by the total number of revenue hours (with revenue hours defined as time when the vehicle is actually serving consumers).
- **Passengers per Revenue Hour:** Calculated by dividing the total number of people using the program by the total number of vehicle revenue hours. The number of passengers per hour is a good measure of service productivity so TCTC can compare different types of programs and evaluate which is the most efficient.
- **Cost Recovery or Farebox Recovery Ratio:** Calculated by dividing all revenue (farebox and donations) by total operating and administrative costs. This evaluates both system efficiency (through operating costs) and productivity (through total number of consumers served).

It is also possible to measure and monitor **service quality and reliability**. Recommended reliability standards include:

- **On-Time Performance:** For transit, this can be monitored by supervisors and trip logs. For volunteer programs or taxi services, users can report the information in surveys.
- **Complaints/Individual Served:** Requires the systematic recording of passenger complaints. **Compliments/Individual Served** can also be monitored to provide feedback on the personalized service provided by ambassadors, volunteers and drivers.

- **Road Calls/Revenue Mile Operated:** For transit services, 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.
- **Percentage of Repeat Riders/Users:** To evaluate the effectiveness of a personalized transportation program, the total proportion of individuals using the service on a regular basis gives an indication of consumer loyalty, comfort and familiarity with the program.

Other standards can be developed to evaluate the effectiveness of informational materials and outreach tools, and the general level of mobility in the community. Each program manager is encouraged to develop standards and monitor program progress in achieving the standards.

Facility Needs

The overall inventory of transportation providers, which excludes school district transportation programs, shows about 15 large buses, 25 vans of different sizes, nine or ten sedans and one SUV in Tuolumne County operated by the various human service transportation programs and Tuolumne County Transit. Taxi providers and Storer Coachways have more than 50 vehicles for private operation only. Although much of the vehicle maintenance in Tuolumne County is contracted out to various contractors and local service shops, some operators provide their own maintenance. MV Transportation, the contractor for Tuolumne County Transit, provides maintenance for the Tuolumne County Transit and Adult Day Health Care fleets. WATCH, the Veteran's Administration and Dodge Ridge Ski Resort provide their own vehicle maintenance.

Given current operations, no significant need has been defined for expanded or new facilities. Nevertheless, agencies in Tuolumne County may wish to consider consolidation of some maintenance functions to reduce costs and enhance the level of transportation coordination within the county.

The goal of a consolidated maintenance program would be to more fully utilize existing facilities and staff by making services available to organizations and agencies that require a level of technical maintenance expertise beyond what may be available to them. Consolidated maintenance agreements can provide high quality skills and facilities as well as other benefits, including the following:

- **Unique Expertise:** A centralized maintenance program that services paratransit-type vehicles (typically cutaway buses) develops specialized technical expertise not usually available from commercial repair shops. This expert knowledge extends to serving wheelchair lifts, fareboxes, tiedown systems, brake interlock systems, electrical systems and cutaway chassis.
- **Service Availability:** The human service agencies in Tuolumne County most frequently utilize their vehicles during normal business hours (Monday through Friday, from about 8:00 AM to 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.
- **Fueling:** Consolidated fueling from a centralized location also can be a benefit to nonprofit 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 keeper's 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.

Given the county's proximity to Calaveras County, where similar maintenance opportunities were also identified, consolidating maintenance functions across county lines could offer cost-savings benefits for both Tuolumne and Calaveras Counties.

High Priority Strategies

Figure 7-2 illustrates each of the high priority strategies discussed in Chapter 6. Information presented includes the name of the strategy; an appropriate agency or organization to develop a more detailed plan and implement the strategy; basic guidelines for an implementation timeframe; approximate costs; cost-effectiveness; and potential funding sources:

- **Lead Agency or Champion:** As appropriate, an agency is listed to take the lead in implementing the strategy. Agencies were identified based on skills shown in Figure 7-1, interest among agency leaders, or a role that agencies are already playing that is related to the strategy. For example, for out-of-county scheduled transit service, Tuolumne County Transit is the logical operator.
- **Implementation Timeframe:** Timeframes are estimated based on experience with similar efforts in other counties.
- **Order of Magnitude Costs:** Where specific cost information is available, costs have been included based on already-budgeted amounts. When unavailable, costs are estimated based on the assumed scope of the strategy.
- **Cost-Effectiveness of Strategy:** When strategies were prioritized in Chapter 6 based on the evaluation criteria, cost-effectiveness was one of the considerations in ranking a priority as "high" with regard to ease of implementation. Although some strategies may be more costly than others, certain no-cost and low-cost strategies may be easiest to implement in the short-term. More costly strategies are ranked as high when they

positively impact the mobility needs of large numbers of seniors, people with disabilities, or low-income residents.

- **Potential Funding Sources:** Refer to Chapter 1 for a basic list of funding sources that might be available to fully or partially implement each strategy. In some cases, other funding sources are listed based on existing contributions for similar programs in Tuolumne County.

Figure 7-2 Implementing High Priority Strategies

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
Goods delivery program for seniors and persons with disabilities	Tuolumne County Transit, A-TCAA, Senior Center, or another agency, partnering with a local supermarket, or discount store	3 months to develop contract and procedures with grocery stores or Food Bank; up to 6 months for staffing/operations	\$15,000 to \$25,000 for implementation and oversight for first year	High	TDA, FTA 5311, Area Agency on Aging, private foundations, private businesses (that participate in the food delivery program)	Lead agency must determine whether service is only for Food Bank deliveries or for purchased grocery delivery throughout the county. A pilot project could be developed in a limited number of communities.
Mobility manager	TCTC, MV Transportation, a contracted broker, or an human service agency	12 months staffing and equipment, and to develop guidelines and agreements with providers; service is ongoing	\$60,000 for full-time manager; additional \$10,000 to \$15,000 for program start-up costs	High	FTA 5310, FTA 5316, FTA 5317, human service agency funds, private donations	Program start-up costs include equipment, technology, office furniture, etc. A comprehensive brokerage program would be more costly to implement and would require significant buy-in from transportation providers.
Public-private partnerships for employee transportation	TCTC, Foothill Commuter Services, and private employers	3 months to plan and develop pilot projects; up to 9 months for securing funds and implementation	\$10,000 to \$75,000 or more per year, depending on program implemented	High	FTA 5316, FTA 5311, TDA, fares, and private funds	Small employer subsidies would have a minimal impact on current operations or costs. Subscription bus services or vanpool programs might be more costly depending on operating parameters.
Out-of-county transit service to Modesto	Tuolumne County Transit	12 months for planning, marketing, securing vehicle and funds, and implementation	\$111,000 per year in additional operating costs	Medium	FTA 5317, FTA 5311, FTA 5311(f), FTA 5310, TDA, fares, and donations	Cost based on 1,500 additional transit service hours per year at \$74 per hour. Agreement could be developed to share costs with Stanislaus County. Implementation of this strategy should be derived from the TDP.

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
Tuolumne County Transit “loop” bus service in Sonora on Saturdays	Tuolumne County Transit	6 months for planning, marketing, securing funds, and implementation	\$0 to \$20,000 per year in additional costs	Medium	FTA 5316, FTA 5317, FTA 5311, FTA 5310, TDA, fares, and donations	Replacement of current Saturday Dial-a- Ride service with deviated fixed route would have negligible additional costs. Additional service hours or vehicles would be more costly. Implementation of this strategy should be derived from the TDP.
Replacement and expansion of vehicle fleet and capital equipment for transportation programs and transit agencies	Tuolumne County Transit, WATCH, Mountain Women's Resource Center, Sierra Foothill Senior Mgmt., Thumbs Up!, ADHC, Tuolumne County Dept. of Social Services, VA, other agency providers	10 months for equipment replacement; ongoing	\$20,000 to \$250,000, per vehicle, depending on vehicle type	Medium	FTA 5310, FTA 5311	Ongoing vehicle replacement is warranted for all nonprofit providers and Tuolumne County Transit. Expansion vehicles should be secured based on need.
Program monitoring and driver training	Tuolumne County Transit, in association with other providers	Ongoing	\$10,000 per year for training and monitoring	Medium	TDA	Assumes implementation of coordinated training and monitoring programs to improve customer service and system reliability.
Transportation summit for transportation providers and agencies	TCTC, ATCAA, Area 12, and other participating agencies	Up to 3 months to organize/prepare materials; completion by January 2009	\$2,000 for facility rental, marketing/ training materials preparation, (excludes staff time)	High	TDA; agency and private donations; health and human service agency funding	A transportation summit is proposed as an ongoing event.

Goods Delivery Program

A goods delivery program for seniors and persons with disabilities could be managed by Tuolumne County Transit in association with A-TCAA, the Tuolumne County Senior Center, or another agency, partnering with a local supermarket, or discount store such as Wal-Mart or a drug store. This program saves people a trip to the store by using transit service to bring the goods to them, and sharing transit with riders making regular trips. Because drivers may be responsible for the exchange of goods — that they are picked up and delivered in accordance with program policies — several months will be required to ensure program parameters are fully developed. Initially, the program could be developed in conjunction with the Food Bank or only one store, and serve individuals in only one community. For example as a pilot project, an agreement could be made with Pak N' Save in Sonora and groceries could be transported only to the smaller communities at the end of Route 2: Sierra Village, Mi-Wuk Village and Sugar Pine. If the program is deemed successful it could be expanded. It is assumed that to establish the program will require between six and nine months total to ensure it is adequately staffed, marketed and that an operations plan is successfully in place.

Costs for this program are assumed to be between \$15,000 and \$25,000 per year, but they could be far less for a simple pilot program. TDA funds, FTA 5311, Area Agency on Aging, private foundations, and private businesses that participate in the food delivery program are all potential sources of funding for a goods delivery program. If the program is established in conjunction with the Food Bank or Senior Center for specific populations, additional funding sources may be available through these organizations.

Mobility Manager

Costs for a mobility manager depend heavily on the level of coordination of services available. A full-time mobility manager would cost approximately \$60,000 each year. An additional \$10,000-15,000 should be budgeted for program start-up costs related to purchasing a computer, other technology, office furniture, etc.

Depending on the specific mobility management activities that are pursued, there will be additional capital costs associated with project implementation. Some programs can be implemented on a limited budget whereas others, such as establishing an on-line trip-planning program, may require additional technological expenses as well as technical assistance from consultants.

Under SAFETEA-LU, FTA explains the following about mobility management:

- Mobility management is an eligible Federal capital expense supported with 80% Federal public transportation funding.
- It consists of short-range planning and management activities and projects for improving coordination among public transportation and other transportation service providers. It includes personnel and technology activities.
- Mobility management funding may not be applied to operating public transportation services.

Potential funding source for a mobility management program in Tuolumne County include FTA 5310 funds, JARC and New Freedom funds, human service agency funds, and monies from private donations.

As noted in Chapter 6, TCTC would be a logical lead agency for mobility management efforts, but MV Transportation or another provider could do it under contract to the county (they have similar roles in other communities). A well-organized human service agency could also take the lead, especially if a centralized brokerage is developed for scheduling and dispatch. Ideally, the first step in implementing mobility management would be to develop a detailed plan that defines responsibilities, governance and organizational structure, funding sources, coordination activities, marketing and cost-sharing.

Public-Private Partnerships for Employee Transportation

Three types of employee transportation services are identified in this plan.

The first is subscription bus service which might be operated by Tuolumne County Transit in association with one or more employers. Subscription service could be initially funded through FTA 5311 and JARC funds, TDA and farebox revenue sources. CalWORKs sources could be explored for welfare-to-work placements. Major employers could be approached as funding partners to minimize public subsidy. Costs for this program could be as little as \$35,000 per year for a subscription bus service operating round-trip service with one vehicle, or twice as much for two vehicles. Tuolumne County Transit should assume up to three months are required to plan and develop pilot projects and up to 9 months may be needed to secure funds and implement the subscription bus service.

The second is employer-sponsored vanpool services, which could be implemented in conjunction with Foothill Commuter Services and a rental van company like Enterprise or Hertz. To organize a vanpool program, an employer should work with Foothill Commuter Services for assistance on how to structure a program. A list of interested employees would be generated to match riders, destination, time of work, and other preferences. Educational information would be developed and distributed to raise awareness about vanpools, as well as to outline the process for participating. Typically, the economic (i.e., fuel savings) and quality of life (i.e., reduced stress from not driving) benefits are emphasized in the written information. Costs for this program could be minimal — as low as \$10,000 for assistance in renting a couple of vans. Private and employer funds could be used to support the operation of the service. This program could be implemented within six months.

The third is a program by which employers would subsidize Tuolumne County Transit either through direct benefits to employees or the transit agency. Subsidies could be at any level and could be used to supplement employee paychecks, provide transit vouchers, or provide funds directly to Tuolumne County Transit. Tuolumne County Transit staff should develop a detailed subsidy program identifying the opportunities available and the tax benefits that can be derived from such a program. They should then work closely with select employers. Implementation of such a program could take up to nine months to secure funds and implement with private funding.

Out-of-County Transit Service to Modesto

Although this strategy has not been identified by TCTC as a unmet transit need that is reasonable to meet, it would significantly improve travel between Tuolumne County and Modesto, something identified as a need by a number of stakeholders. Consideration of this strategy is recommended as part of the forthcoming Transit Development Plan Update.

Carrying forward this service may require up to one year for planning, marketing, securing a vehicle and staff, and implementation. Additionally, agreements would need to be developed with Stanislaus County or the City of Modesto regarding where and when buses could stop and policies for picking up and dropping off passengers outside of Tuolumne County.

\$111,000 in operating costs are estimated to provide two round-trips per day. The operating cost of the service could be paid with JARC funds, because work trips would be a significant component of the service, as well as FTA 5311 and FTA 5311(f) funds. If medical services for seniors and people with disabilities comprise a significant portion of the operation, FTA 5310 funds could also be used to secure equipment. Other potential funding sources include TDA, fares, and donations.

Service could include an early departure to Modesto, beginning in Sonora, with the bus returning from Modesto in the morning to allow for reverse commutes or other trips from Stanislaus County to Tuolumne County. An afternoon roundtrip would provide return service for passengers at either end of the route.

If feasible, a portion of the service could be operated or paid for by Stanislaus Regional Transit (StaRT), or a timed transfer could be established with one of the agency's routes, but this could only be determined through comprehensive negotiations with Stanislaus County representatives.

The development of a new transit service will require local funding and a local commitment to transit service. Cost-sharing, local funding and public support are essential components of making this work.

Tuolumne County Transit “Loop” Bus Service in Sonora on Saturdays

Modifying the existing dial-a-ride service provided on Saturday to offer a more convenient fixed route service can result in increased ridership. Costs could be maintained at current levels, or a few additional hours could be added for about \$20,000 per year.

Stakeholders through that replacement of current Saturday Dial-a-Ride service with deviated fixed route would be much more user-friendly than existing service and would be easier for the general public to use to take to work or go shopping. By deviating within $\frac{3}{4}$ mile of the route for eligible riders, persons with disabilities would also be able to enjoy the convenience of a regular fixed route schedule. To deviate efficiently, the route could operate its regular service, and then, once it reaches a terminal point, could pick up or drop off eligible passengers before returning to the terminal to continue the route. Comprehensive planning is recommended before implementing any service changes.

Any number of funding sources could be used to support the recommended strategy, including JARC, New Freedom, FTA 5311 and TDA. FTA 5310 funds could be used if the vehicle primarily serves seniors and people with disabilities either on Saturday or during the week, so the vehicle can be in general public service on weekends. Fares and donations can also be used to support the service. Six months would be required to plan and market the service, and to secure funds for implementation. Consideration of this strategy is recommended as part of the forthcoming Transit Development Plan Update.

Replacement and Expansion of Vehicle Fleet and Capital Equipment for Transportation Programs and Transit Agencies

Vehicle and equipment replacement is a necessity for ongoing safe and reliable transportation operations. Fleet replacement, new dispatch equipment, and other capital needs may be necessary for Tuolumne County Transit, WATCH, Mountain Women's Resource Center, Sierra Foothill Senior Management, Thumbs Up!, Tuolumne Adult Day Health Care, the Tuolumne County Department of Social Services, the Veteran's Administration, and other human service transportation providers.

Most of these providers would be eligible for funding, depending upon the use of the vehicle, for FTA 5310 funding. Applications for FTA 5310 funds must be submitted to TCTC, which evaluates applications and submits them to Caltrans. Costs range widely from about \$20,000 for a sedan to \$250,000 for a large bus.

Program Monitoring and Driver Training

Implementation of this recommended strategy can be accomplished through development of consistent training programs, in consultation with several transportation providers in Tuolumne County, and monitoring of service quality through data collection, surveys, and consistent reporting. Tuolumne County Transit would take the lead in ensuring their driver training programs are in compliance with state standards and expand programs. They could also offer training for other agencies and organizations if they have capacity. They would be responsible for reporting the results of surveys and data to TCTC or the agencies with which they contract. Ongoing training and monitoring is estimated to cost about \$10,000 per year and can be funded with TDA monies.

Transportation Summit for Transportation Providers and Agencies.

It is recommended that TCTC take the lead on this strategy, working with other local partners, in a low-cost effort designed to improve the dissemination of information in the county, bring together agencies with similar concerns, dispel myths and rumors and build partnerships around the topic of transportation. This strategy can be accomplished in as little as three months and could be planned by the SSTAC to ensure a broad range of transportation issues are addressed by the summit. Private businesses should be approached to provide support and resources in exchange for recognition at the event. Total costs are estimated at about \$2,000 and can be funded with TDA planning funds, as well as agency and private donations.

Medium Priority Strategies

Medium priority strategies include a number of recommended programs that may be more costly to implement or were evaluated to have less of an impact on mobility for seniors, people with disabilities and low-income individuals than high priority strategies. As medium priority strategies, these are assumed to require more time to implement, and it may be more challenging to find funding for implementation of these coordination strategies. Figure 7-3 presents the medium priority strategies.

Increasing Tuolumne County Transit service to seven-day per week operation and extending service hours would require additional operating resources but would result in a much higher level of mobility within the county, allowing people to ride in the evening and access jobs and services on weekend, as well as attend religious services. A comprehensive

routing, staffing and operations plan would need to be developed and up to two years may be necessary to secure funding for additional staff. Optimally, this strategy should be identified as part of the Transit Development Plan Update before carrying it forward to implementation.

Having a **central bus terminal in each community** would be relatively easy to implement, but it can be costly to secure capital funds for construction and to develop the plans that will maximize the use of the facilities (e.g., local circulation plans or goods delivery program). Up to three years may be needed to apply for funds, site the facilities and complete construction. A related strategy, **pedestrian paths, sidewalk improvements, and bus shelter and bench program**, can also be funded with FTA 5311(f), Proposition 1B, LTF and New Freedom (FTA 5317) funds because bus stop improvements can significantly enhance transit access for people with disabilities while improving pedestrian safety for seniors, youth, and all other ridership groups.

Less capital-intensive but more comprehensive in scope, **implementation of coordinated social service and transportation information resources** should be left to TCTC, Tuolumne County Transit, and the Amador-Tuolumne Community Action Agency. The County already prepares excellent transit information and provides a transit website. This strategy is highly cost-effective and can be completed in less than six months, but should be updated annually or whenever there are significant service changes. Implementation of the 211 program is already underway for Tuolumne County, with Behavioral Health staff likely taking the lead for this forthcoming information and referral service that will offer everything from suicide prevention counseling to transit information at a cost of about \$50,000 per year. Under the leadership of the Amador-Tuolumne Community Action Agency, the plan is for a five-county regional broadband-based 211/information and referral database system and regional telemedicine program and full implementation is anticipated in 18 months.

Driver training for assisting persons with disabilities would require coordination with local human service agencies to ensure the quality of information is good and that services are enhanced and monitored. Although this strategy was not rated by stakeholders as being as high a priority as other strategies, it would be relatively inexpensive and easy to implement, and is therefore recommended for implementation. Implementation is assumed to take up to six months.

A **volunteer driver program** was also not identified by stakeholders as a high priority strategy for Tuolumne County, but is worthy of consideration. The SRS program provides a basic level of transportation service for seniors only who cannot get a ride another way. SRS said they would be interested in expanding their program if it is a success and if additional funding is available. SRS could coordinate in partnership with one or more other agencies in the county to lead the program, but expand service to people with disabilities who might not otherwise be seniors, or to low-income residents. In addition to funds from the Area 12 Agency on Aging, funding could be provided with New Freedom funds, funds from United Way and private donations.

Figure 7-3 Implementing Medium Priority Strategies

Strategy (to address need/gap)	Timeframe	Comments
Tuolumne County Transit service 7 days per week; provide later service	1 year to develop routing, staffing and operations plan; up to 2 years for funding and to secure additional staff if required	Should be implemented within 1 year if identified as an unmet transit need. Otherwise, TDP should be developed with recommendations to address needs and provide additional service.
Central bus terminal in each community	3 years for grant applications, funding and construction	Funds for bus terminals could come from FTA 5311(f), FTA 5317, Proposition 1B and TDA funds. Advertising revenues could also be used to support development of community bus terminals.
Pedestrian paths, sidewalk improvements, and bus shelter and bench program	5 years to implement; ongoing maintenance	Can be very costly to implement but significantly enhances the pedestrian environment to encourage transit use while allowing people to walk around their communities safely.
Coordinated social service and transportation information resources	6 months	Can build upon the strengths of existing Tuolumne County Transit information and integrate information about all transportation programs. Implementation of 211 program in Tuolumne County is recommended as part of strategy.
Driver training for assisting persons with disabilities	6 months	A program should be established in conjunction with human service agencies in Tuolumne County to ensure local sensitivities are addressed in driver training.
Volunteer driver program	10 months for recruitment of volunteers, developing program guidelines and securing additional funding	Building up on the Senior Resource Services pilot volunteer driver program would be a good strategy for the development of the initial phase of program.

Low Priority Strategies

Figure 7-4 illustrates the three lowest priority strategies. These were identified in Chapter 6 as being lower priority either due to complexity of implementation or effectiveness of the strategy in addressing the needs of the target populations. For example, **shared use of school buses** in the county could be challenging depending on regulations or requirements that the school districts have in place. This is discussed further in the next section of this chapter.

Implementing **fare agreements between Tuolumne County Transit and Calaveras Transit** would be especially advantageous for individuals connecting to Calaveras Transit for ongoing service. Agreements could also be established with other connecting transit providers if new services are introduced. These agreements would need to be carefully negotiated and could take up to one year to develop fare mechanisms and procedures for passengers and for cost-sharing between agencies.

Finally, a **ridesharing program** is included among low priority strategies because, although implementation is the easiest of all of these (because Foothill Commuter Services provides ongoing programming support), stakeholders felt that such a program has less of an impact on the mobility of the targeted population groups than any of the other strategies. Although the program is ongoing, it can certainly enjoy further support from Tuolumne County agencies and employers. The component of the program that might be most appealing to stakeholders — vanpools for some major employers — is identified among potential high priority strategies.

Figure 7-4 Implementing Low Priority Strategies

Strategy (to address need/gap)	Timeframe	Comments
Shared use of school buses	1 years for planning and negotiations; up to 2 years for implementation	Several years may be required to negotiate reimbursement rates, prepare contracts, settle insurance requirements and develop comprehensive procedures for integration of services. A first step should be to convene school districts to review potential opportunities.
Fare agreements between providers	1 year for comprehensive agreements to be developed and implementation	Meeting with Calaveras Transit to discuss this as a potential strategy is recommended as an initial step. If there is agreement from both counties, an operations and cost-sharing plan should be developed. This strategy may require advanced farebox technologies.
Formal rideshare program	Ongoing	Foothill Commuter Services is already operational. Additional marketing to potential carpoolers/vanpoolers and to employers is recommended.

Review of Plan Opportunities

The Coordinated Plan identifies strategies to address an array of needs identified by stakeholders and planners. Some opportunities identified in this plan are summarized in the following sections.

Access to Jobs and Employment

Job access is a significant challenge in a rural county with a limited public transit network and limited service hours. Although many of Tuolumne County's major employers – public schools, Sonora Regional Medical Center, the County of Tuolumne – afford some access to transit service, others have very limited access. Many stakeholders said the lack of transportation for trips home from night jobs at Black Oak Casino and Wal-Mart is a significant mobility barrier. Expanding services through carpools, vanpools, subscription buses and extended services would enhance overall access to jobs and employment opportunities. In addition, better information can be shared with a host of human service agencies to promote transportation to job training and college classes at Columbia College. Implementing the strategy for a coordinated information effort would be a significant improvement to the sometimes splintered

public information that is currently available about what services are available for people to get to jobs.

Key opportunities to improve access to jobs and employment, as identified in this plan, include the implementation of a program to increase awareness of and access to service seven days per week, fixed route service on Saturdays, and connections to Modesto, not requiring a transfer through Calaveras County. This strategy would be an especially significant boost to individuals trying to get to jobs in a larger urban area.

Coordinated fares and passes with Calaveras Transit would be a cost- and time-saving enhancement that would allow people in Calaveras County to more easily commute to the many jobs in Sonora, as well as for Tuolumne County residents who may work in Calaveras County's wineries and at other jobsites.

Foothill Commuter Services' ridematching assistance is an invaluable tool to link commuters who make regular trips between communities. TCTC's support of the program and promotion of the services, especially to employers would be encouraged. Major employers did not fully participate in the development of this plan, but if they can encourage employees to use transit, possibly providing subsidies or enjoying tax breaks themselves, the level of mobility for work-related trips can be significantly enhanced in Tuolumne County.

Volunteer Transportation

Several of the needs identified in this plan are best addressed through volunteers. At the public workshop in June, many stakeholders indicated they were not aware of Tuolumne County Transit's ambassador program which relies on volunteers to provide information, training and trip planning assistance for new or inexperienced riders, particularly seniors who are unfamiliar with the service. Better information about this service would be welcomed, so agencies and transit riders might be better aware of the availability of this assistance, and might also be able to provide additional volunteers who might serve as ambassadors.

Volunteers might also play a significant role in increasing mobility through a volunteer driver program. With gasoline reimbursements for drivers, the SRS program could be expanded to serve more seniors or more rider groups if additional staffing and funding can be secured. An expansion of this program is recommended in this plan.

It should be noted that volunteers might also play a role in the implementation of sensitivity training for transit drivers, including volunteers who may themselves have disabilities, to talk to drivers about what their needs and expectations might be. Another need that was identified by stakeholders, but that is not addressed in this plan as an explicit strategy, includes the potential for school volunteers at bus stops to escort children from the bus into the building. This can be informally coordinated with schools and childcare programs.

School Transportation

Although an effort was made to include school transportation in the coordinated planning process in Tuolumne County, only some representatives of agencies that work with students, and not any specific school district, participated. Tuolumne County may want to advance efforts to work with schools, and a strategy was identified in this plan to develop a cooperative effort with school districts providing transportation.

Any of Tuolumne County's 12 school districts could be integrated into a joint transportation program. One of the challenges in doing so would be that school vehicles are not typically accessible to people using mobility aids. 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.

ATCAA is the grantee in Tuolumne County for Head Start. It is supported through Federal Head Start and First Five California Commission grants. ATCAA's Family Learning Center owns four vans which they use primarily in their home visit programs, and to transport Head Start program participants (and their parents) to medical, dental, or other social service appointments, as well as their educational centers in Columbia, Jamestown, Sonora, Twain Harte and Tuolumne.

Non-Emergency Medical Transportation

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 Tuolumne County, none of the transportation providers contacted as part of the inventory identified themselves as Medi-Cal NEMT providers. By becoming a Medi-Cal NEMT provider, a local agency could help address a lack of providers now available and improve access to medical care for people who have difficulty using other modes, including ADA paratransit, volunteer transportation, or taxicabs.

NEMT is free to the rider. Medi-Cal's standard rates for NEMT are currently \$17.65 per patient plus \$1.30 per mile with a patient on-board. The pick-up rate is reduced when multiple patients are picked up at the same time. Effective July 1, 2008 a 10% reduction from the standard rates is in effect as part of the state deficit reduction program. These rates may not be sufficient to recover the full cost of providing service (or for a private provider to make a profit), but they would pay for the major portion of actual cost in a public operation. Medi-Cal payments would qualify as match for New Freedom funding.

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

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

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

Summary and Next Steps

Tuolumne County has committed agencies and transit staff that seek to improve mobility for seniors, people with disabilities and individuals with low incomes. Most of the highest priority strategies can be implemented within a 12-month period, but some strategies are ongoing. Those strategies with a number of partners that are interested in taking a leadership role are the most likely to have the greatest impact and be the most successful because they show support from a broad base of agencies and providers. Some other considerations that will impact the success of a program are as follows:

- **Partnerships with TCTC.** TCTC’s access to financial, operational and management resources can help ensure that new services or projects are supported as they build and sustain the momentum necessary for success. ATCAA is another agency that is critical to the success of coordinated human service transportation and referral programs in Tuolumne County.
- **A broad base of funding support.** Local project sponsors must identify several funding sources that can be used to start a new service and provide ongoing support to keep services operational beyond any initial grant funding periods. The most successful coordinated planning projects typically include services that are developed with a broad range of funding partners.
- **Strong marketing to support new services.** Marketing/promotional efforts to raise awareness, especially among job seekers, job developers and job placement organizations, and to garner employer and community buy-in, are essential.
- **Ongoing evaluation of service ridership/productivity.** Most successful projects evolve by tailoring services in response to user and sponsor feedback. Collecting timely information allows sponsors to track program progress and refine services as needed. Evaluation results also support marketing and outreach campaigns.

The initial impetus for this plan was to meet federal requirements in order to apply for SAFTEA-LU funds: FTA Section 5310, FTA Section 5316 (JARC), and FTA Section 5317 (New Freedom) programs. In the process of developing the plan, it became clear that stakeholders were participating in the process for more than funds alone. This plan can be a blueprint for programs and projects to increase the mobility of older adults, people with disabilities, and low-income individuals. By increasing mobility for these targeted populations, the mobility of all Tuolumne County residents can be improved.

Community leaders and citizens who participated in the development of this Coordinated Public Transit-Human Services Plan can use it to make transportation a “coordination issue” in Tuolumne County. Currently, organizations meet to coordinate services around healthcare, education, and criminal justice. As a result, many agencies have a good understanding of how services are coordinated with regard to several types of programs in the county. Coordinating around transportation provides a basis for greater communication between the agencies to address needs that are common to most clients and consumers.

After this plan has been adopted and distributed, it is recommended that stakeholders reconvene to identify specific individuals and agencies with the willingness and capacity to move the implementation of the strategies forward.

APPENDIX A

STAKEHOLDERS

Appendix A. Stakeholders

Following is a list of stakeholder organizations whose representatives provided input in the development of this plan. The list is current as of March 2008.

- Amador-Tuolumne Community Action Agency (ATCAA): Family Learning Center
- ATCAA: Jamestown Homeless Shelter
- ATCAA: Family Resource Center
- Area 12 Agency on Aging
- California Department of Rehabilitation
- Catholic Charities
- Dodge Ridge Ski Resort
- Disability Resources Agency for Independent Living (DRAIL)
- Foothill Commuter Services/Foothill Rideshare
- Mother Lode Job Training/Job Connection
- Mountain Women's Resource Center
- Murphys Cab Company
- MV Transportation
- Sierra Foothill Senior Management
- Sonora Area Foundation
- Stagecoach Limousine
- State Council on Developmental Disabilities Area 6
- Storer Coachways
- Thumbs Up!
- Tuolumne Adult Day Health Care
- Tuolumne County Department of Social Services (DSS): Child Welfare Services
- Tuolumne County DSS: Welfare-to-Work/CalWORKS
- Tuolumne County Public Health
- Tuolumne County Public Works
- Tuolumne County Transit
- Valley Mountain Regional Center
- Veterans Administration
- Work Activities for Tuolumne/Calaveras Handicapped (WATCH) Resources, Inc.

APPENDIX B

WORKSHOP PUBLICITY AND ATTENDANCE

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

COMMUNITY WORKSHOP

YOU ARE INVITED TO ATTEND A WORKSHOP

**Wednesday June 4, 2008, 3:00 PM – 5:00 PM
Tuolumne County Administration Center, Board of Supervisors Chambers
2 South Green Street, Sonora**



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

- Learn about the 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 Tuolumne County.

Who should attend?

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



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FOR IMMEDIATE RELEASE

Contact: Diane Bynum, Tuolumne County Transportation Council, (209) 533-5601

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

Tuolumne County Human Service-Public Transportation Coordination Plan Community Workshop

Wednesday June 4, 2008, 3:00 PM – 5:00 PM

**Tuolumne County Administration Center, Board of Supervisors Chambers
2 South Green Street, Sonora**

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

At the workshop, 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.

The workshop is being held as part of the Tuolumne County Human Service-Public Transportation Coordination Plan. Sponsored by Caltrans, the Plan's goal is to improve mobility for county residents through better coordination of services among transportation providers and human service agencies in Tuolumne 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.

For agencies seeking federal transportation funds, information will be available at the workshop about three types of federal funds: Job Access Reverse Commute (JARC, 5316), New Freedom (5317), and the Elderly and Disabled Transportation Assistance Program (5310).

The Human Service-Public Transportation Coordination Plan is a required document for local organizations and transportation providers 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 Human Service-Public Transportation Coordination Plan on behalf of the Tuolumne County Transportation Council to find transportation needs and gaps, and define opportunities for better coordination. An Existing Conditions Report was prepared in March 2008, which provides findings from interviews with planners, community representatives and political leaders; an analysis of community demographics and transportation data; and a review of regional issues.

For more information about the Tuolumne County Human Service-Public Transportation Coordination Plan and the community workshop, or if you are unable to attend but would like to provide input, please call Diane Bynum at the Tuolumne County Transportation Council, (209) 533-5601.

Coordinated Transportation Plan Community Workshop

Sonora, California
June 4, 2008

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Sonora, California
June 4, 2008

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Sonora, California
June 4, 2008

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