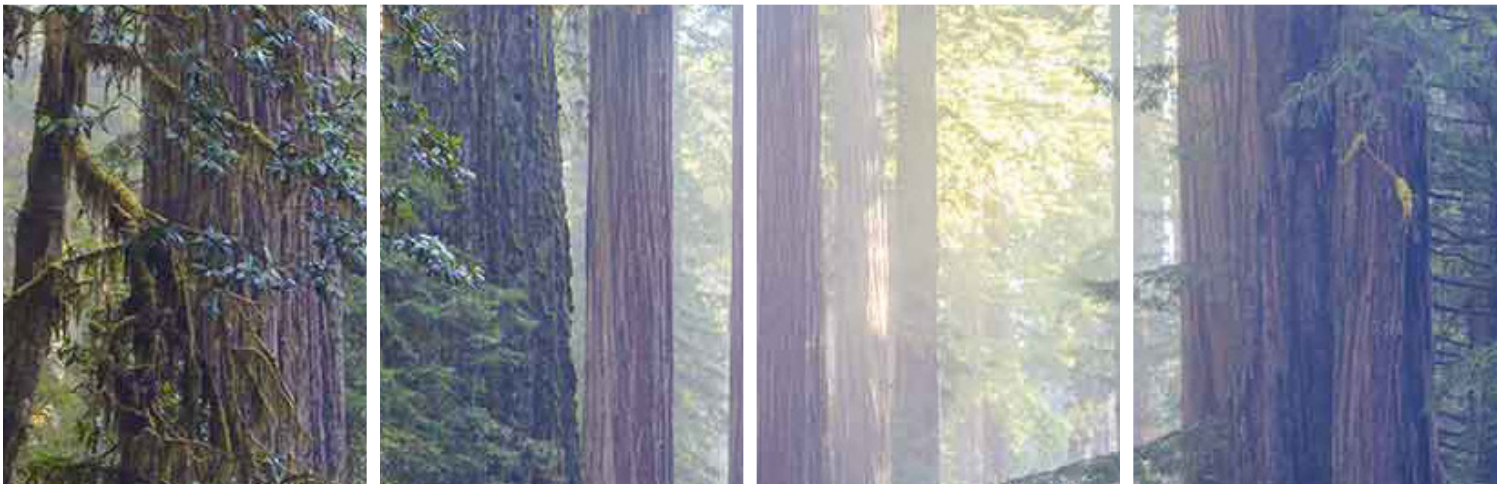




REDWOOD COAST TRANSIT AUTHORITY

Short Range Transit Plan

Fiscal Years 2019/20 to 2024/25



June 2019
Draft for Board Adoption

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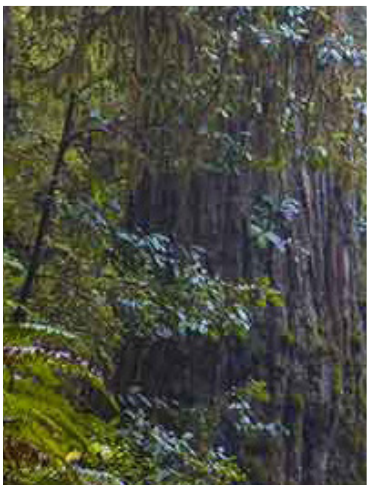


Table of Contents

Introduction	7
Short Range Transit Plan Chapters	7
Chapter 1: System Overview	9
Study Area Characteristics	9
Transit Services	29
Existing Facilities	39
Review of Previous Plans & Studies	46
Chapter 2: Public Involvement, Market Research, & Transit Needs.....	51
Overview.....	51
OnBoard Survey.....	52
Key Themes from Stakeholder Interviews and Board Workshop	56
Chapter 3: Mission Statement, Goals, and Performance Standards.....	67
Mission Statement	67
Goals and Performance Standards	67
Chapter 4: Performance Data Collection and Management	80
Current System for Performance Data Collection and Management.....	80
Performance Data Tracking & Reporting Needs	84
Recommendations	85
Chapter 5: RCTA Management Model and Peer Analysis.....	88
Historical Background.....	89
management contract scope of service	90
Peer Analysis.....	92
Recommendations	96
Chapter 6: Recommended Service Actions	99
Summary	100
Weekend Service	101
Increase Student Ridership	105
Provide Later Evening Service	120
Pilot Projects to Attract More Tourists on Redwood Coast Transit buses	122
Morning Service from Klamath to Crescent City.....	126
Service Reductions.....	130

Chapter 7: Consolidated Transportation Services Agency Plan	136
Background.....	136
Travel Training	138
ADA Paratransit Certification Process	148
Costs	173
Other potential programs	179
Chapter 8: Marketing Plan	183
Marketing assessment	184
Marketing Objectives	186
Target Markets	188
Current and potential Marketing strategies	190
Implementation resources	203
Chapter 9: Financial Plan	204
Operating Costs	204
Operating Revenues.....	208
Capital Expenditures.....	218
Five-Year Capital Costs	227
Capital Revenues	228
Composite Profile of Operating and Capital Costs and Revenues.....	236
Appendix A: Sample Travel Training Pre-Travel Interview Form and Waiver	238

Tables

Table 1: County Population.....	13
Table 2: Census Tract Description and Population	14
Table 3: Housing.....	15
Table 4: Age, Gender, & Ethnicity	16
Table 5: Native American Tribal Area Populations	18
Table 6: Older Adults & People with Disabilities	19
Table 7: Poverty Status	20
Table 8: Commute Mode	23
Table 9: Time Leaving for Work	23
Table 10: Travel Time to Work.....	24
Table 11: RCTA Fares – September 1, 2017	35
Table 12: FTA 2017 Maintenance and Operation Facility Inspection	41
Table 13: FTA 2017 Maintenance and Operation Facility Inspection (cont.)	42
Table 14: Redwood Coast Transit Fleet as of June 1, 2018.....	45
Table 15: Passengers Per Revenue Hour by Service Type.....	69
Table 16: Minimum and Target Performance Standards: Passengers Per Vehicle Revenue Hour by Service Type.....	70
Table 17: Rural and Small Urbanized Transit Agencies Comparison of Cost Per Vehicle Revenue.....	71
Table 18: Systemwide Farebox Recovery Ratio - FY 2014/15 to FY 2017/18.....	73
Table 19: Cost per Passenger Trip Recent Performance.....	75
Table 20: Recommended Cost Per Passenger Trip Performance Standards.....	75
Table 21: Peer Agencies	93
Table 22: TMT/Herron Administrative Contract Hours.....	94
Table 23: Peer Analysis Results - Fiscal Year 2017/18	95
Table 24: Recommended Contract Increase	98
Table 25: Summary of Potential Service Additions & Estimated Annual Costs	100
Table 26: Summary of Potential Service Reductions & Estimated Annual Costs.....	101
Table 27: Sunday Service Costs	104
Table 28: H.S. & M.S. Bell Times and Current RCTA Stop Times	108
Table 29: H.S. & M.S. Bell Times & Ideal Transit Stop Times.....	112
Table 30: H.S. & M.S. Proposed Adjustments to Morning Schedule	113
Table 31: H.S. & M.S. Proposed Adjustments to Afternoon Schedule.....	114
Table 32: School Service Costs - Adjust First Trip Time on Route 1	118
Table 33: School Tripper Costs - New Route	118
Table 34: Provide Later Evening Service on Local Routes	121

Table 35: Provide Later Evening Dispatch Support.....	122
Table 36: Tourist Service - Extend Route 199 to Anchor Beach Inn.....	125
Table 37: Tourist Service - Add an early evening run to Route 199	125
Table 38: Tourist Service - Add stops at Motels/Hotels on Route 20	125
Table 39: Klamath Glen - Subsidize Fare Cost for 3 Riders	128
Table 40: Klamath Glen - Subsidize Route Extension	129
Table 41: Klamath Glen to Crescent City - Add Morning Trip	130
Table 42: Reduce Saturday/Holiday Service for Routes 1 and 3.....	131
Table 43: Eliminate Saturday/Holiday Service on Route 20.....	131
Table 44: Eliminate Evening Trip from Crescent City to Smith River	132
Table 45: Eliminate Saturday/Holiday Service on Route 199.....	132
Table 46: Eliminate Midday Trip on Route 199	133
Table 47: Reduce Route 199 to 3 Days per Week.....	133
Table 48: Eliminate Saturday/Holiday Service on All Routes	134
Table 49: Replace Local Saturday Service with General Public Dial-a-Ride	134
Table 50: Eliminate Midday Trip on Route 20.....	135
Table 51: Eliminate Route 199	135
Table 52: Reduce 30 minutes of evening service on all local routes	135
Table 53: CTSA Programs - Cost Estimates Summary	174
Table 54: Travel Training Program - Detailed Costs Estimates	176
Table 55: ADA Certification Program - Detailed Costs Estimates - Year 1	177
Table 56: ADA Certification Program - Detailed Costs Estimates - Years 2 & 3	178
Table 57: Budgeted and Projected Operating Expenses.....	205
Table 58: Budgeted and Projected Operating Revenues.....	209
Table 59: Fare Chart - Cash Fares	210
Table 60: Fare Chart - Monthly Passes	211
Table 61: Farebox Recover Ratio	211
Table 62: Recommended Regional Cash Fare Increase.....	212
Table 63: LTF Revenue - Actual & Projected.....	213
Table 64: STA Revenue - Actual & Projected.....	215
Table 65: FTA 5311 (f).....	216
Table 66: Anticipated Operating Reserve	218
Table 67: Redwood Coast Transit Fleet as of June 1, 2018.....	220
Table 68: Redwood Coast Transit Fleet	222
Table 69: Vehicle Procurement Schedule.....	223
Table 70: Capital Costs	228
Table 71: Capital Revenues	235
Table 72: Composite Profile of Operating and Capital Costs and Revenues.....	237

Figures

Figure 1: Project Area Context	9
Figure 2: Map - Del Norte County Overview	11
Figure 3: County Historic Population Change	13
Figure 4: Map - Population	15
Figure 5: Map - Poverty	21
Figure 6: Unemployment Rate	25
Figure 7: Map - Key Transit Destinations - County Level	27
Figure 8: Map - Key Transit Destinations - Crescent City Area	28
Figure 9: RCTA Local Routes.....	30
Figure 10: Route 20 Map.....	31
Figure 11: Route 199 Map.....	33
Figure 12: Bus Bay from Planned Front St Improvement Designs	36
Figure 13: Age of Survey Respondents Compared to Population	53
Figure 14: Onboard Survey - Annual Family Income	53
Figure 15: Onboard Survey - Gender.....	54
Figure 16: Onboard Survey - Most Desired Improvement.....	55
Figure 17: RCTA Systemwide Annual Productivity	68
Figure 18: Peer Analysis-Total Admin. FTEs and FTEs per 10,000 Vehicle Service Hours.....	96
Figure 19: College of the Redwoods & Humboldt State Student Ridership - 2018/19	106
Figure 20: Map of HS & MS Yellow Bus & RCTA Service	107
Figure 21: Map of Crescent City Local Routes showing M.S and H.S.....	109
Figure 22: Potential Morning School Tripper Route Map.....	116

Introduction

The Short Range Transit Plan (SRTP) is a blueprint for Redwood Coast Transit service over the next five years (FY 2019/20 to FY 2024/25). The Short Range Transit planning process was separated into two phases. The first included an examination of existing conditions in the County and of the transit system, public involvement and stakeholder outreach, market research of existing and potential passengers, evaluation of current transit needs, and development of system goals and performance standards.

The second phase of the SRTP process built on the findings summarized in Phase I and evaluated and developed a five-year plan for service alternatives, capital assets, system finances, marketing activities, Coordinated Transportation Services Agency activities, and the administrative management model.

SHORT RANGE TRANSIT PLAN CHAPTERS

This SRTP contains the following chapters:

- Chapter 1: System Overview - describes the context of the RCTA service area, including demographics and geography.
- Chapter 2: Public Involvement, Market Research, & Transit Needs - summarizes the public outreach and stakeholder involvement activities and findings as they relate to the transit needs of the community.
- Chapter 3: Mission Statement, Goals, and Performance Standards - describes the service goals for RCTA and standards by which to measure the performance of the agency towards meetings the goals.
- Chapter 4: Performance Data & Collection - examines the current process for the collection and management of performance data, planned improvements, and recommends potential actions.
- Chapter 5: RCTA Management Model and Peer Analysis - examines the current model for RCTA's administrative management, compares the

staffing levels to seven peer agencies, and recommends future improvements.

- Chapter 6: Recommended Service Actions - describes both potential improvements to Redwood Coast Transit service and potential reductions in the face of unpredictable financial scenarios.
- Chapter 7: Consolidated Transportation Services Agency (CTSA) Implementation Plan - sets forth a plan for implementation of two new programs for RCTA to undertake as the CTSA for Del Norte County - Travel Training and ADA Eligibility Certification. Other potential programs are also presented.
- Chapter 8: Marketing Plan - recommends potential marketing opportunities and activities for the various target markets.
- Chapter 9: Financial Plan - examines the present capital and operating financial scenario and recommends a financial plan for the next five years.

Chapter 1: System Overview

STUDY AREA CHARACTERISTICS

Geography & Climate

Figure 1: Project Area Context



Del Norte County is California's northernmost coastal county (Figure 1). The land area covers approximately 1,006 square miles. Crescent City covers approximately 2 square miles of land and the greater Crescent City area covers 59 square miles. The mouth of Elk Creek, where it flows into the Pacific Ocean, is in Crescent City. The nearest city is Brookings, Oregon, approximately 20 miles to the north.

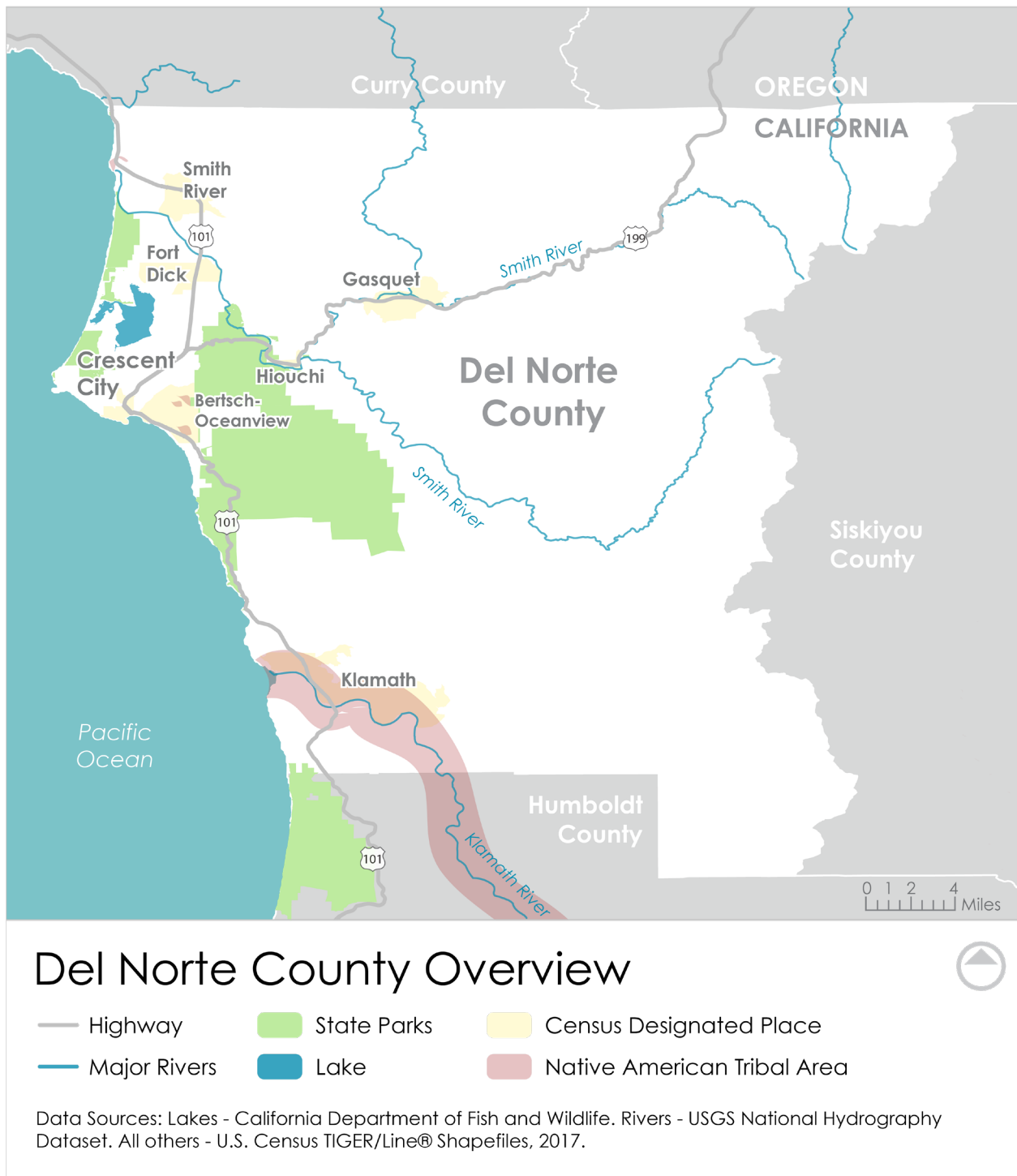
Del Norte County is bounded by Curry County in Oregon to the north, Siskiyou County to the east, Humboldt County to the south, and the Pacific Ocean to the

west (Figure 2). Crescent City is the county seat and is located on the coast approximately 20 miles along Highway 101 from the Oregon border. Regionally, Crescent City is located approximately 85 miles north of Eureka in Humboldt County, about 26 miles south of Brookings, Oregon, and 83 miles southwest of Grants Pass, Oregon and Interstate 5.

The main north-south route through Del Norte County is US Highway 101, which provides access to coastal towns and cities to the north and south. Del Norte County has two main routes providing access to inland communities: State Route, or SR 197/US Highway 199 to Hiouchi and Gasquet, and Route 169 to Klamath Glen. SR 197/US Highway 199 connects US Highway 101 to the Interstate 5 in Oregon.

The county's topography includes inland mountain ranges of coniferous forests, low coastal mountain ranges with temperate forests and the Redwood State and National Parks, and rugged coastlines with gray sand beaches on the Pacific coast. The climate of Del Norte County is consistently mild along the coast, becoming more variable inland. In Crescent City and along the coastal fringe, there is minimal temperature fluctuation. Coastal daytime temperatures average 45-55 degrees during winter months. Temperatures increase to 55-65 degrees during mid-summer and early fall months, with higher temperatures when coastal fog disperses. Inland, temperature differences are more marked. Del Norte County/Crescent City area's annual rainfall generally ranges between 70 - 80 inches, with the heaviest rainfall occurring from November through March. Weather plays a factor in transit operations in winter.

Figure 2: Map - Del Norte County Overview



Governance

The Board of Supervisors is the governing body for Del Norte County. The Board of Supervisors enacts ordinances and resolutions, adopts the annual budget, approves contracts, appropriates funds, and appoints certain County officers and members of various boards and commissions.

Crescent City is the county seat and the only incorporated city in Del Norte County. Crescent City uses a Council-Manager form of municipal government. Councilmembers are elected to four-year terms. RCTA is governed by a five-member board of directors composed of two Board of Supervisors (appointed) and two Crescent City City Councilpersons, plus one “at-large” community member appointed by the other 4 Board members. RCTA is an independent Joint Powers Authority (JPA) but does utilize the County for its accounting needs.

Demographics & Socioeconomics

Population

The U.S. Census 2017 population estimates Del Norte County's population at 27,470, which is a 4% decrease from the County population in 2010.

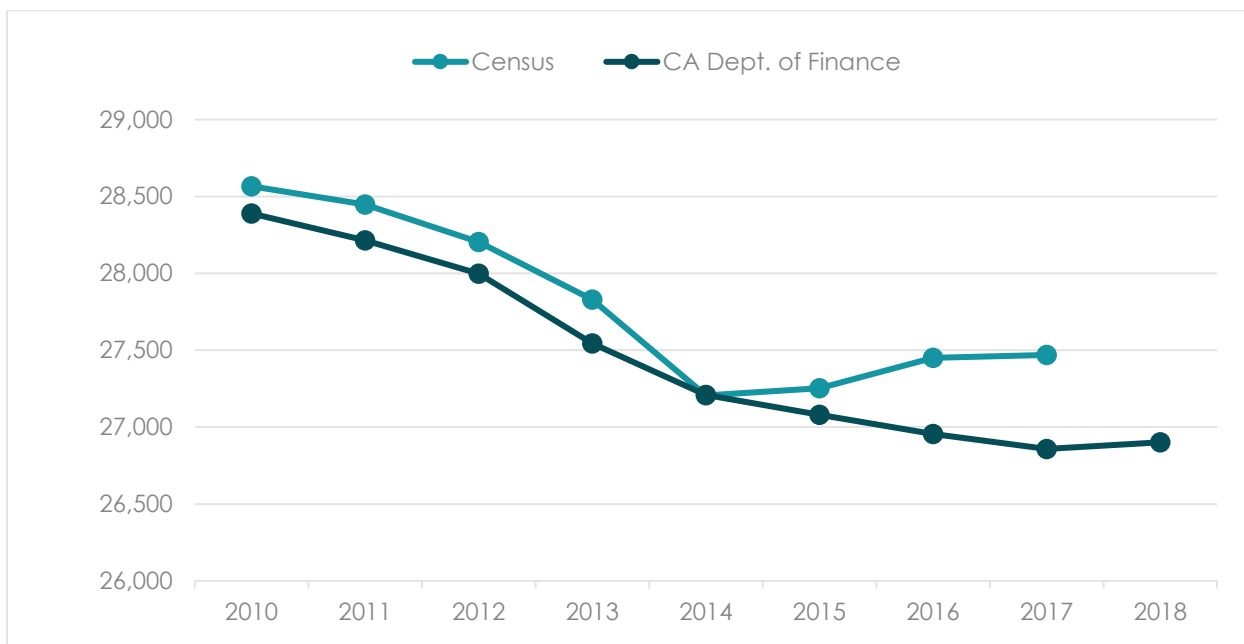
Comparatively, the State population increased by 6% during the same period.

The California Department of Finance (CA DOF) population estimates are similar to the Census estimates and show a 6.7% decrease for Crescent City between January 1, 2017 and January 1, 2018 (Figure 3). Despite the falling population, the CA DOF estimates that the total County population will hold relatively steady over the next 10 years (Table 1).

Table 1: County Population

Del Norte County	
U.S. Census	
Estimated Population July 1, 2017	27,470
Estimated Population July 1, 2010	28,566
Percent change 2010 to 2017	-4%
CA Department of Finance¹	
Population Estimate 2017	27,060
Population Estimate 2018	27,221
Percent change 2017 to 2018	0.6%
Population Estimate 2028	27,450

Figure 3: County Historic Population Change



Source: U.S. Census Bureau, Population Division. Annual Estimates of the Resident Population: April 1, 2010 to July 1, 2017.
 Source: Demographic Research Unit, California Department of Finance, January 2018.

The population of Crescent City, the only incorporated city in the County, includes the institutionalized population at Pelican Bay State Prison. According to the American Community Survey 2013-2017 5-year estimates, the group

¹ Source: Demographic Research Unit, California Department of Finance, January 2018

quarters population in Crescent City is approximately 2,865 (+/- 235).² The California Department of Corrections and Rehabilitation (CDCR) reports that in March of 2018 there were 2,682 inmates.³

Table 2 shows the description and population of the seven census tracts within the County. Figure 4 shows a map of the total population and population density of each census tract. Downtown/historic Crescent City and adjacent tract to the north contain the highest densities of residents in the County.

The Crescent City County Subdivision (Crescent City CCD) consists of the greater Crescent City area, as defined by the U.S. Census. The Crescent City CCD includes census tracts 1.01, 1.02, 1.04, 1.05, and 2.01, and the communities of Crescent City, Fort Dick, Bertsch-Oceanview (eastern Crescent City), and Elk Valley. The land area of 59 square miles is 6% of the County land area, yet contains 80% of the residents (22,088). The average population per square mile of the Crescent City CCD is 372. The rest of the County has a very low population density.

Table 2: Census Tract Description and Population

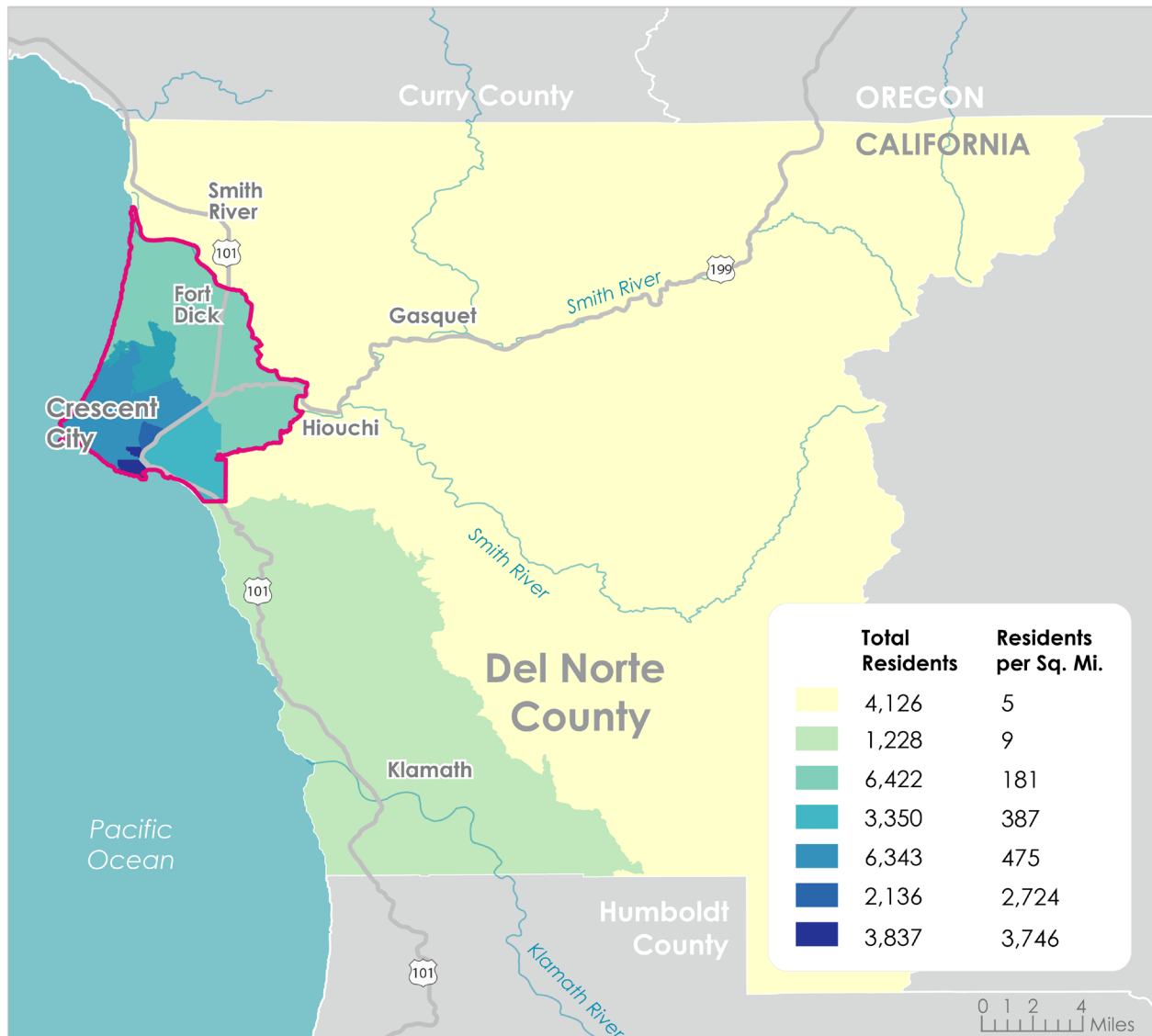
Census Tract	Description	Area Sq. Miles	Pop.	Pop. per Sq. Mile
1.01	Downtown/Historic Crescent City	1.0	3,837	3,746
1.02	Eastern Crescent City, Elk Valley	8.7	3,350	387
1.04	North of Crescent City, Sutter Coast Hospital Area	0.8	2,136	2,724
1.05	Northwest Crescent City	13.4	6,343	475
2.01	Fort Dick, Crescent City, Pelican Bay State Prison, Lake Earl	35.5	6,422*	181
Crescent City County Subdivision		59.3	22,088	372
2.02	Eastern County, includes Smith River, Gasquet, Hiouchi	804.5	4,126	5
2.03	Southwest County, includes Klamath	142.4	1,228	9
Del Norte County		1006.2	27,442	27

* Contains approximately 2,865 residents living in group quarters, presumably Pelican Bay State Prison.

² American Community Survey 2013-2017 5-year Estimates

³ https://www.cdcr.ca.gov/Facilities_Locator/docs/SB601/PBSP-SB601-Quarterly-Statistical-Report.pdf

Figure 4: Map - Population



Del Norte County Residents Population

— Highway — Major Rivers Crescent City County Subdivision

Data Sources: Population - U.S. Census American Community Survey 2013-2017 Estimates.
Rivers - USGS National Hydrography Dataset. All others - U.S. Census TIGER/Line® Shapefiles, 2017.

Housing

Table 3: Housing

	Crescent City	Del Norte County
--	---------------	------------------

Total Housing Units	1,869	11,326
Occupied Housing Units	1,627	9,443
Owner Occupied	501 (31%)	5,748 (61%)
Renter Occupied	1,126 (69%)	3,695 (39%)
Avg. Household Size - Owner	2.33	2.51
Avg. Household Size - Renter	2.19	2.61

Housing units in Crescent City are more likely to be renter-occupied. There are approximately 1,627 occupied housing units in Crescent City, 69% of which are renter-occupied. The County overall contains 9,443 occupied housing units, 39% of which are renter-occupied. The average household sizes of owner- and renter- occupied units in Crescent City are 2.33 and 2.19, respectively.⁴

Age, Gender, & Ethnicity

Table 4: Age, Gender, & Ethnicity

	Crescent City	Del Norte County	CA
--	---------------	------------------	----

⁴ U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

Age			
Persons under 5 years, percent	3%	6%	6%
Persons under 18 years, percent	10%	22%	23%
Persons 65 years and over	8%	18%	14%
Gender			
Female persons	26%	46%	50%
Ethnicity			
White alone	78%	79%	72%
Black or African American alone	8%	3%	7%
American Indian & Alaska Native	3%	9%	2%
Asian alone	4%	3%	15%
Native Hawaiian and Other Pacific Islander alone	0.2%	0.2%	0.5%
Two or More Races	4%	5%	4%
Hispanic or Latino	36%	19%	39%

The percentage of the Crescent City population under the age of 18 (10%) and the percentage that is female (26%) is much lower than the County overall. This is likely due to the relatively large incarcerated population at Pelican Bay State Prison. Eight percent of Crescent City and 18% of the overall County population are over the age of 65. Comparatively, 14% of the State population is over the age of 65.⁵

A large majority of both the Crescent City and County population identify as White and the percentages are slightly higher than the State (72%). Crescent City has an above average percentage of people who identify as African American compared to the County. The County has an above average percentage of people who identify as Native American than both Crescent City and the State, likely due to the four Native American Tribes that reside in the unincorporated areas of the County.⁶

⁵ U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

⁶ U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates.

Native American Tribes

There are four federally recognized Native American tribes with their tribal headquarters or Rancherias in Del Norte County, including the Yurok Tribe, Elk Valley Rancheria, Tolowa Dee-ni' Nation, and Resighini Rancheria. Members of these tribes contribute greatly to the culture and economy and are essential stakeholders in transportation planning and programming in the Del Norte region.

Figure 2 shows where the tribal areas are located. Table 5 shows the estimated population for the tribal areas, although it should be noted that not all residents of the areas are members of the tribe and not all tribal members live within the federally recognized tribal area. Due to the small population, the high margin of error is shown.⁷

Table 5: Native American Tribal Area Populations

	Population	Margin of Error
Yurok Tribe	856	+/-139
Elk Valley Rancheria	101	+/-37
Tolowa Dee-ni' Nation	133	+/-62
Resighini Rancheria	13	+/-10

Transit Dependent Populations

Certain demographics are more likely to be dependent on public transportation for some or all of their trips, dependent on factors such as access to a vehicle and ability to drive safely. This section describes the typical transit dependent populations in Del Norte County based on information from the U.S. Census. Census data is derived from the American Community Survey 5-year estimates from 2012-2016, unless otherwise noted.

⁷ 2013-2017 American Community Survey 5-Year Estimates

Older Adults & People with Disabilities

Compared to the State, Del Norte County has a high proportion of older adults (13% vs 17%). Table 6 below compares age and disability status statistics for the noninstitutionalized⁸ population in Crescent City, the larger Crescent City area⁹, Del Norte County, and California. Older adults are more likely to be transit dependent because of physical, psychological, and socioeconomic factors related to aging that limit their mobility.

Table 6: Older Adults & People with Disabilities

	Crescent City	Crescent City CCD*	Del Norte County	CA
Total Noninstitutionalized population	3,645	19,252	24,148	38,151,997
Older Adults				
Age 65-74	8%	10%	10%	7%
Age 75 and older	6%	7%	7%	5%
Total over 65	14%	16%	17%	13%
Percent with a disability				
Total population	30%**	22%	23%	11%
Age 65-74	--	45%	40%	24%
Age 75 and older	--	65%	65%	52%

* The US Census Crescent City County Subdivision. Includes the communities of Fort Dick, Bertsch-Oceanview, and the Elk Valley Rancheria.

** Margin of error is relatively high at +/-6%

-- Margins of error are too high to determine

People with disabilities are another demographic that have a high propensity of transit dependence for similar reasons to older adults. The U.S. Census American Community Survey asks six questions to determine disability status and type and defines disabilities status by whether an individual has limitations that hinder participation at school, work, home, or in the community.

The population of Del Norte County is twice as likely to have a disability compared to the statewide average (23% County vs. 11% CA). The noninstitutionalized population within the City of Crescent City has an

⁸ Excludes the incarcerated ("group quarters") population at Pelican Bay State Prison

⁹ Includes the communities of Fort Dick, Bertsch-Oceanview, and the Elk Valley Rancheria.

exceptionally high rate of disability (30%), although it should be noted that the margin of error is relatively high (+-6%) because of the small population.

In general, older adults are much more likely to have a disability and the older adult populations in Del Norte County are especially so. Statewide, 24% of people aged 65 to 74 identify as having a disability. Comparatively, 40% of people in Del Norte County and 45% of people in the Crescent City area of the same age group reported a disability. Similar disparities exist for the population aged 75 and older.

Income & Poverty

People with low incomes and those living in poverty are more likely to be dependent on transit for getting around. The onboard survey (described on page 51) showed that approximately 72% of RCT passengers have an annual household income under \$20,000, which is less than half of the median household income for Del Norte County.

The County overall has a relatively high incidence of poverty with 23.2% of residents with annual incomes below the poverty level, compared to 15.1% statewide. Figure 5 shows the percentage of the resident population living in poverty for each census tract. The Crescent City and Klamath areas have especially high poverty rates of 33% and over.¹⁰

Table 7: Poverty Status

	Crescent City	Crescent City CCD*	Del Norte County	CA
Population for whom poverty status is determined**	3,697	18,786	23,970	38,242,946
% below poverty level	31.0%	23.6%	23.2%	15.1%

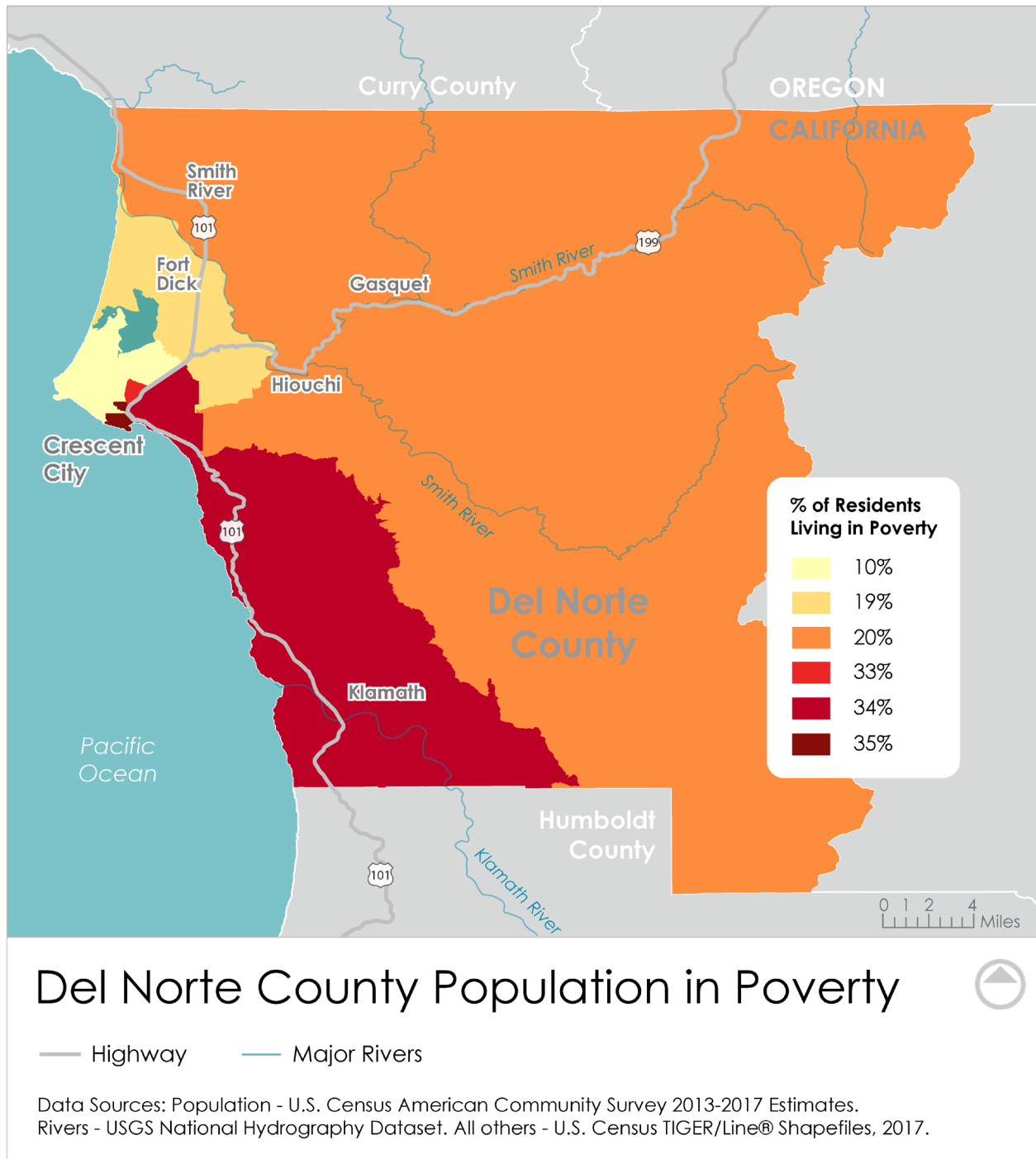
* The US Census Crescent City County Subdivision. Includes the communities of Fort Dick, Bertsch-Oceanview, and the Elk Valley Rancheria.

** Does not include group quarters population, including Pelican Bay State Prison

** Margin of error is relatively high at +- 7%

¹⁰ 2013-2017 American Community Survey 5-Year Estimates. Poverty status, as defined by the U.S. Census, is dependent on family size and composition and the combined annual pre-tax income. The U.S. Census does not determine poverty status for persons living in group quarters.

Figure 5: Map - Poverty



Youth

Middle and high school aged children are another demographic that is likely to be transit dependent due to lack of a driver’s license or access to a vehicle.

There are approximately 2,625 youth aged 10 to 17 living in Del Norte County, 2010 in the Crescent City area,¹¹ and 320 in the City of Crescent City.¹²

There is a robust school transportation program operated by the Del Norte County Unified School District (DNUSD), which includes eight elementary schools, one middle school, and two high schools. Approximately 2,200 students (60% of total enrollment) ride the school bus to and from school, including those coming from areas outside of Crescent City, such as Gasquet, Smith River, and Klamath. School bus passes are free for all students, 72% of which qualify for the free or reduced lunch program.

The DNUSD school bus program does a great job of transporting students to their schools, but there may be opportunities for RCTA to serve students as well. The DNUSD currently has grant funding to transport students in after school programs living in the Crescent City area. However, they are unable to accommodate students in after school programs that need to travel home to Gasquet, Smith River, and Klamath. There may be an opportunity for RCTA to serve these students. Additionally, the DNUSD restricts bus service to the high school to students residing farther away than two miles from the high school and 1.5 miles for middle school students. There may also be an opportunity for RCTA to serve students that live too close to the schools to receive yellow bus service, but too far to comfortably walk or bike, especially during inclement weather. Another potential youth market is students attending charter schools.

Commute Behavior and Vehicle Availability

There are approximately 8,200 workers aged 16 and older in Del Norte County.¹³ Approximately 74% of workers drove alone to work, which is similar to the percentage for all of California. Workers in the County carpooled at a slightly

¹¹ Crescent City County Subdivision. Includes the communities of Fort Dick, Bertsch-Oceanview, and the Elk Valley Rancheria.

¹² High margin of error

¹³ This section on Commute Behavior and Vehicle Availability uses data from the 2013-2017 American Community Survey 5-Year Estimates.

higher rate of 14.5% than the State (Table 4). A very low percentage of County residents commute via public transportation (0.6%, +/-1% margin of error).

Table 8: Commute Mode

	Del Norte County	CA
Drove alone	73.7%	73.6%
Carpooled	14.5%	10.4%
Public transportation	0.6%	5.2%
Walked	3.6%	2.7%
Bicycle	1.1%	1.1%
Taxicab, motorcycle, or other means	0.8%	1.5%
Worked at home	5.6%	5.6%

Nearly all workers (92.5%) who reside in Del Norte County also work in the County and 5.6% work out of the state, presumably in neighboring Oregon.

Approximately 2.4% do not have a vehicle available (+/-1.3% margin of error).

About a fifth of workers leave home for work between 7:30 am and 7:59 am.

Nearly a third of workers leave between 9 am and 11:59 am (Table 9).

Table 9: Time Leaving for Work

	Del Norte County
12:00 a.m. to 4:59 a.m.	3.6%
5:00 a.m. to 5:29 a.m.	2.4%
5:30 a.m. to 5:59 a.m.	4.0%
6:00 a.m. to 6:29 a.m.	3.9%
6:30 a.m. to 6:59 a.m.	8.1%
7:00 a.m. to 7:29 a.m.	11.6%
7:30 a.m. to 7:59 a.m.	20.8%
8:00 a.m. to 8:29 a.m.	7.6%
8:30 a.m. to 8:59 a.m.	5.8%
9:00 a.m. to 11:59 p.m.	32.1%

Workers in the County who do not work at home have relatively short one-way commutes. Sixty-two percent have a one-way commute length of less than 15

minutes and 85% have a commute under 25 minutes (Table 10). Statewide, only 22.3% of workers have a commute under 15 minutes and 51.6% of workers have a commute under 25 minutes. The average travel time to work for County workers is 14.4 minutes, which is half of the statewide average (28.8 minutes).

Table 10: Travel Time to Work

	Del Norte County	CA
Less than 10 minutes	34.6%	9.7%
10 to 14 minutes	27.4%	12.6%
15 to 19 minutes	16.4%	14.9%
20 to 24 minutes	7.7%	14.4%
25 to 29 minutes	3.3%	6.0%
30 to 34 minutes	6.5%	15.0%
35 to 44 minutes	1.1%	6.9%
45 to 59 minutes	1.5%	8.7%
60 or more minutes	1.5%	11.8%
Mean travel time to work (minutes)	14.4	28.8

Employment & Labor Force

Between 2011 and 2016 the number of people in the labor force in Del Norte County decreased steadily, totaling a 10% drop.¹⁴ This decline in labor force precedes the drop in total population in the County, which began in 2014. One factor contributing to the decline in labor force may be the aging of the population into retirement age.

The unemployment rate in Del Norte County is 6.4%, which is higher than the statewide average of 4.8% and neighboring Humboldt County (4.2%).¹⁵ The

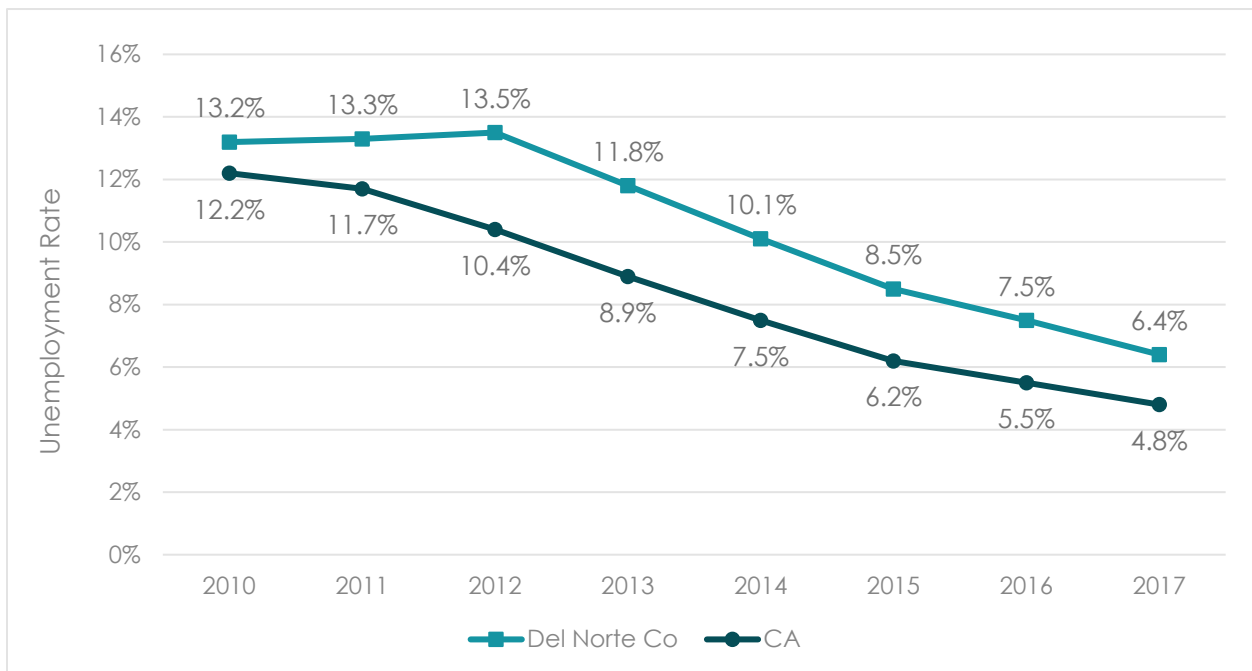
¹⁴ Includes all individuals over the age of 16, not in the military, and not institutionalized, both employed and unemployed. California Employment Development Department.

¹⁵ Employment Development Department. EDD - Labor Market Information Division. Updated June 26, 2018. Comprises all civilians 16 years and over who did not work during the survey week,

unemployment rate has steadily dropped since 2010, in parallel with the State's rate (Figure 6).

In 2017, the top three industries that provide the most jobs in the County are local government (18% of jobs), state government (14%), retail (11%), and Accommodation and food services (9%).¹⁶ Additionally, if Native American organizations are considered as one industry, they account for 7% of jobs in the County.¹⁷

Figure 6: Unemployment Rate



who made specific efforts to find a job within the past four weeks, and who were available for work (except for temporary illness) during the survey week.

¹⁶ U.S. Bureau of Economic Analysis, "CAEMP25N Total Full-Time and Part-Time Employment by NAICS Industry 1," 2017.

¹⁷ Dunn and Bradstreet's Business Database, CED, February 2018.

Key Destinations

The maps on the following two pages (Figure 7 and Figure 8) show Redwood Coast Transit fixed-routes and key destinations for transit trips. These include vital services, such as medical and grocery destinations, schools, employers, and connections to neighboring transit services. The RCT routes are described in detail in the next subsection.

Figure 7: Map - Key Transit Destinations - County Level

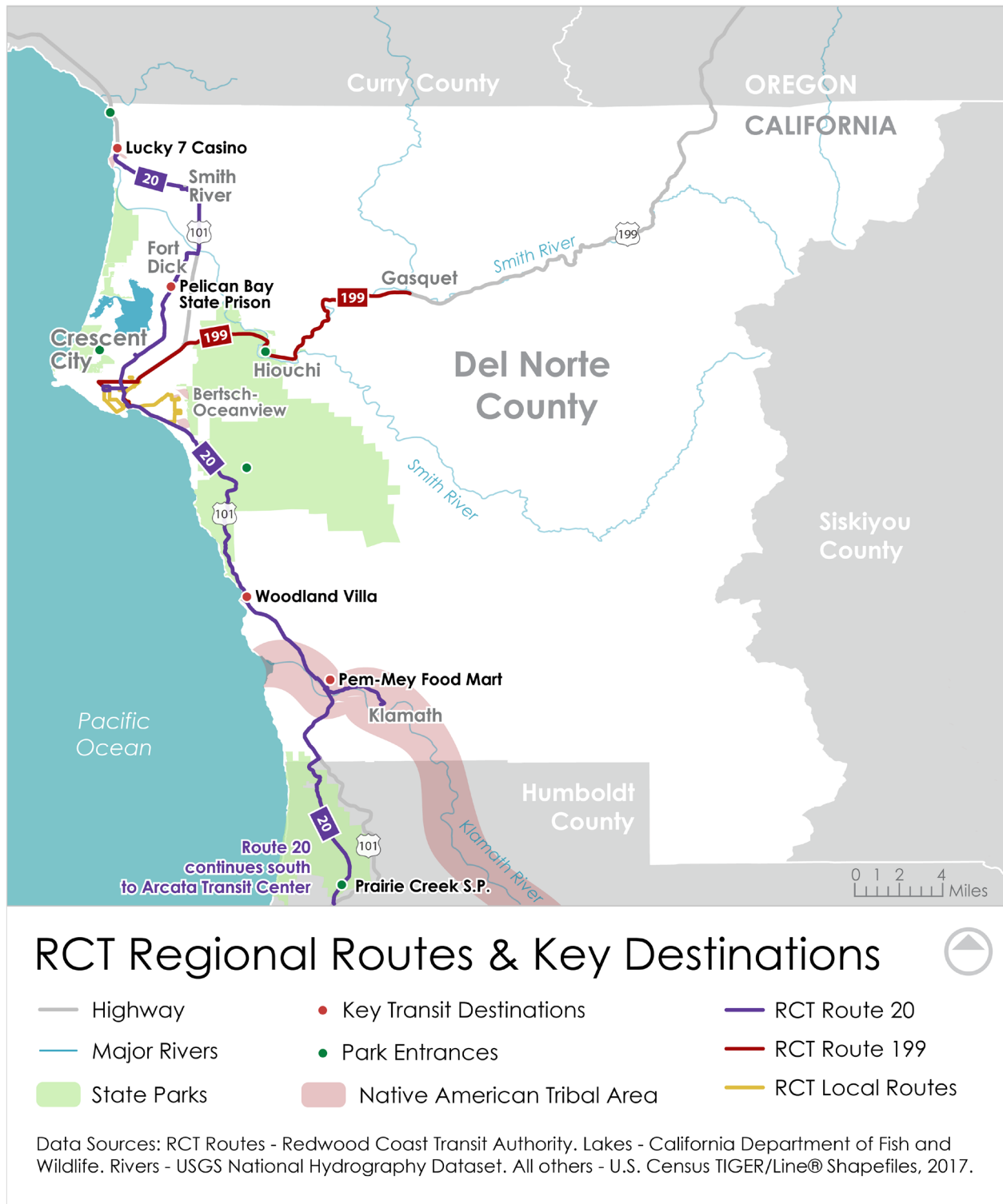


Figure 8: Map - Key Transit Destinations - Crescent City Area



Crescent City Area - Key Transit Destinations

- Redwood Coast Transit Fixed-Routes
- Streets
- Key Transit Destinations

Note: RCT routes current as of July 2018. Includes all local routes: 1, 2, 3, 4 and partial regional routes 20 and 199

Data Sources: RCTA Fixed-Routes - Redwood Coast Transit Authority. Key Destinations - USGS & Google. All others - U.S. Census TIGER/Line@ Shapefiles, 2017.

TRANSIT SERVICES

Redwood Coast Transit

Organization & Management

Redwood Coast Transit Authority (RCTA) was formed in June 2004 to provide public transit services in Del Norte County. RCTA is a joint powers authority entered into by the County of Del Norte and the City of Crescent City. Each entity appoints two members of their governing boards to the RCTA Board of Directors. These members appoint one additional at-large member of the general public. The Board of Directors makes all policy decisions regarding the transit system. The Del Norte Local Transportation Commission (DNLTC) is the Regional Transportation Planning Agency (RTPA) for the Del Norte County region and the funding agency providing funding for this SRTP/TDP Update.

Since 2016, Herron Consultants & TMTP Consulting (Dan Herron and Joe Rye) have partnered to manage RCTA under a contract with the Board of Directors. The Herron/TMTP General Manager contract is a part-time position (less than half time, including travel), and neither party resides in Crescent City. This remote, part-time managerial model is fiscally effective but features challenges implementing capital projects, managing daily operations, and implementing a full array of marketing strategies.

First Transit is the operations and maintenance contractor for Redwood Coast Transit Authority and provides almost all the system's personnel and features a full-time local General Manager who is a key manager on-site in Crescent City.

Local Fixed Routes

Redwood Coast Transit operates four local fixed-routes in the Crescent City area on hourly headways Monday through Saturday. All routes start and end at the Cultural Center, which serves as the Transit Center, at 1001 Front Street. A complete trip on each route takes 25 minutes.

Route 1 (Blue) Parkway - El Dorado

operates in a counter-clockwise loop traveling north along US 101 to Washington Boulevard, Washington, El Dorado, and H St. Stops include Safeway, Walmart, and Del Norte High School. Service operates 7:30 am to 6:55 pm Monday through Friday and 8:30 to 6:55 on Saturday.

Figure 9: RCTA Local Routes



Route 2 (Red) Inyo –

Washington operates in a clockwise loop heading north on A St and Inyo, east on Washington, and then south on 101. Stops include Del Norte High School,

College of the Redwoods, and Walmart. Service operates 7:00 am to 6:25 pm Monday through Friday and 9:00 am to 6:25 pm on Saturday.

Route 3 (Green) Northcrest heads north and south along Northcrest Ave to the senior center, with bi-directional service to the senior apartments on Oregon. Destinations north of the senior center up to Standard Veneer Rd can be accommodated with a reservation made over the phone one day in advance. Service operates 7:00 am to 6:24 pm Monday through Friday and 8:00 am to 6:24 pm on Saturday.

Route 4 (Orange) Bertsch - Howland Hill Rd operates in a counter-clockwise loop serving the unincorporated area southeast of the City, including hotels along 101 and the Elk Valley Casino. Service operates 7:30 am to 6:55 pm Monday through Friday and 8:30 am to 6:55 pm on Saturday.

In recent years, on-time performance problems led to retiming and minor alignment changes to Crescent City Local routes. In 2017, in order to reduce

RCTA's budget and avoid digging into reserves, a half hour of service was cut on the Crescent City Locals in the early AM and late PM.

Regional Flex Routes

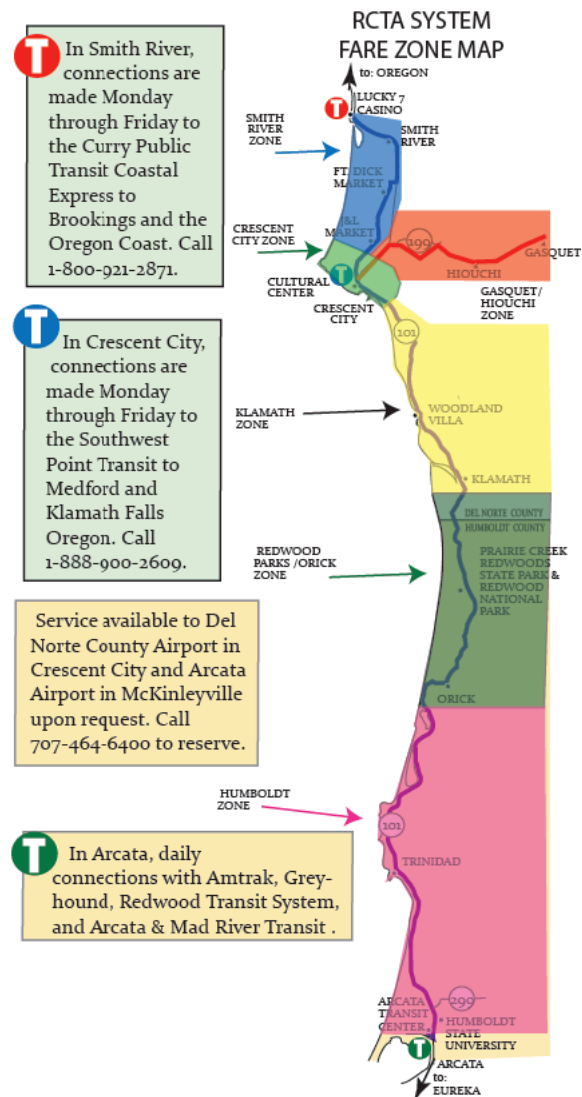
RCTA operates two regional flex route services that connect riders in Crescent City with destinations to the north, east, and south. For these two routes, RCTA will make flag stops on request at any safe location as determined by the driver, in addition to the stops shown on the schedule. There are several parks and beaches along Routes 20 and 199, including Jedediah Smith Redwood and Prairie Creek Redwoods State Park.

Passengers who are ADA-eligible can request that the bus veer up to ¼ of a mile off the regular route within Del Norte County to pick them up and drop them off. Riders must call at least one day in advance to request this service.

Route 20 is a regional route that runs along the coast from Smith River to the north, Crescent City and Klamath in the middle, and to Arcata (Humboldt County) in the south (Figure 10). In Smith River, Route 20 connects riders with Curry Public Transit Coastal Express which

travels to Brookings and the Oregon Coast. In Arcata, Route 20 connects riders with Amtrak, Greyhound, Redwood Transit System, and Arcata & Mad River Transit. Service is available to Del Norte County Airport and Arcata Airport upon request via deviations, although, service to Del Norte County Airport is usually performed by a Dial-a-Ride vehicle to avoid negative impacts on Route 20's on time performance.

Figure 10: Route 20 Map



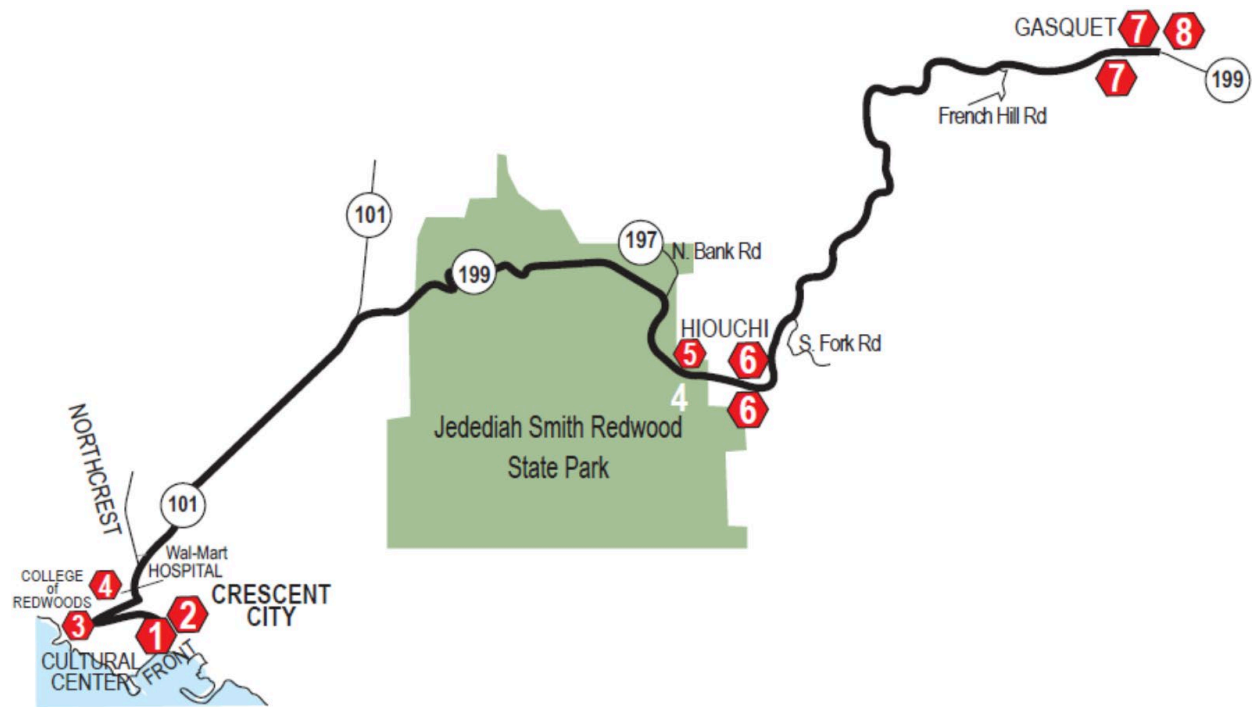
Route 20 operates Monday through Saturday. The first run leaves Crescent City heading north to Smith River at 6:05 am. Five runs go between Crescent City and Smith River, with the last run arriving back to Crescent City at 8:45 pm. Three trips bring riders from Crescent City to Arcata with the last trip arriving to Arcata at 5:10 pm. The segment of the trip between Crescent City and Smith River is approximately 30 minutes. The segment of the trip between Crescent City and Arcata is approximately an hour and 50 minutes.

In 2017, Route 10, which also operated along Highway 101 between Crescent City and Klamath, was eliminated and Route 20 was modified to cover some of the loss in service due to FTA Section 5311(f) funding reductions. A modification, effective July 1, 2018, realigned Route 20 in Crescent City to serve the College of the Redwoods campus for four of the five runs, thus no longer serving stops along Northcrest between 101 and Washington for all but the earliest run heading north and latest run heading south. Changes to Route 20 are discussed further in the following section regarding Greyhound Interlined Services.

Route 199 was implemented in July 2009 to provide service between Crescent City and the small unincorporated communities of Hiouchi and Gasquet to the northeast along U.S. Route 199 (Figure 11). For the last few years three round trips are operated in each direction in the morning, midday, and late afternoon Monday through Saturday.

Stops include destinations in Crescent City, the Jedediah Smith Redwoods State Park in Hiouchi, and the Smith River National Recreation Area in Gasquet. A one-way trip in either direction is approximately 40 minutes. In 2017, Route 199 was modified to begin serving local bus stops in Crescent City (along Northcrest and Washington, including Wal-Mart) in both directions. On July 1st, 2018, Route 199 was rerouted to serve the College of the Redwoods for all trips.

Figure 11: Route 199 Map



Greyhound Interlined Service

RCTA and Greyhound became interline partners in December 2015 and offer reciprocal ticketing for passengers wishing to travel south beyond Arcata and vice versa. Customers wanting to travel to or from Crescent City, or other Route 20 Del Norte County destinations, are able to plan their travel and purchase tickets online at Greyhound.com. Monthly fare reconciliation occurs between RCTA and Greyhound. Under terms of the partnership, RCTA receives its regular fare, less booking fees of about 10% when a Greyhound ticket is used. RCTA, through its contractor, First Transit, also sells tickets from the RCTA office at 140 Williams Drive in Crescent City. When a passenger purchases a Greyhound ticket, they are assured of having a seat for both the RCT and Greyhound portions of the trip. RCTA receives a 10% commission on Greyhound tickets sold. Neither Redwood Coast Transit nor Greyhound have a physical presence at the Cultural Center. The monthly Greyhound reconciliation process adds to the workload of both First Transit and RCTA part-time managers.

Route 20 began operating in 2005 to replace the loss of Greyhound bus service to the Del Norte region. In February 2011, Night Service was added to Route 20 between Arcata and Crescent City which eventually morphed into RCTA's Greyhound Interline partnership. Providing bus service that meets Greyhounds late night and early AM schedules in Arcata resulted in RCTA Route 20 services being spread over a very long span each day, with a particularly unproductive night run. Route 20 has received FTA 5311(f) funding for many years, but the fund source has deteriorated in the last year or two resulting in lost funding to RCTA. As a result, effective July 1, 2018, RCTA moved the unproductive late night Route 20 run that was interlined with Greyhound Service to a midday trip that leaves Crescent City at 10 am and arrives in Arcata at 11:52. The bus then leaves Arcata at 12:40 pm and arrives in Crescent City at 2:30. Coordination with Greyhound bus schedules is hindered by the early morning and late evening arrivals in Arcata.

Dial-a-Ride

RCTA operates wheelchair accessible curb to curb transportation service (Dial-a-Ride) service throughout the Crescent City area 7:00 a.m. to 7:00 p.m. Monday-Friday and 8:30 a.m. to 7:00 p.m. on Saturday. Rides are booked one to seven days in advance over the phone. Dial-a-Ride is open to the general public, but older adults and people with disabilities pay a reduced fare. Most of the users of DAR are ADA-eligible, although a thorough ADA eligibility determination process has never been developed (see CTSA discussions later).

The dial-a-ride system implemented scheduling software in 2017, including mobile data tablets in each vehicle.

Fares

Effective September 1, 2017, the one-way cash fare for trips on the four local routes (1-4) within Crescent City is \$1.25 for adults, \$1 for youth, and \$.75 for older adults and people with disabilities.

Route 20 fares are based on five distance zones ranging from \$2 to \$10. Older adults (over age 65) and people with disabilities pay half of the fare. Youth pay \$1.50 for trips within Del Norte County and the regular adult fare for trips beyond.

The cash fare for crossing only one zone on Route 199 or 20 is \$2 for adults, \$1.50 for youth, and \$1 for the older adults and people with disabilities.

Transfers are free of charge in one direction to any other equal or lower priced bus route. If transferring to a higher priced route the rider pays the difference in fare. Up to two children under 6 may ride for free accompanied by an adult.

Table 11: RCTA Fares – September 1, 2017

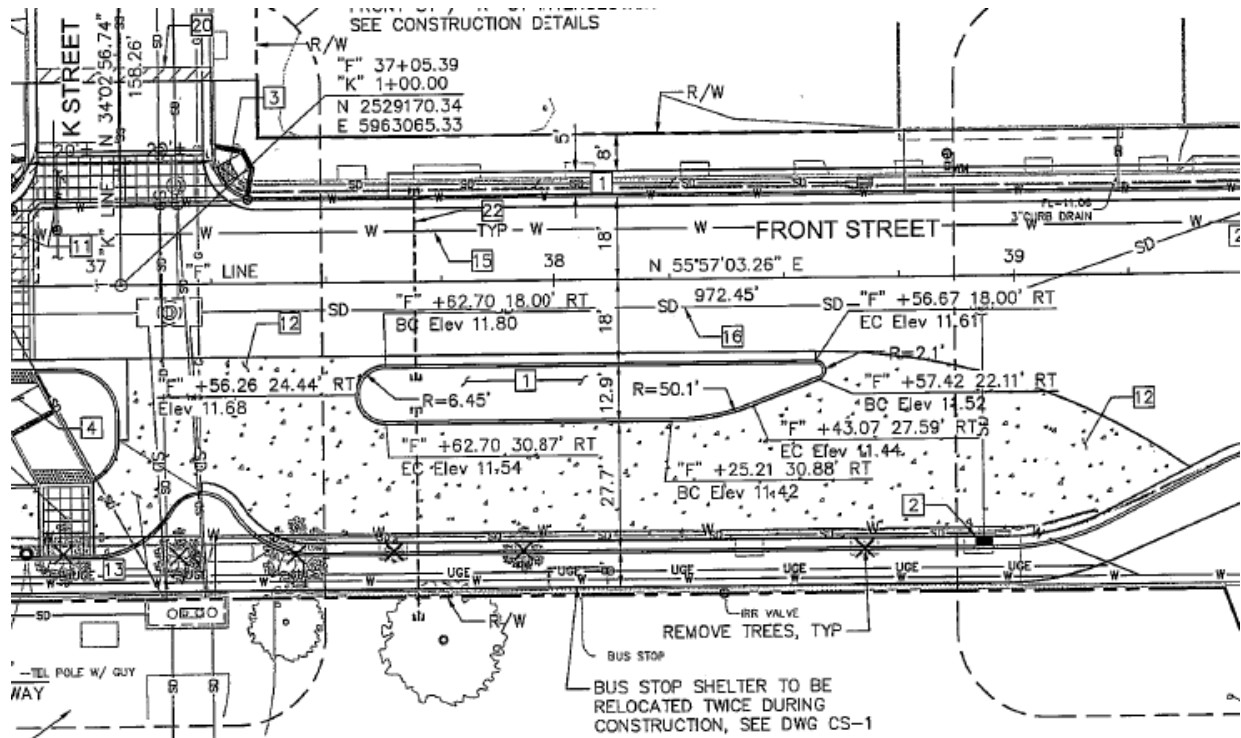
	Adult	Youth	Elderly/Disabled
Local			
Cash	\$1.25	\$1	\$.75
Monthly Pass	\$30	\$20	\$15
Dial-a-Ride			
Cash	\$5	\$5	\$1.75
Punch Pass	\$12	\$12	\$12
County			
Routes 199 & 20 crossing one zone only - Cash	\$2	\$1.50	\$1
Monthly	\$50	\$35	\$25
Regional			
One-way	Varies	Varies	Varies
Monthly	\$90	\$60	\$45

Transit Center

The Cultural Center at 1001 Front Street in Crescent City serves as the RCTA transit center and all bus routes begin and end service at this location. The City of Crescent City has unfunded streetscape plans to improve access to the Cultural Center bus stop and the adjacent Beach Front Park. Planned improvements include upgraded sidewalks, ADA curb ramps, higher visibility crosswalks, and storm drain upgrades. The plan also includes narrowing front street from four lanes with a turning lane to two lanes for the purpose of adding parking in front of the Cultural Center and a physical barrier protecting the bus bay pullout (Figure 12). However, RCTA staff have noted concerns that the City's

current design plans for this area do not address the needs of transit and transit passengers, such as ability to exit the facility going west, and space and infrastructure for a daily human presence, such as a ticket sale/info booth or kiosk.

Figure 12: Bus Bay from Planned Front St Improvement Designs



Interregional Services

Amtrak

Amtrak operates rail passenger service and throughway bus throughout the U.S. and into Canada. Del Norte County residents can board Amtrak throughway buses heading east towards Klamath Falls and the Coast Starlight train route in Crescent City (SouthWest Point - at the Cultural Center) and Smith River (Shell Station Lucky 7 Casino Store). Residents can also connect with Amtrak to the south by riding RCTA Route 20 to Arcata where an Amtrak throughway bus picks up passengers heading to the Bay Area.

Curry Public Transit Coastal Express

RCTA riders can connect to Curry Public Transit via Route 20 in Smith River Monday through Friday. The Curry Public Transit Coast Express route travels to Brookings, Oregon and north along the coast to North Bend, Oregon.

The Coastal Express morning schedule, which is determined by Curry Public Transit, will get commuters from Del Norte County into the Brookings area either very early or very late in the morning. In the morning, there are two connecting trips between Crescent City and Brookings. The first Route 20 trip leaves the Cultural Center at 6:05 am, connects with the Coastal Express route at 6:35 am in Smith River, and arrives in Brookings at 7:20 am. The second trip leaves Crescent City at 8:30 am, connects with the Coastal Express at 9:05 am, and arrives in Brookings Harbor at 9:35 am, which is just short of Brookings. Neither of these trips are convenient for standard 8 am to 5 pm or 9 am to 6 pm job schedules. As stated in a previous section, about a fifth of workers in Del Norte County leave home for work between 7:30 am and 8 am and another third leave for work between 9 am and noon.

Furthermore, there is only one southbound Coastal Express evening route that connects with Redwood Coast Transit. The commuter leaves Brookings at 6:05 pm, connects with Route 20 at 6:30 pm in Smith River, and arrives in Crescent City at 7:05 pm.

SouthWest POINT

The SouthWest POINT is an intercity bus service operated by the Klamath Shuttle. The route provides daily bus service between Klamath Falls and Brookings, including Gasquet, Hiouchi, Crescent City, and Smith River in Del Norte County. There is one trip per day in each direction. The service connects riders with Amtrak train service in Klamath Falls, the Greyhound bus service in Medford and Grants Pass, Medford (Rogue Valley) Airport, and local transit service in Oregon.

Arcata Mad River Transit System (AMRTS)

The AMRTS is a local bus service in Arcata, California. RCTA passengers can transfer from Route 20 to AMRTS to access various destinations such as medical facilities, Humboldt State University, and shopping. Service is primarily on hourly headways, and trip planning can be accomplished on Google Transit. AMRTS

coordinates with RCTA to maximize connections with the Route 20 service between Smith River and Arcata.

Redwood Transit System (RTS)

Redwood Transit System offers service between Scotia, Fortuna, Loleta, Fields Landing, Eureka, Arcata, McKinleyville, Westhaven, and Trinidad seven days per week. RCTA Route 20 riders can transfer to RTS at the Arcata Transit Center.

Tribal Transit Services

Yurok Tribal Transit Service

Yurok Tribal Transit Service (YTTS) provides dial-a-ride service in and around Klamath, Crescent City, Weitchpec, Wautec, and Tulley Creek areas. The service is open to the general public and the fare is \$1.50 per trip.

The Yurok Tribal Transit Service (YTTS) provides dial-a-ride service in the Klamath area. One aspect of their service is a regularly scheduled commuter type service between Pem-Mey in Klamath and Crescent City Monday to Friday for one round trip in the morning leaving Pem-Mey at 6:50 am and in the afternoon at 5 pm. Because these two trips are regularly scheduled and on a fixed-route, they differ from traditional dial-a-ride service. Additional services to Crescent City are available with a minimum of three passengers, dependent upon availability. The fare is \$1.50 each way, which is lower than RCTA's fare of \$2 for trips going between Crescent City and Klamath. All YTTS vehicles are ADA compliant with lifts for wheelchairs. YTTS is currently funded through grants from the Federal Transit Administration.

YTTS also provides Medi-Cal reimbursed service to medical appointments anywhere between Crescent City and Eureka. Demand for these trips are increasing. All vehicles are wheelchair accessible.

The preferred service plan from the 2015 Yurok Transit Development Plan includes three phases and nine planned services.

Social Service Transportation

The Del Norte Senior Center operates a volunteer driver program for older adults who need to go to medical appointments or grocery shopping in Crescent City.

The service started in Summer 2017. As of August 2018, they had three to four volunteer drivers, which are reimbursed based on mileage. The service is funded by a Community Services Block Grant.

Coastline Enterprises provides transportation to McKinleyville for dialysis patients three days per week. Their van has capacity for eight clients and two wheelchairs. The trips take around 14 hours. Clients who are not on Medi-Cal pay \$50 per round trip.

Coastline Enterprises previously adopted a travel training program to teach people to use fixed-route transit, but it was limited to regional center clients because of the funding source. The program was discontinued in early 2018 because the limited service hours and service area of Redwood Coast Transit service made it very difficult for existing regional center clients to use the service. They would have liked to expand the program to older adults living in nearby senior living communities but were limited by the funding source.

The Social Service Transportation Advisory Council (SSTAC) is a council appointed by Del Norte Local Transportation Commission (DNLTC) to represent seniors, the disabled, and persons of limited means regarding transit matters. The members include representatives of various aspects of social service transportation. The SSTAC has held a public forum annually the last three years to identify and prioritize a list of unmet transit needs that are reasonable to meet.

Private Services

Coastal Cab Company operates taxi service in Crescent City. Ridehailing companies Lyft and Uber also operate in Crescent City but are currently limited to a very small number of drivers.

EXISTING FACILITIES

There are three types of facilities operated and maintained by RCTA:

- Operations and Maintenance Facility
- Bus Fleet

- Bus stop and amenities

The following is a preliminary assessment of the operations and maintenance facility and existing vehicles.

Operations and Maintenance Facility

The operations and maintenance headquarters for RCTA is the Redwood Coast Transit Operations and Maintenance Facility located at 140 Williams Drive in Crescent City, a 1.23 acre location in the northern corner of the Del Norte County Fairgrounds property. The Transit Operations and Maintenance Facility is where customers can buy tickets and passes but is a 20-minute walk from the Cultural Center where every route begins and ends service. The facility can be accessed from Routes 1, 2, and 3 but is not located in a “transit-friendly” location.

RCTA is the legal owner of the facility and provides the use of the facility to the operations and maintenance contractor through an Operations and Maintenance Facility Use Agreement. RCTA is 15 years into a 20 year land lease with the Fairgrounds, who owns the land. A 20 year extension option exists in the current land lease allowing RCTA to stay at this location through 2044. The facility includes a parking area for buses and visitors, office areas, meeting room, maintenance bay and shop.

RCTA’s contractor provides the facility with normal office furnishing, four hutches, work bench, refrigerator, employee lockers, and a microwave.

In 2017, the Federal Transit Administration conducted a facility inspection rating facility components on a scale from 1=poor condition to 4= satisfactory condition. Table 12 and Table 13 on the following two pages shows the results. Areas of deficiency (ratings of 1 or 2) included:

- The shell of the barn/wash bay: sidings and I-beams are rusted
- Garage doors of barn/wash bay are missing and inoperative
- No heat in the shop/maintenance and shop restroom area
- Maintenance lift had non-safety repair items
- Fire sprinkler system not present

Table 12: FTA 2017 Maintenance and Operation Facility Inspection

Element	Rating*	Notes
ADMINISTRATIVE OFFICES		
SHELL (EXTERIOR)	3	SIDING WEATHER DAMAGED SOUTH WALL/ENTRANCE DOOR LATCH MECHANISM DAMAGED
LIGHTING	4	NO NOTABLE ISSUES FOUND
HVAC	4	NO NOTABLE ISSUES FOUND
FLOORING	3	EVIDENCE OF WEAR AND DEGRIDATION
SHELL (INTERIOR)	4	SHOWING SIGNS OF AGE AND DISCOLORATION, CORNER BEAD SHOWING IN SPOTS
RESTROOM - ADMINISTRATIVE OFFICES		
SHELL (INTERIOR)	4	PAINT SHOWING SIGNS OF AGE
LIGHTING	4	NO NOTABLE ISSUES FOUND
HVAC	4	NO NOTABLE ISSUES FOUND
FLOORING	4	NO NOTABLE ISSUES FOUND
FIXTURES	4	NO NOTABLE ISSUES FOUND
BARN/WASH BAY		
SHELL	1	NW CORNER OF WASH BAY-METAL SIDING RUSTED THRU,I- BEAMS RUSTED
LIGHTING	3	MULTIPLE LIGHTS INOP,HANGING,WEATHER DAMAGED/LIGHTING SWINGS IN THE WIND
GARAGE DOORS	2	DOORS MISSING, INOPERATIVE, AND DAMGED DUE TO HIGH WINDS AND MOISTURE
FLOORING	4	NO NOTABLE ISSUES FOUND

*Scale from 1= Poor condition to 4 = Satisfactory Condition

Table 13: FTA 2017 Maintenance and Operation Facility Inspection (cont.)

Element	Rating*	Notes
SHOP/MAINTENANCE AREA		
SHELL	3	MISSING WALL SEGMENT AT CEILING NW CORNER/INTERIOR PAINT SHOWING ITS AGE AND DISCOLORATION
LIGHTING	4	FUNCTIONAL BUT NOT AT REQUIRED 10' HEIGHT AND SWINGS IN THE WIND
HVAC	1	NO HVAC (HEAT) PRESENT IN WORK AREA
EQUIPMENT (LIFT)	2	UNKNOWN AGE OF LIFT INSPECTED 4-8-17 NON-SAFETY REPAIRS WERE IDENTIFIED
GARAGE DOORS	3	RUSTED, BINDING
RESTROOM - SHOP		
SHELL	4	PAINT SHOWING SIGNS OF AGE
LIGHTING	4	NO NOTABLE ISSUES FOUND
HVAC	1	NO HVAC (HEAT) PRESENT
FLOORING	4	NO NOTABLE ISSUES FOUND
FIXTURES	3	COMMODOE NOT SECURELY FASTENED TO THE FLOOR
FACILITY/GROUNDS		
ROOF	3	GUTTER ON NORTH SIDE DAMAGED, ROOF LEAK NORTH SIDE ABOVE WATER HEATER
FIRE PROTECTION	1	SECURITY LIGHTING NOT PRESENT/SPRINKLER SYSTEM NOT PRESENT (CHECK BUILDING CODE)
SECURITY	4	SHOP ALARM SYSTEM NOT OPERATIONAL
PARKING LOT	4	GRAVEL/DIRT
Aggregate Overall Rating 3.18		

*Scale from 1= Poor condition to 4 = Satisfactory Condition

In addition, the 2013 SRTP identified “drainage problems from a poorly constructed parking lot.” The 2013 SRTP recommended that \$5,000 annually be budgeted for operations and maintenance facility repairs. The current RCTA management has made significant “one-off” investments in facility improvements, including construction of a paved access road to Cooper (signalized intersection) fencing repair/upgrades, parking lot drainage support, electric access gates, and landscape improvements. Drainage remains an issue, as does the lack of paved bus and employee parking.

RCTA Bus Fleet

RCTA has an active fleet of 13 vehicles and an additional six buses in the inactive fleet.

The current peak pullout of buses is seven vehicles, providing six active buses as spares. This is a very high spare ratio and there is current discussion on whether the total fleet might be reduced to 11 or 12 vehicles.

The current fleet has the following fleet mix:

- One four-passenger sedan (Class M)
- Seven medium size cutaway buses with 12-17 fixed seating capacity (Class B)
- Five large cutaway buses with 19-26 fixed seating capacity (Class E)

One of the large cutaways is in poor condition and two of the medium sized buses are in fair condition. The rest are in good or excellent condition.

The large cutaway in poor condition was supposed to be replaced in 2013/14 and is past due for replacement. Two of the medium sized vehicles are due for replacement this fiscal year and three of the medium sized cutaways are due for replacement in FY 2018/19.

Table 14: Redwood Coast Transit Fleet as of June 1, 2018

Fleet No.	Year	Chassis Make	Body Make	Fuel	Fixed Seats	Folding Seats	Wheelchair Positions	Length	Mileage	Condition	Replacement Schedule
210	2017	MV-1	MV-1	gas	4	0	1	15'	21,261	E	2023/24
220	2017	Ford	Eldorado	gas	12	4	2	22'	21,802	E	2023/24
221	2015	Ford	Eldorado	gas	18	8	3	24'	79,810	G	2021/22
285	2010	GMC 5500	Glaval	Diesel	19	6	2	31'	274,611	P	2013/14
286	2011	Ford	Glaval	Gas	14	4	2	25'	227,535	G	2017/18
288	2011	Ford	Glaval	Gas	10	6	2	22'	223,086	G	2017/18
289	2012	Chev	ARBOC	Gas	17	6	3	26'	167,386	F	2018/19
290	2012	Chev	ARBOC	Gas	17	6	3	26'	174,030	F	2018/19
291	2012	Chev	ARBOC	Gas	17	6	3	26'	136,663	F	2018/19
292	2013	Freightliner	Glaval	Diesel	26	4	2	37'	266,290	G	2019/20
293	2013	Freightliner	Glaval	Diesel	26	4	2	37'	280,841	G	2019/20
294	2017	Ford	Eldorado	Diesel	20	6	2	32'	25,796	E	2023/24
295	2017	Ford	Eldorado	Diesel	20	6	2	32'	25,880	E	2023/24

Due to the harsh operating environment in Del Norte County, all revenue vehicles in the medium to large cutaway class are expected to have a useful life of six years. This is one full year less than comparable vehicle types in less challenging operating environments. All buses will need to be replaced by FY 2023/14, the end of the SRTP planning horizon. To maintain a 12-bus fleet going forward, RCTA will need to obtain funding and replace 2 buses per year every year.

REVIEW OF PREVIOUS PLANS & STUDIES

2016 Regional Transportation Plan

The Del Norte Local Transportation Commission (DNLTC) is the designated Regional Transportation Planning Agency (RTPA) for Del Norte County. The DNLTC, along with Caltrans District 1, fulfills the transportation planning responsibilities for Del Norte County. One of the main responsibilities of the DNLTC is the preparation and approval of the Regional Transportation Plan. The Regional Transportation Plan (RTP) serves as the guide to the development of a coordinated and balanced multi-modal regional transportation system that is financially constrained to the local, State, and Federal revenues anticipated over the twenty-year life of the plan. The RTP is updated every four years.

The RTP contains a thorough examination of existing conditions, including all modes of transportation service and infrastructure in the County. The Policy Element identifies the following goal, objectives, and policies for public transit service:

3.4.2 Goal 3: Provide for the mobility needs of County residents, visitors and employees through transit services within the financial constraints of state and federal transit funding.

- 3.4.2.1 Objective: Tailor public transportation and transit service provisions to the area's population characteristics.
 - 3.4.2.1.1 Policy: Implement recommendations from the Short Range Transit Development Plan for the Redwood Coast Transit Authority. Update the plan as necessary.

- 3.4.2.1.2 Policy: Implement strategies and recommendations outlined in the Coordinated Public Transit-Human Services Transportation Plan (2015) to address the unmet transit needs of the public. Update the plan as necessary.
- 3.4.2.1.3 Policy: Consider transit services first in areas where the greatest operational efficiencies exist (i.e., dependent needs, recreational areas).
- 3.4.2.1.4 Policy: Include the Yurok Tribe, Elk Valley Rancheria, Resighini Rancheria and Tolowa-Dee-ni' Nation in the planning process.
- 3.4.2.2 Objective: Provide life-line transportation for transit-dependent people.
 - 3.4.2.2.1 Policy: The DNLTC will conduct a minimum of one public hearing annually to consider and take testimony on unmet transit needs prior to expending LTF funds.
 - 3.4.2.2.2 Policy: Ensure that public transit services are compliant with the Americans with Disabilities Act.
- 3.4.2.3 Objective: As funding permits, develop transit service as an effective alternative transportation mode choice.
 - 3.4.2.3.1 Policy: Support transit projects that serve visitors and residents for commute and recreation trip purposes and that enhance economic development.
 - 3.4.2.3.2 Policy: Encourage coordination of inter- and intra-county transit service.

Del Norte County Coordinated Public Transit - Human Services Transportation Plan (2015)

The Coordinated Public Transit – Human Service Transportation Plan for Del Norte County (Coordinated Plan) was developed by the Del Norte Local Transportation Commission and is an update to the 2008 Coordinated Plan. Development of the plan is required to be eligible for certain Federal Transit Administration funding sources. The purpose of the plan is to create a unified, comprehensive strategy for public transportation service delivery that identifies the transportation needs of older adults, people with disabilities, and low-income populations.

The plan includes a profile of demographics and existing transportation services where key public and private transit providers, as well as health and social service transit and interregional transportation providers are identified. The Coordinated Plan includes an assessment of progress since the 2008 plan with regard to coordination of services and the priority strategies.

The Coordinated Plan identifies and prioritizes service gaps and unmet transit needs through an inclusive stakeholder input process. Finally, the Coordinated Plan includes an implementation for the following high priority strategies:

- Strategy 1: Maintain, evaluate, and strengthen transportation service(s)
- Strategy 2: Multi-organizational approach to solutions
- Strategy 3: Increase outreach and education about transit services/marketing of transit services
- Strategy 4: Establish a Mobility Management staff position
- Strategy 5: Service expansion and modifications

2013 Redwood Coast Transit Short-Range Transit Development Plan

The previous Short Range Transit Development Plan assessed transit and related transportation issues in the region and provided a “road map” for improvements to public transit programs from 2013 to 2018. The study evaluated the specific needs for transit services and developed plans for improvements and service revisions. This was accomplished through the review of existing transit conditions and evaluation of operations, as well as through public outreach via onboard surveys and community-based meetings. The study identified stable funding sources for operations and capital improvements of transit services. The resulting Plan provided a comprehensive strategy of short-range service, capital, and institutional improvements, with a supporting financial and implementation plan. The document provided a review of the existing demographic conditions in the study area, an analysis of current transit conditions including survey results, detailed service alternatives analysis, a review of management and marketing strategies, a capital improvement program, and a detailed financial plan.

Del Norte County Intercity and Regional Bus Service Development Plan (2008)

An intercity bus study was conducted prior to the 2009 Del Norte County Transit Development Plan Update to examine the existing intercity and regional connections within and to/from the region. The study examined services provided by RCTA, services provided in northern California and southern Oregon by other providers, and the potential to enhance existing services. A goal of the study was to determine if services could be developed which would take advantage of FTA Section 5311(f) grant funding for intercity services, which require only a 50 percent local match. The findings in the study showed that the Route 20 connection to Arcata is the best and most appropriate intercity connection and should further be enhanced should funding be available. The study also showed good potential for developing service from Gasquet and Hiouchi to Crescent City, though this service would not likely qualify for intercity funding due to Amtrak and Greyhound being further east in Grants Pass, Oregon.

Active Transportation Plan (2017)

The Active Transportation Plan (ATP) was developed by the Del Norte Local Transportation Commission to provide a vision and strategy for the future active transportation network in the Del Norte region. The ATP built on the findings of from previous that incorporated complete streets principles and evaluated them holistically in an effort to prioritize active transportation improvements and programs that will have the biggest benefit. The results of the ATP are intended to guide future updates to the circulation elements of both the Del Norte County and Crescent City General Plans.

The ATP explores current land use, programs and policies, bicycle facilities, pedestrian facilities, safe routes to schools activities, and transit services. The also prioritizes projects based on five criteria and provides an implementation plan

for the priority projects. Given fiscal constraints, the ATP identified the following focus projects:

- Highway 101 Gateway Projects
- Front Street
- El Dorado Street
- Hiouchi Flat Trail
- Sunset Circle

In relation to RCTA transit service, the ATP recommends additional passenger facilities and active transportation amenities at the Cultural Center to encourage greater use of the stop and improve access to transit for pedestrians and bicyclists. There are community perceptions that the Cultural Center is unsafe. There is no operations personnel or security onsite. The plan also noted that high ridership stops, including the Crescent City Safeway and Lucky 7 Casino, should be examined for similar passenger facility and active transportation amenity improvements. RCTA installed new sheltered bus stops at the Safeway location.

Transit Passenger Facilities Development Plan (2007)

The Transit Passenger Facilities Development Plan (Facilities Plan) provides passenger facility improvement standards specific to the service area. The study inventoried all existing passenger facilities for RCTA, both locally in Crescent City and regionally from Smith River to the Humboldt County line. Recommendations were made for developing future passenger facilities.

Chapter 2: Public Involvement, Market Research, & Transit Needs

OVERVIEW

The public involvement and market research effort includes the work from both Dr. Jon Shapiro's market research and the Ronny Kraft Consulting team's public involvement and needs analysis tasks for the Short Range Transit Plan.

Dr. Jon Shapiro prepared a May 2018 market research report, "How Redwood Coast Transit Authority Can Improve Its Service Offering and Increase Ridership: An Examination of Student, Tourist/Hospitality and Other Existing & Emergent Ridership Groups." (hereinafter referred to as the Dr. Shapiro Report). This work was meant to be a "Research-Based Component" of the Short Range Transit Plan.

Between November 13 and November 20, 2017, the Dr. Shapiro team conducted a series of five focus group and five in-depth interviews with the aim of improving RCTA's ability to provide, "Outstanding service and forge meaningful relationships with key constituents. The focal markets included tourism, student, and transit dependent groups." The RCTA General Manager participated actively with the Dr. Shapiro team during the market research effort.

The Dr. Shapiro market research efforts included an on-board survey from September 27 to September 29, 2017S by a four-person crew on all routes. There were 149 completed questionnaires. The results of the on-board survey are being utilized in the Short Range Transit Plan to profile existing riders and to present the most important service improvements that riders would like to see.

Ronny Kraft Consulting was hired to prepare the Short Range Transit Plan, with the contract commencing on May 23, 2018. The work scope included a site visit to the RCTA service area from August 13-15. The on-site visit included discussions with passengers on all routes, stakeholder interviews, focus groups, two community SRTP forums, comment cards from passengers, a meeting with drivers and dispatchers, and a workshop with the RCTA Board.

This section of Technical Memorandum #2 focuses first on key results of the onboard survey, and then discusses the key themes of the stakeholder interviews and focus groups conducted by both the Ronny Kraft Consulting team and Dr. Jon Shapiro.

ONBOARD SURVEY

Methodology

A survey was conducted on board RCTA buses to gather information about passengers to inform this SRTP.¹⁸ The survey was distributed on all routes from September 27 to 29, 2017 and a total of 149 were received. The survey was two-sided with English on one side and Spanish on the other. The questionnaire included some multiple-choice questions and also asked passengers to respond to various statements on a scale from 1 to 7. The target was to collect survey from each route relatively equal to each route's percentage of overall ridership, but Route 4 and Dial-A-Ride were under sampled.

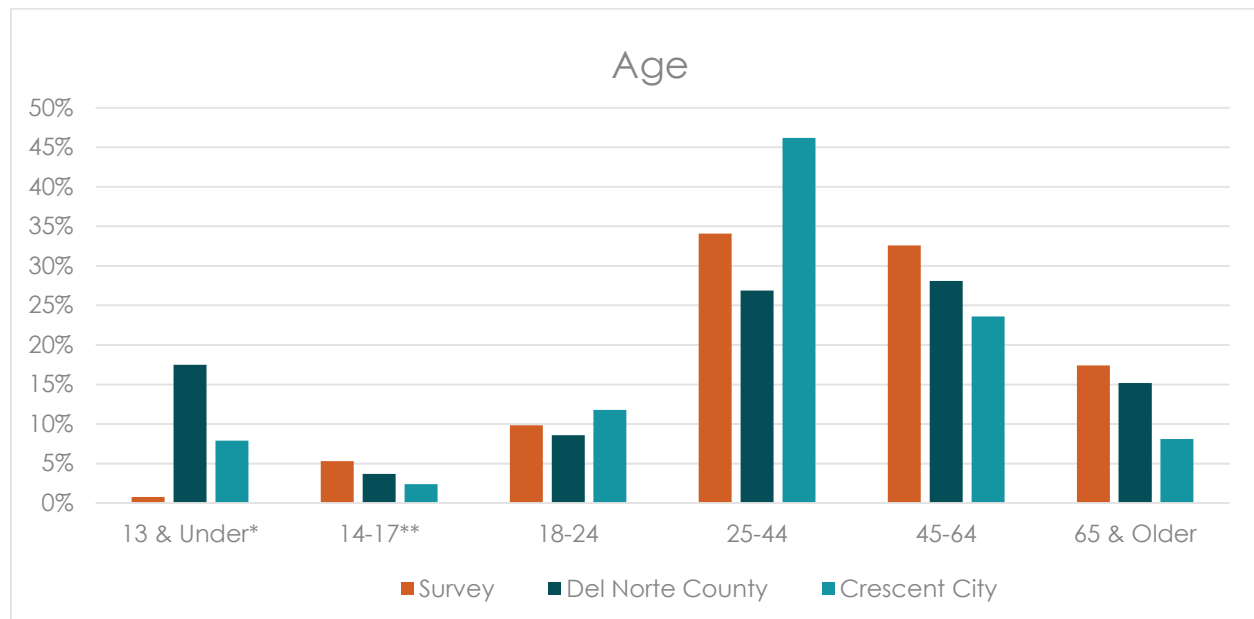
This section includes comments and impressions of passengers interviewed by the Ronny Kraft consulting team, input by passengers from the two community forums, and U.S. Census American Community Survey data.

Demographics

The survey shows that the ridership is older than most rural transit systems with only 6% respondents of high school age or younger. Most rural and suburban transit systems have a much higher proportion of youth ridership. In addition, a higher proportion of riders are in the 45-64 and 65+ older cohorts, compared to both the County and City of Crescent City overall populations (Figure 13). The age cohorts with the most ridership are aged 25-44 at 34% and 45-64 with 33% respondents.

¹⁸ The onboard survey was conducted by a separate consultant

Figure 13: Age of Survey Respondents Compared to Population

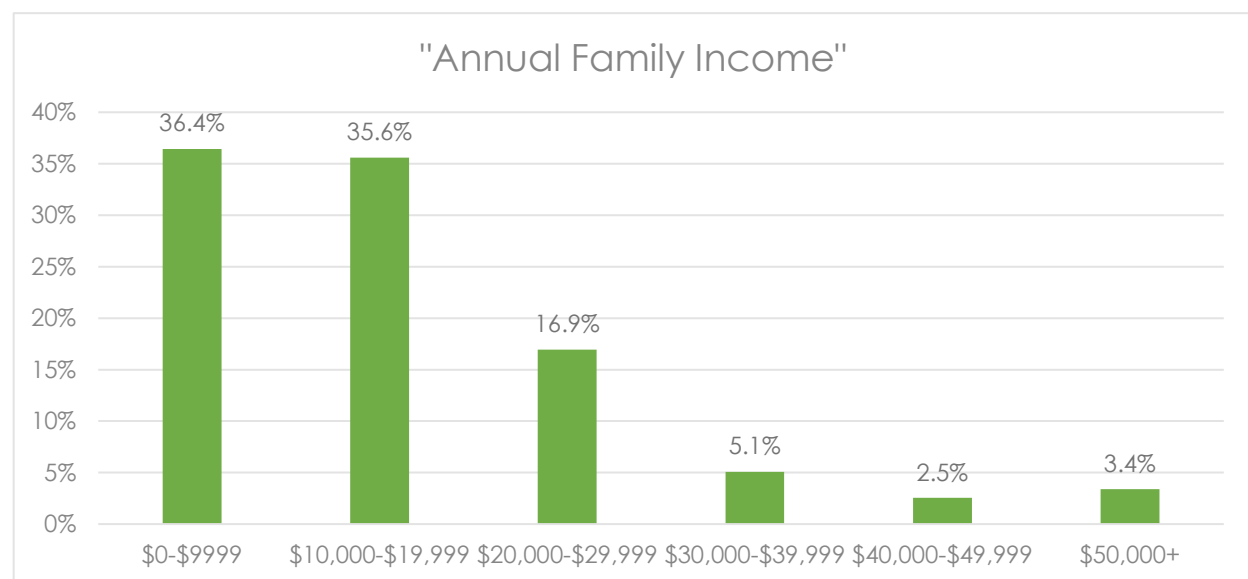


* Includes persons 14 and under for Del Norte County and Crescent City

** Includes persons 15 to 17 for Del Norte County and Crescent City

Current passengers are very low income with 36% of respondents reporting a family income below \$10,000 and another 36% below \$20,000 (Figure 14). For comparison, the median household income in 2016 was \$42,363 in the County and \$27,569 in Crescent City.¹⁹

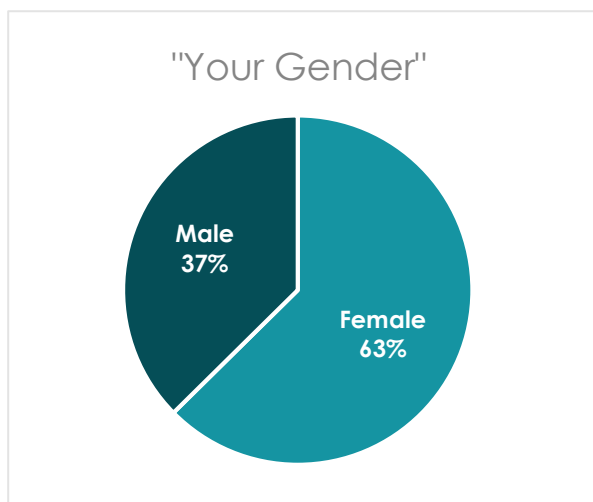
Figure 14: Onboard Survey - Annual Family Income



¹⁹ Source: 2012-2016 American Community Survey 5-Year Estimates

Around two-thirds of the passengers surveyed were female and one third were male (Figure 15: Onboard Survey - Gender Figure 15).

Figure 15: Onboard Survey - Gender



Passenger Perceptions

Passengers were asked to respond to various statements on a scale of 1 to 7, with 1 indicating "Strongly Disagree," 4 at "Neither Agree or Disagree," and 7 indicating "Strongly Agree." Passengers were in moderate agreement with the statement "Redwood Coast Transit meets my transit needs" with an average rating of 5.5. This is validated with discussion with passengers who were generally quite satisfied with Redwood Coast Transit meeting their mobility needs on weekdays. In general, responses to the question, "What can be improved within Redwood Coast Transit?" and discussion with passengers and input from the public forum identified the cutbacks on Saturday and service from Klamath to Crescent City as particularly problematic.

There is a community perception that the Cultural Center Transit Center is "unsavory." This is somewhat contradicted by the onboard survey results where passengers rated the statement, "RCTA Cultural Center Transfer Center is adequate," at an average of 5.5 out of 7. Female respondents rated the Cultural Center as safer than their male counterparts at 5.58 vs. 5.12.

Buses come to the bus stop at the same time each hour, commonly called "clock face" scheduling. Passengers were very satisfied with the reliability and on-time performance of the system. Like most rural transit systems, the first few days of the month when many passengers receive government assistance

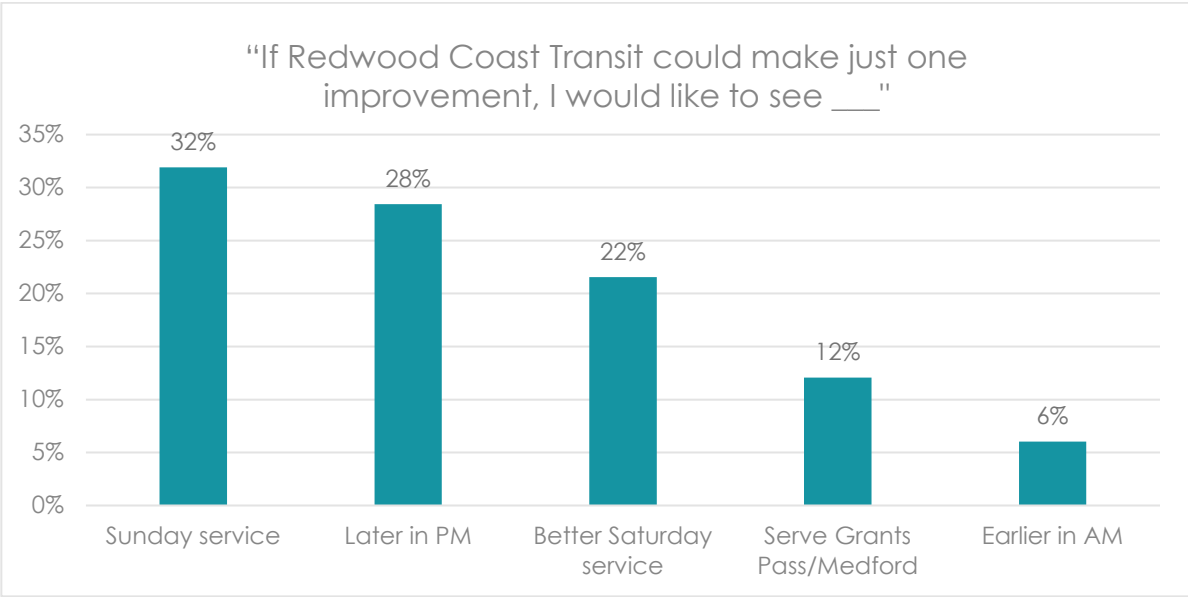
checks, buses can experience more delays during this time, but overall passengers were quite happy with the operation of the system, and expressed much appreciation for the drivers.

Improvements Needed

Improvements to bus stops, including more shelters, was a top improvement cited as a response to the question, "What can be improved within Redwood Coast Transit?" and in the discussion with passengers onboard the bus. This also had a rating of 5.5 out of 7 on the onboard survey. Discussions with passengers and drivers identified specific stops that could use a bus shelter, and this has helped to prioritize a potential list of improvements.

The survey asked passengers to select the most important improvement if Redwood Coast Transit could make only one from a list of five options (Figure 16). The most passengers (32%) chose Sunday service as their most desired improvement, followed by later service in the PM (28%) and better Saturday service (22%). Unfortunately, in most rural transit systems, Saturday ridership is about 60-75% and Sunday ridership is typically 40%-50% of average weekday ridership.

Figure 16: Onboard Survey - Most Desired Improvement



Three passengers who live in Klamath came to the community forum to say that the cutbacks of morning service from Klamath to Crescent City is creating

significant hardships in their lives. This need is corroborated by the onboard survey and drivers.

KEY THEMES FROM STAKEHOLDER INTERVIEWS AND BOARD WORKSHOP

1. While significant progress has been made to improve bus stop amenities, including bus shelters over the past several years, there is a need to increase the number of bus shelters, continually maintain existing bus stops, provide route and schedule information at key stops, and add designated stops and shelters at key stops on Routes 20 and 199.

There are 13 bus shelters installed at active RCTA bus stops in the Crescent City Area. First Transit has replaced glass with Plexiglass in twelve bus shelters in the last eight months. Bus shelter maintenance is now part of the First Transit operations contract. Based on the August 2018 site visit, the existing bus shelters appear to be in good shape for the most part and are being maintained.



Both coach operators and passengers identified the need for adding new bus shelters. There is an identified need for new bus shelters along the Crescent City local routes and at key bus stops along the intercity routes.

The top priorities from both the passengers and coach operators within Crescent City include:

- Old Shop Mart Stop Green Route Pizza Hut
- Pacific and A - *In progress. Installation will occur early 2019.*
- Urgent Care

A second tier of priority locations for new bus shelters include:

- Harding at Oregon
- Suburban Propane/RCTA Facility
- Shangri La

- Inyo & Murphy
- Dollar Tree
- Mail Room
- Wellness Center - *In progress*

As pointed out in the Dr. Shapiro report, there are few stops at local hotels and some hotels expressed interest in both having a bus stop and providing information to their patrons. The potential for improved tourism routes and services will be addressed under service and marketing alternatives in the next phase of the SRTP.

There are no designated bus stops and no bus shelters along Route 20 and Routes 199, except when the routes operate on existing local route alignments in Crescent City and along Lake Earl Road. The exception to this is the designated bus stop at the Jedidiah Smith Redwood State Park Visitor Center on Route 199. Criteria for new safe bus stop signs and shelters need to be identified and prioritized. There are several tourist locations that could utilize a bus stop sign, shelter, and RCTA service information. This would help to build tourism ridership. This was identified as an important first step to attract additional tourist riders in the Dr. Shapiro report.

Improved bus stops are a Tier One Priority for the RCTA Board. Based on Board input, the installation of two bus shelters per year should be a minimum and up to five per year could be a target depending on funding availability.

In order to streamline the local project management of bus stop sign and shelter installations the possibility of a Memorandum of Understanding (MOU) among RCTA, Del Norte County, and City of Crescent City was explored, but deemed infeasible at this time. Alternative solutions will be explored in Phase 2 of the SRTP.

RCTA is currently utilizing SB I monies for bus stop improvements. This will provide an important funding source for bus stop improvements over the next five years. There are five bus shelter installations programed for the next two years.

2. Redwood Coast Transit should implement technological solutions that improve management reporting, enhance passenger information, and provide easy fare payments.

The new operating and maintenance contract, effective January 1, 2017, requires that First Transit provide a number of technological enhancements as part their renewed contract with RCTA. The following are commitments from First Transit in their proposal for technology enhancements:

A. Office@Hand Premium Edition from AT&T, a cloud-based IP business communications service that will improve customer call handling, customer service, and technical support.

Status: This has not been implemented due to the fact that implementation would require RCTA to change their phone numbers. First Transit and RCTA management are working on a suitable alternative for Office@Hand communications for implementation in 2019. This improvement is lower priority than implementation of DoubleMap (see below).

B. Installation of GeoTabs Automated Vehicle Location System (AVL) on all fixed route revenue vehicles that will enable tracking of vehicles in service as well as determine ongoing on-time performance.

Status: All but two vehicles have been active on GeoTabs since Fall 2017. However, there has not been sufficient training for either operations management or RCTA management to effectively utilize GeoTabs to track vehicles on a dashboard for determining on-going on-time performance. There is a need for additional training to make GeoTabs fully functional.

C. Implementation of First Transit's Buseeta software system that will enable the utilization of real time tracking by the AVL system to effectively manage on-time performance. The software provides on-time performance reports.

Status: Buseeta is no longer available and a replacement software system, DoubleMap, is being deployed in the first half of 2019.

D. Implementation and utilization of the Buseeta customizable mobile application for fixed route transit operations. The software would allow passengers to track all vehicles in real-time, provide up-to-date system information such as new schedules being introduced, and passenger feedback. Complaint feedback could also be handled by the software.

Status: As stated above, First Transit is trying to replace Buseeta with Bishop Peak. Significantly more work is needed to provide passengers with real-time information on the location of the bus they want to take.

E. Kayako Customer Tracking Technology. This is a customer comment tracking system that combines customer communications from multiple channels, including comments made by phone, email, web forum, social media, into one interface. With Kayako, a ticket is created to manage each customer interaction.

Status: This also has not been implemented. However, both First Transit and RCTA recognize the importance of this customer tracking technology and have begun to work on plan of action for full implementation. Currently, RCTA management requires First Transit to compile monthly excel forms to track customer complaints.

Independent from the First Transit technology enhancements, there is a significant need for better transit management software that would enable a database system to track costs, revenues, and key performance indicators. The current RCTA management system inherited the clumsy Excel spreadsheet format of tracking performance from the previous management team. The annual report process, for example, is very time consuming and requires the RCTA general manager to extract information from the First Transit monthly report and enter and compile in Excel report tables. The extensive time for data input was noted during a Board member stakeholder interview.

The transit industry has several transit performance database systems that provide a user-friendly management information dashboard that RCTA

management and the RCTA Board can have access to. It is important that the system be able to extract information from the First Transit system, such as on-time performance, farebox revenue, customer complaints, etc. but also be able to track budget to actuals for all system expenditures. The purchase or development of an affordable management database system that is compatible with output of performance data by First Transit will be recommended as a high priority procurement in the Capital Plan.

RCTA provides a GTFS to Google Transit feed so that passengers can use Google Maps to plan a trip on Redwood Coast Transit and receive schedule and fare information. This functionality is a vital for passengers, especially visitors to the region. There is significant opportunity to market the availability RCTA route and schedule information in Google Map to current riders, students, visitors, and the general public.

Many transit agencies, including rural systems, are moving toward the Google real-time data platform and with the AVL system that First Transit is installing, this may be a future technology platform that RCTA can implement. This would enable passengers to receive real-time transit information on the bus location and projected actual arrival time.

RCTA management is in the process of implementing Token Transit that will enable passengers to pay their fare with a smartphone app. Planned implementation will occur in early 2019.

The Dr. Shapiro Report has some very good material on how technology can be utilized to attract more tourist riders, especially with upgrades to RCTA's website. This will be addressed in the marketing actions in the next phase of the SRTP.

There are other potential technology enhancements that were reviewed by the RCTA Board at its October 17, 2018 meeting. Section 4 of this working paper identifies the technology procurement actions that will need to be prioritized in the next phase of the SRTP.

3. There needs to be more concerted effort at marketing RCTA transit services. There is insufficient attention and effort on promoting existing services to potential riders.

Marketing of RCTA transit services is currently limited to upkeep of the RCTA website and annual updating of the schedules and passenger guide.

The contract between RCTA, Herron Consultants and TMTP has in the scope of work the following provision:

“Coordinate the development and implementation of marketing plans, fare structures, promotional campaigns, public presentations and other activities. Prepare press releases, flyers and other materials.”

During the Ronny Kraft Consulting team site visit in August, the following was observed:

- In discussing the changes to improve the College of the Redwoods services, even though the changes had been made, there were College of the Redwood students riding the bus who were quite unaware of the schedule changes and the ability to utilize their Student ID for travel on all RCTA buses.
- There is no passenger information on RCTA routes and schedules at the large majority of bus shelters, including the downtown transit center.²⁰
- Google Maps contains information about RCTA routes, schedules, and fares. However, the awareness level of the trip planning service is low. When Google maps was discussed at the RCTA Board meeting, Board members were not aware that RCTA service was included in Google Maps, nor that you could plan trips on RCTA using the app or web interface. There is a need to educate existing and potential bus riders on the functionality of Google maps for RCTA information.
- Most passengers on board the buses got information about the bus service from the coach operators and other passengers. The coach operators are very helpful and courteous to passengers.

²⁰ Previous efforts to deploy information at bus stops fell short due to lack of sufficient staff to keep the information maintained and up to date.

- Discussion with College of the Redwoods staff indicated that the schedule improvements to the regional routes could improve ridership, but frequency remains an issue. They recognize, however, that the challenge is getting the word out to students who currently don't utilize the service, especially from outlying areas. When changes to the schedules of Routes 20 and 199 were made, coupled with the fact that College of Redwood students only need to show their college ID to board the bus, RCTA staff worked collaboratively with the College of Redwood staff to create a flier, post on social media, and send out an email blast to all students. Operations staff also staffed a table at the beginning of Fall 2018 classes passing out fliers on the service changes.

The RCTA management team is able to perform the basics of keeping public information on the RCTA website up to date and publishing revisions of the rider guide when service or fare changes are made.

The management contract does not specify the required time for ongoing marketing and special promotions that are needed on an annual basis. In consultation with RCTA management, it is estimated that 120 annual hours, or 10 hours a month, is needed to be spent on marketing and public information by the marketing team.

There has been direction from the RCTA Board that advertising revenues from entities that place ads upon the RTCTA buses can be re-invested into additional marketing and promotional campaigns by the management team. As of January 2019, two advertising contracts have been secured by RCTA management, which will bring in over \$10,000 in revenue fiscal year 2018/19. effort.

4. Current Redwood Coast Transit riders depend on the service to conduct their daily lives, and existing service levels need to be retained.

The onboard survey results, Interviews with passengers, interviews with stakeholders, and interviews with Board members all reveal that Redwood Coast Transit has a very good reputation. Redwood Coast Transit is acknowledged for providing lifeline transportation services for those who do not own an automobile or do not have a driver's license.

Importantly, while the discussions with passengers on board buses consisted of a small sample, every passenger was asked about their ability to utilize Redwood Coast Transit to conduct their daily lives. While some service gaps were identified based on recent service reductions, in general, passengers responded that from Monday to Friday they are able to conduct their daily lives by utilizing Redwood Coast Transit. Passengers feel that the service levels and fares are reasonable, and the schedules and required transfers work well. As was discussed in the onboard survey above, passengers rated the question “Does RCTA Meet My Transit Needs?” a 5.5 on a scale of 1 to 7 with seven being meeting all of their needs.

Passengers are appreciative of the existing services and hope that existing service levels can be retained. They pointed to two service cutbacks that have created significant problems for existing passengers. Several passengers told the consulting team that the reduced Saturday schedule makes utilizing Redwood Coast for typical Saturday errands very difficult and time consuming and one passenger confided that she has stopped utilizing Saturday service. Due to service cutbacks, Routes 1 and 3 no longer operate on Saturdays. Based on interviews with several passengers on board the bus, the Saturday route and schedule do not allow these passengers to get to and from the destinations they need to make trips to or cause longer on-board travel times due to the one-way loop configuration of the routes.

The Ronny Kraft Consulting team met three RCTA passengers who live in Klamath at the public open house who complained about the reduction of the morning run that used to be provided from Klamath to Crescent City. It was originally the understanding that the Yurok Tribe was going to provide a morning run from Klamath to Crescent City. According to the three residents of Klamath, they need to make advanced reservations, and they never know if the trip is going to run on the day and time they have made the reservation.

Discussions with the Yurok Tribe Transportation Manager have confirmed the following facts. The service that runs is a Dial-A-Ride service that operates five days a week. The current service is often at capacity, and there is generally more demand than seat supply. As a Dial-A-Ride service, the vehicle origin and destination does depend on the passengers making reservations. There is typically a regular stop at Pey Mey. The fare is \$1.50.

Discussions with the Yurok Tribe Transportation Manager found that there is openness for improved communication and coordination between Yurok Tribe Transit Service (YTTS) and Redwood Coast Transit. YTTS is planning to expand service and will be utilizing 12-passenger vans. There could potentially be a fixed route service in the mornings, but the details need to be worked out.

Human service agencies pointed to the lack of later evening services that would enable employment for some low income residents. Later evening service ranked second as a service improvement after Sunday service.

5. Efforts should be made to increase school ridership on Redwood Coast Transit.

Observations on the bus and the onboard survey found a noticeable lack of student ridership on Redwood Coast Transit. In the onboard survey, there were only seven riders of 149 surveyed 17 and under, and another thirteen between 18 and 24 years old. Most rural transit systems have a higher share of younger riders.

As discussed previously above, efforts have now been initiated at the College of the Redwoods to increase ridership for students. Low Carbon Transit Operations Program (LCTOP) monies are being utilized to fund a free fare program for College of the Redwoods students.²¹ College of the Redwoods students only need to show their student ID to board a Redwood Coast Transit bus. Schedules and routing of Routes 20 and 199 now provide direct service to the College of the Redwoods.

For service to Del Norte High School and Crescent Elk Middle School, RCTA has made efforts to coordinate local route services with school bell times. Drivers do state there is very limited high school and middle school ridership. Drivers indicated that most student ridership is after school.

A stakeholder interview with the Del Norte Unified School District indicated that they have an excellent network of school bus routes that serve 2,200 students daily throughout Del Norte County. However, they do not serve high school

²¹ The Low Carbon Transit Operations Program (LCTOP) is one of several programs that are part of the Transit, Affordable Housing, and Sustainable Communities Program established by the California Legislature in 2014 by Senate Bill 862.

students who live within 2 miles of the high school or middle school students who live within 1.5 miles from the middle school.

In many rural and small urbanized transit systems, there are special “school tripper” services that are open to the general public, but provide a transit option from neighborhood areas beyond typical walking distance to both middle and high schools. If properly coordinated with bell times and adjustments for planned minimum days, other transit agencies operate full buses on their school tripper runs.

6. There is an opportunity to reach the significant foreign traveler market with existing services with some new dedicated bus stop signage, revisions to the RCTA website, promotion of Google transit information, and a new system map that highlights three or four natural spots currently served by Redwood Coast Transit.

A key focus of the Dr. Shapiro Report was how to reach out effectively to tourists from out-of-state and out-of-country. According to Dr. Shapiro, a “Significant number of Crescent City’s visitors are international.” These visitors are typically characterized as foreign independent travelers (FIT). These travelers typically visit Crescent City for one to two days on their way along the coast and visit attractions within 50 miles of town. FIT travelers have high expectations in terms of product quality given that their home countries tend to provide clean, reliable, safe, and frequent public transportation services.

On Routes 20 and 199, RCTA currently serves many tourist locations, but there is very little infrastructure in terms of dedicated bus stops at these locations, as well as little information on the routes and schedules that serve those stops. The RCTA website does not have section(s) that would enable the FIT tourist to easily find information on how and when RCTA buses provide services to these locations. Many of the hotels that tourists stay at are not well served by RCTA. The Dr. Shapiro report has important messaging that could be utilized to provide better communication between RCTA and potential tourist riders.

The Dr. Shapiro Report recommends that, “As a first step towards developing the tourist market with both sectors, RCTA should develop service to three or four locations that are synergistic with its current routing...RCTA should put these astounding natural spots onto a new system map pictorially and create

narrative that reaches both local and global tourists." This will be addressed both in the next phase of the Short Range Transit Plan.

7. Non-emergency medical transportation (NEMT) is the most significant unmet transit need identified by human service agencies in Del Norte County.

During several interviews with human service agencies, they identified regional trips for NEMT as their #1 transit need. Del Norte County is isolated medically. Those without cars or driver's licenses do not have access to important medical services. According to human service agencies, the main medical destinations are Mad River Hospital in Eureka, Asante Hospital Grants Pass, and a medical clinic in Eureka. However, there is also a need for very long trips to UC San Francisco, UC Davis, and Stanford Hospital.

Historically, Coastline Enterprises had previously provided NEMT two days a week to Humboldt county from Safeway. It was a 12-hour day for both the passengers and the driver. Service was funded with about \$24,000 through their CTSA designation. However, the funding was not sufficient and providing the service on an ongoing basis became infeasible for them. The NEMT program was not financially sustainable and ended operation in 2011/12.

While there is not sufficient funding for a robust NEMT program, it is an important need that could be provided on a limited basis.

Chapter 3: Mission Statement, Goals, and Performance Standards

This section provides recommendations for the RCTA mission statement, goals, and performance standards.

MISSION STATEMENT

At the August 15, 2018 RCTA Board meeting, the consulting team presented candidate mission statements that have been utilized by similar rural transit agencies. The majority of the RCTA Board preferred a broader mission statement that is designed to serve multiple potential market segments. The recommended mission statement is:

“To provide safe and cost-effective local and regional public transportation services to provide a mobility option for Del Norte County residents, students, employees, and visitors to the area.”

GOALS AND PERFORMANCE STANDARDS

At the August 15, 2018 Board workshop, the consulting team presented sample goals. The consulting team also provided a recommended framework for future performance standards that include 1) a minimum performance standard that RCTA services should not drop below and 2) an aspirational performance standard that RCTA should work towards. The RCTA Board deferred to the expertise of the RCTA management team in working with the consulting team to draft such goals and performance standards.

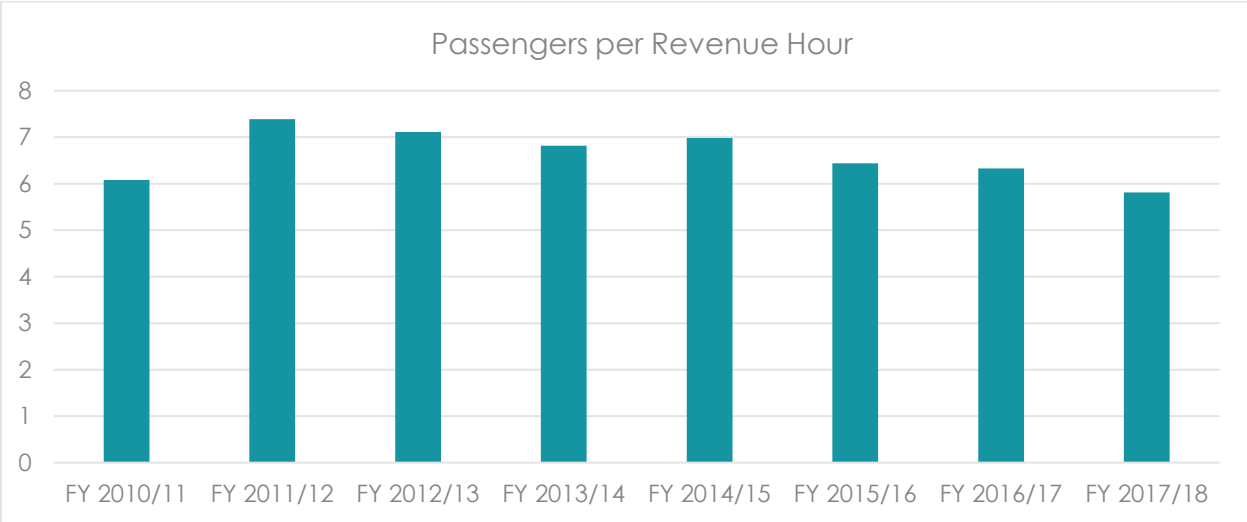
Goal #1: Provide an effective level of service in response to demonstrated community market needs (Service Effectiveness Goal)

Performance Standard 1.1: Service Productivity: Passengers per Vehicle Service Hour

Recent History

Figure 17 shows a steady decline in productivity as measured by passengers per vehicle hour between FY 2011/12 and FY 2017/18. Systemwide productivity was 7.39 passengers per revenue hour in FY 2011/12 and has declined to 5.8 passengers per revenue hour in FY 2017/18. The most pronounced decline in productivity occurred between FY FY2016/17 and FY 2017/18 when systemwide productivity declined by 8.2%.

Figure 17: RCTA Systemwide Annual Productivity



In FY 2017/18, due to budget cutbacks, there was a 12.1% reduction of vehicle revenue hours through the elimination of Route 10 and the cutting of Saturday Crescent City local service by half. However, ridership fell by 19.2% between FY 2016/17 and FY 2017/18. This resulted in an overall decline of passenger productivity systemwide.

It should be noted that nationwide and even globally, the drop in gas prices, an improved economy since the Great Recession that resulted in not only more jobs but also increase auto ownership have been restraining forces to transit

ridership. RCTA is not alone in drops of 20% to 30% in ridership over the past several years.

Table 15 shows a breakdown of passengers per revenue hour by type of service between FY 2015/16 and 2017/18.

Table 15: Passengers Per Revenue Hour by Service Type

Service Type	FY 2015/16	FY 2016/17	FY 2017/18	Change 15/16 to FY 2017/8
Crescent City Local Routes	11.07	10.75	9.28	-16.2%
Route 10	4.00	3.00	N.A.	N.A.
Route 20	3.23	3.07	2.70	-16.4%
Route 199	2.40	2.10	2.68	11.7%
Dial-A-Ride	4.16	4.50	3.30	-20.7%

Comment

It should be noted that the overall decline of 16% to 20% for all service types except for Route 199 is very significant and steps need to be taken to reverse these trends.

Over time, improved marketing to the general public, foreign independent travelers, and to College of the Redwoods students should help to boost overall ridership, increasing passengers per revenue hour.

The recent service cutbacks due to budget shortfalls including the elimination of Route 10 and reductions in Saturday service have had an impact on overall service productivity. The service cuts on Route 10 were on low productivity trips. The reduction in Saturday service levels was to more accurately mirror industry standard weekend service levels. Funding fluctuations are a fact of life for all transit systems. It is important to note that RCTA management has taken proactive steps to increase the operating reserves to a more robust level that could eliminate the need for service cutbacks in the future, increasing reserves from \$141,000 to \$349,000 in FY 2017/18. Having the reserve should enable RCTA to keep service levels the same if there is short-term recession that reduces sales tax revenue that help fund public transportation services. The current reserves

may or may not be sufficient. A specific policy for operating funding reserves is shown in the financial plan chapter of the Phase II Report.

Recommendation

Table 16 shows the recommended performance standards for passenger per revenue hour by service type. The minimum systemwide performance standard is 5.8 passenger per revenue hour and the target performance standard is 7.0 passengers per hour.

Table 16: Minimum and Target Performance Standards: Passengers Per Vehicle Revenue Hour by Service Type

Service Type	Minimum	Target
Crescent City Local Routes	9.0	12.0
Route 20	2.5	4.0
Route 199	2.5	4.0
Dial-A-Ride	3.0	4.5
Systemwide	5.8	7.0

Goal #2 Provide public transportation services that are financially sustainable within existing local, state, and federal funding programs in a cost-efficient manner (Cost Efficiency Goal)

Performance Standard 2.1: Operating cost per vehicle revenue hour

Operating cost per vehicle revenue hour is the basic operating cost efficiency performance measure. The measure provides the average operating cost for having a bus in revenue service for one hour.

Context

RCTA has historically been extremely cost efficient compared to similar rural transit systems in California. In FY 2016/17, the operating cost per vehicle revenue hour was \$63.21, the lowest of all publicly operated rural and small transit systems in Northern California. Table 17 provides a comparison of neighboring Northern California rural transit systems from readily available data.

The closest to Redwood Coast Transit Authority is Lake Transit, which also contracts for both management and operations/maintenance. The highest cost per vehicle revenue hour are in Trinity, Siskiyou, and Nevada Counties, agencies that directly operate and manage transit services with (full-time) County employees as part of County government.

Table 17: Rural and Small Urbanized Transit Agencies Comparison of Cost Per Vehicle Revenue

	Revenue Hour	Year
Redwood Coast Transit Authority	63.21	FY 2016/17
Humboldt Transit Authority	77.89	FFY 2017*
Trinity Transit	116.89	FFY 2017*
Modoc Transit	76.38	FFY 2017*
Siskiyou Transit	105.79	FFY 2017*
Lake Transit	66.26	FFY 2017*
Redding Area Bus Authority	93.20	FFY 2017*
Gold Country Stage (Nevada)	108.17	FFY 2017*

* National Transit Database 2017 Annual Agency Profile

Operating cost per vehicle revenue is driven by three important factors, including changes to the:

- Contractor fixed route operating rate in operations and maintenance contract
- Contractor monthly cost fee in operations and maintenance contract
- Management costs in management contract

Redwood Coast Transit Authority has an operations and maintenance contract that includes annual increases in the hourly rate of operating the bus at approximately 3.7% per year through FY 2020/21 with two additional option years through FY 2022/23.

The operations and maintenance contract also has a monthly fee component that increases, for example, by 7.3% between calendar 2019 and calendar year 2020. These contract escalation factors will mean that the cost per revenue hour will continue to rise faster than the rate of inflation during the term of the First Transit contract.

The management contract is only valid through FY 2018/19. An extension will be needed to be negotiated or the contract will need to be rebid in early 2019. In order to achieve the overall goals of the Short Range Transit Plan, there could be a need to substantially increase the management contract. This would include the need for more investment in:

- Marketing of RCTA services
- Project management time for capital improvements
- Increase in overall management oversight

If the RCTA Board decides to add additional investment in the next management contract to address the above staffing deficiencies, this will also increase the cost per vehicle revenue hour, but it will still be at the low end of the industry peers shown above.

Recent History

In FY 2015/16, the operating cost per revenue hour was \$57.82. In FY 2016/17 it increased slightly to \$58.48 per revenue hour. With a reduction in revenue hours from 19,577 in FY 2016/17 to 17,212 in FY 2017/18, the cost per vehicle revenue hour increased by 21% to \$70.72.

Recommendation

The minimum standard should be a cost per revenue hour of \$77 per revenue hour, adjusted by 5% per annum after FY 2018/19. The target standard should be \$70 per revenue hour, adjusted by 4% per annum after FY 2018/19.

Performance Standard 2.2: Farebox Recovery Ratio

Context

The farebox recovery ratio is the fares collected in the farebox plus additional local contribution revenues divided by the operating costs of the service minus allowable deductions.

The Transportation Development Act requires a systemwide farebox recovery ratio of 10%.

In its annual reports, RCTA makes estimates of farebox recovery ratios based on systemwide estimates and not on the actual fare revenues collected on an

individual route or Dial-a-Ride. At present, the operations and maintenance contractor provides fare revenue by service type and route in its monthly report, but this information has not been tabulated and utilized in annual reports to date. Therefore, there has been no attempt to compare farebox recovery by service type in historical context, as is done in other sections of this chapter.

In the annual fiscal audit prepared by an outside CPA firm, the systemwide farebox recovery ratio is calculated according to the definitions of the Transportation Development Act and its implementing regulations.

Recent History

There has been a dramatic decline in the systemwide farebox recovery ratio in the recent history of RCTA as shown in Table 18. The farebox recovery ratio was 18.2% in FY 2014/15 and declined to 11.4% in FY 2017/18. This is largely due to declining fare revenue as a result of declining ridership combined with rising operating costs. However, because fare revenues are not reported by service type or route, it is not known definitively why there was such a significant drop in the systemwide farebox recovery ratio from 16.6% in FY 2016/17 to 11.4% in FY 2017/18.

Table 18: Systemwide Farebox Recovery Ratio - FY 2014/15 to FY 2017/18

Fiscal Year	Ratio
FY 2014/15	18.2%
FY 2015/16	17.1%
FY 2016/17	16.6%
FY 2017/18	11.4%

However, the significant decline in ridership coupled with the significant lowering of zonal fares on the regional routes likely combined to have a very detrimental impact on the farebox recovery ratio.

Recommendation

The minimum performance standard for farebox recovery ratio is 10%. The target performance is recommended at 14%

Comment

The significant decline in the farebox recovery ratio raises concerns if the trend continues that the farebox recovery ratio will decline below 10% in FY 2018/19.

There are a number of strategies that would help to enhance the farebox recovery ratio.

1. Fare adjustments for regional routes that evaluate the potential for fare revenue per mile. Zone based fares are commonly utilized for long intercity routes similar to what RCTA already has in place.
2. Increasing ridership and revenue through implementation of a robust marketing and public information campaign.
3. Taking advantage of local contributions that can be included in farebox recovery calculations. Bus advertising revenue, for example, can be included as local contributions.
4. Public Utilities Code 99268.17 allows for an array of eligible exclusions for operating costs. RCTA needs to make sure that all eligible exclusions are deducted in farebox recovery calculations.
5. Public Utilizes Code 99268.19 allows the use of local funds as revenue in the farebox calculations: "If fare revenues are insufficient to meet the applicable ratio of fare revenues to operating cost required by this article, an operator may satisfy that requirement by supplementing its fare revenues with local funds. As used in this section, 'local funds' means any nonfederal or nonstate grant funds or other revenues generated by, earned by, or distributed to an operator."

This can include local funds generated by local bus advertising, financial participation by the College of the Redwoods in the free transit pass program, and general fund contributions by local jurisdictions.

Performance Standard 2.3: Cost per passenger trip

Context

The cost per passenger trip is a metric utilized to measure the cost efficiencies of different service delivery modes. The measure takes the operating costs for a particular service divided by the number of passengers that are served.

The measure is correlated to passenger per revenue hour of service. As productivity improves, the cost per passenger declines.

Recent History

Table 19 shows, with the exception of Route 199, a significant increase in the cost per passenger trip for all route types has occurred between FY 2015/16 and FY 2017/18. Route 20 has had the most significant increase in the cost per passenger trip with a 46% increase between FY 2015/16 and FY 2017/18.

Table 19: Cost per Passenger Trip Recent Performance

Service Type	FY 2015/16	FY 2016/17	FY 2017/18	Change 15/16 to 17/18
Crescent City Local Routes	\$5.18	\$5.89	\$6.90	33.2%
Route 10	\$14.64	\$21.39	N.A.	N.A.
Route 20	\$17.88	\$20.62	\$26.10	46.0%
Route 199	\$24.18	\$30.05	\$26.36	9.0%
Dial-A-Ride	\$17.70	\$14.17	\$21.42	21.0%
Systemwide	\$8.98	\$9.25	\$12.16	35.4%

Recommendation

Table 20 shows the recommended minimum and target standards. The standards should be adjusted by 3% annually to account for cost inflation.

Table 20: Recommended Cost Per Passenger Trip Performance Standards

Service Type	Minimum	Target
Crescent City local Routes	\$7.50	\$6.00
Route 20	\$30.00	\$20.00
Route 199	\$30.00	\$20.00
Dial-A-Ride	\$30.00	\$20.00
Systemwide	\$13.00	\$10.00

* Figures adjusted by 3% per annum

Comment

Achieving the target performance standards will require significant movement toward achieving the target standards for passengers per revenue hour.

Goal 3: Ensure that all transit program can be provided at high quality of service (Service Quality Goal)

Performance Standard 3.1: On-Time performance

Context

On-time performance is an important measure of service reliability, an important element of service quality for any transit system.

At present, schedule adherence data is not collected by RCTA so on-time performance cannot be currently calculated. However, when First Transit does implement an Automatic Vehicle Locator System (AVL) on-board each of the RCTA buses with tracking software, this will provide the means of regularly collecting the necessary data to determine on-time performance.

Recommendation

For local fixed routes, minimum standard is no early departures and 90% timepoints are on-time, defined as one minute early to five minutes late. Target standard is 95% of all timepoints are on time.

For regional routes, the minimum standard is no early departures and 80% of all runs are on-time at scheduled timepoints, defined as one minute early to five minutes late. Target standard is 90% of timepoints

Comment

Consistent reliability is key to building ridership; this includes regularly monitoring and reporting on-time performance.

For long regional routes, it is recognized that on-time performance can have variance due to seasonal traffic patterns and other circumstances. Establishing a few timepoints at the beginning and end of the route with one to two interim timepoints for the purpose of measuring on-time performance would be

desirable. Designating timepoint stops where transmission of AVL data is feasible would be the best course of action.

Performance 3.2: Vehicle Miles Between Mechanical Roadcalls

Context

Vehicle miles between mechanical roadcalls is an important performance measure that provides an indicator of the operating condition of the fleet and transit system reliability. It is normally correlated to maintenance practices. A mechanical roadcall is when a bus has a mechanical issue when the bus is in revenue service and the driver needs to have a mechanic or other maintenance personnel respond to the bus. Officially, a mechanical roadcall is when a bus needs to be taken out of service due to a mechanical roadcall.

A review of the First Transit monthly reports indicates that First Transit records “mechanical missed trips” but does not record mechanical roadcalls.

Recommendation

The recommended target standard is 30,000 miles between mechanical roadcalls and a minimum standard is 20,000 miles between mechanical roadcalls.

Comment

Based on stakeholder interviews with the maintenance staff of First Transit, there is not a problem with mechanical roadcalls. However, there is no available data to support this claim, and it is recommended that RCTA require First Transit to track this performance measure in its monthly reports.

Goal #4: Provide safe and convenient transportation services to the residents and visitors of Del Norte County

Performance Standard 4.1: Span of Service

Context

The span of service is when Redwood Coast first starts service in the morning and when the last bus ends service in the evening. In general, the longer the span of

service, the more convenient the service is to meet the diverse needs of passengers.

Recent History

Redwood Coast Transit has had different span of service for the Crescent City local route and the regional routes.

For the local Crescent City routes, the current span of service is 7:00 am to 7 pm on weekdays and from 8:30 am to 6:30 pm on Saturdays on Route 2 and 4. Routes 1 and 3 Saturday service was eliminated on July 1, 2017.

For the Regional Routes, Route 20 currently has a span of service from 6:05 am to 8:45 pm, with different times for northbound and southbound trips. The span of service varies by location. Late evening service to Arcata was eliminated in July 2018.

On Route 199, the span of service is from 6:53 am to 5:26 pm Monday to Saturday.

RCTA installed video cameras on all buses in 2017 to improve passenger and driver safety. In 2018, RCTA secured the transit facility with fencing, a security gate, and additional lighting.

Recommendations

Crescent City Local Routes:

- Minimum Standard is service from 7:00 am to 6:30 pm on weekdays and 8:00 am to 6:30 pm on Saturdays.
- Target Standard is service from 6:30 am to 7:30 pm on weekdays and from 7:30 am to 7:30 pm on Saturdays on all routes.

Route 20:

- Minimum standard is service from 6:00 am to 9:00 pm six days a week.
- Target standard is minimum standard and extending the 7:40 pm southbound run from Klamath to Arcata during the tourist season. Sunday service would be available from 9:00 am to 9:00 pm during the tourist season.

Route 199:

- Minimum standard is from 7:00 am to 5:30 pm Monday to Saturday.
- Target standard is to extend span of service during tourist season, from 6:00 am to 9:00 pm from Monday to Saturday. Sunday service would be available from 9:00 am to 9:00 pm during the tourist season.

Performance Standard 4.2: Miles between preventable accidents

Context

This performance standard is the vehicle service miles between an accident that was preventable by a Redwood Coast Transit driver. This is an important asset management standard and normally correlated to driver training and contractor management. This information is typically reported in contractor monthly reports by the service contractors.

Recommendation

On a systemwide basis, the minimum standard should be 100,000 miles between preventable accidents with the target standard of 250,000 miles between preventable accidents.

Goal #5: Within available financial resources, develop supplemental mobility options and services that both encourage better utilization of existing fixed route and demand response service (Mobility Management Goal)

Performance Standard 5.1 Annual number of potential passengers travel trained

The minimum number of potential passengers travel trained annually is 20. The target standard of potential passengers travel trained is 50 per year.

Chapter 4: Performance Data Collection and Management

A quality collection process and management of accurate performance data enables transit agencies to make informed decisions regarding their systems and report to various funding agencies and stakeholders.

This chapter focuses on streamlining the process for collecting and reporting performance data, especially those that are important for measuring success towards the RCTA goals, as described in Section 3 of the Phase I Report.

For the purposes of this Chapter, a “run” refers to the entirety of an operator’s shift. A “trip” refers to a single end to end vehicle trip on a single route.

CURRENT SYSTEM FOR PERFORMANCE DATA COLLECTION AND MANAGEMENT

The following explains the various processes currently in place by which various forms of performance data are collected and reported. In general, First Transit staff reports performance data to the RCTA General Manager on a monthly basis.

Excel workbooks are the main medium used to record fixed-route and Dial-a-Ride performance data. There are workbooks for each month that contain several spreadsheets for each day where various data are recorded by First Transit dispatch staff, herein referred as the “monthly master workbooks.” The primary function of these monthly master workbooks is to enable accurate billing, therefore, First Transit staff are required to create these workbooks, regardless of what other data tracking systems are in place.

Fixed-Route Performance Data

For fixed-routes, including local and regional, daily performance data is collected on paper manifests by each operator during their runs. The information on the paper manifests is then input by hand into the monthly master workbook by dispatch staff.

The following information is recorded for each run:

- Operator name
- Bus number
- Date
- Operator check in and out times
- Vehicle pull in and out times
- Route start and end times
- Miles at start and end in yard
- Miles at start and end of route
- Fuel used
- Passes and punch cards sold on board the vehicle by type

The following information is recorded for each trip:

- Route number
- Trip start time
- Passenger boardings by fare type

The daily spreadsheets in the master workbook also contain many summary calculations for various data, e.g., total passengers by fare type by route. However, the only data that is summarized for the total month in the monthly master workbooks is vehicle revenue hours. This data gathering and recording practice has made it difficult in the past for the General Transit Managers to ascertain and report on monthly and annual performance data summary statistics.

An automatic vehicle location (AVL) system, named Geotabs, is currently used to track vehicles in the field. The version of the system in use by RCTA does not currently produce reports or provide real-time information regarding the on-time performance of vehicles and routes. In addition, there are "dead zone" areas of the County where signal with the vehicle GPS trackers onboard the bus is lost.

A new software system, which will improve collection, management, and reporting of performance data is in the process of implementation and is described below.

Dial-a-Ride

RCTA currently uses TripMaster by CTS Software to manage their Dial-a-Ride system. Dial-a-Ride passengers call the RCTA dispatch to request a ride anywhere from two weeks to 24 hours in advance. The dispatcher then enters details about the trip into the TripMaster software. Electronic tablets on the vehicles are then loaded with the day's trip schedule. The driver is able to use this tablet to record successful passenger pickups and dropoffs in real time, the type of fare they used, and other info, such as no shows. The tablets are also able to record AVL data, useful for statistics such as vehicle service miles and hours.

Dial-a-Ride operators also fill out the same paper manifest as fixed-route operators with information that pertains to the total run (vehicle pull in, miles at start, etc.). This information from the paper manifests is entered into the daily spreadsheet within the monthly master workbook by dispatch.

The count of passengers by fare type, and whether or not they were in a wheelchair, is recorded by the operators on the tablets and then uploaded into TripMaster. Dispatchers then create a report in TripMaster each day showing these passenger counts and enter the information into the daily spreadsheet within the monthly master workbook. Revenue from Dial-a-Ride trips is calculated and reported based on this method of data capture and recording.

TripMaster can produce reports that show a number of performance measures for various time periods, such as average passengers per day and total service miles. These reports are not currently being used by First Transit staff for reporting or billing purposes. There is also some uncertainty as to whether the specific payment method for each trip can be produced in a report, despite that this information is gathered through the mobile tablets.

Additional Data Sources

Roadcalls & Mechanical Missed Trips

A mechanical roadcall is when a bus has a mechanical issue when the bus is in revenue service and the driver needs to have a mechanic or other maintenance personnel respond to the bus. Officially, a mechanical roadcall is when a bus needs to be taken out of service due to a mechanical roadcall.

Roadcalls are tracked by the First Transit mechanic in a separate spreadsheet, which is provided to the RCTA General Transit Managers via the First Transit General Manager on a monthly basis.

Missed trips due to mechanical incidents are recorded in the monthly master workbook.

Customer Comments/Complaints

RCTA receives customer comments via phone and in writing in a separate spreadsheet. If the customer has a complaint, staff review the footage from cameras onboard the bus. This information is then reported to the RCTA General Manager monthly.

Preventable Accidents

First Transit has a standard operating procedure for tracking preventable accidents. They keep files for each preventable accident, including investigative documents and photos. They also send a report to their corporate safety department. All accidents are tracked in a separate spreadsheet and submitted to the RCTA General Manager monthly.

Actual Revenue

Actual revenue is tracked in a separate spreadsheet and reconciled with expected revenue based on passenger ridership by fare type as recorded in the daily spreadsheets within the monthly master workbook.

Token Transit Mobile Ticketing

RCTA is in the process of implementing smartphone app-based mobile ticketing through a service called Token Transit. Token transit is able to provide analytics about tickets sales, pass activations, and uses. This information is provided through an online dashboard. RCTA will also be able to receive this information in .csv format or by having Token Transit provide a data stream to their own backend tracking software.

PERFORMANCE DATA TRACKING & REPORTING NEEDS

Reporting Summary

The RCTA General Manager is responsible for creating an Annual Report, which is provided to the RCTA Board of Directors. This report contains detailed descriptions of RCTA's services, fares, capital improvements, and financial status. The report also contains performance statistics for the overall system, by route, and by service type, according to the Transportation Development Act Section 99247, Performance Measure Definitions. The primary source for the performance data, not including operational costs, is the monthly master workbooks. They do not contain monthly summaries, aside from vehicle service hours, and there is no annual rollup of the workbooks. As previously stated, this makes it difficult for the RCTA General Manager to summarize and monitor performance data.

It is important for management and operations management to be able to easily monitor and summarize performance of the system, including on-time performance. There are a few potential solutions, including use of a database that integrates data from multiple sources, provides a dashboard, and produced reports. Potential solutions are discussed in the last section of this chapter.

RCTA Goals & Performance Standards

The Phase I Report outlined several performance standards to be used to track progress towards achieving service goals. Below is a description of the recommended performance standards and the data needed to measure them.

1.1 Passengers per service hour

- Passenger trips
- Vehicle service hours

2.1 Operating cost per vehicle service hour

- Total operating cost, consisting of:
 - Contractor fixed route operating rate in operations and maintenance contract

- Contractor monthly cost fee in operations and maintenance contract
 - Management costs in management contract
 - Fuel costs
 - Vehicle service hours
- 2.2 Farebox recovery ratio
- Total operating cost (detailed above)
 - Actual fare revenue by route and service type
 - Local contributions that can be included as revenue in farebox recovery calculations
 - Allowable exclusions that can be deducted from operating costs in calculations of farebox recovery ratio
- 2.3 Cost per passenger trip
- Total operating cost (detailed above)
 - Passenger trips
- 3.1 On-time performance
- Schedule adherence information for each vehicle
- 3.2 Vehicle miles between mechanical roadcalls
- Vehicle service miles traveled
 - Mechanical roadcalls
- 4.1 Span of service
- Service schedule
- 4.2 Miles between preventable accidents
- Vehicle service miles traveled
 - Preventable accidents

RECOMMENDATIONS

As stated above, it's important that the RCTA General Manager is able to monitor the performance of the system on an ongoing basis and to easily generate reports remotely. The consultants explored various options for monitoring and tracking software that would meet this need. A cost effective solution came from the operating contract with First Transit, which includes implementation of a software system called DoubleMap, which integrates with RCTA's current AVL system. This software is being implemented at little additional

cost to RCTA. There is a marginal capital cost for the mobile tablets that will be installed in each fixed-route vehicle and will enable the new system to function at the intended level. The DoubleMap system will improve the monitoring and reporting of system performance considerably, which will in turn significantly aid the decision making process regarding potential system changes.

DoubleMap Performance Data Monitoring and Reporting

RCTA is currently in the process of implementing a performance data monitoring and reporting software system that will replace the current practice of operators using paper manifests to record information about runs and passengers. A new robust business analytics platform currently under development by DoubleMap will enable RCTA staff to easily create and customize a variety of performance reports, including those based on costs. DoubleMap will also be able to import data streams from the TripMaster software and Token Transit in order to give information about the complete system. Passengers with bicycles could also be tracked through the mobile tablet fare type inputs, similar to tracking of wheelchair boardings.

Real-time Passenger Information & Mobile Application

DoubleMap will build on the GeoTabs AVL infrastructure to enable real-time tracking of vehicles and on time performance by RCTA staff. In addition, a customer-facing mobile application is being developed by DoubleMap so that passengers will be able to look up when the bus is arriving on their mobile devices. There will also be a web application for viewing real-time information via a web browser.

Dial-a-Ride

Transit operations staff are pleased with the functionality of the TripMaster software and the current method for entering data into their master workbook. The following are recommendations for improved utilization of the TripMaster software:

- Eventually discontinue use of paper manifests and move to entering all trip data through the mobile tablets
- Use the reporting function to produce monthly reports
- Use the mobile tablets to record actual passenger payment methods and fare types

Customer Comments/Complaints

First Transit staff commented that the current tracking system using a spreadsheet works well for their current needs. However, there are more sophisticated systems for tracking and monitoring customer complaints. These systems could enable RCTA management to track the status of complaints on a more frequent basis.

The First Transit proposal includes implementation of a customer complaint tracking system, called Kayako. This is a customer comment tracking system that combines customer communications from multiple channels, including comments made by phone, email, web, social media, into one interface. With Kayako, a ticket is created to manage each customer interaction. Both First Transit and RCTA recognize the importance of this customer tracking technology, although implementation of this system is of lower priority than other improvements. Implementation of Kayako will be advantageous following full implementation and adoption of DoubleMap to ensure that staff are not overloaded with adoption of new technologies.

Chapter 5: RCTA Management Model and Peer Analysis

Rural transit systems operate under widely varying governance and operations structures. Some are governed by counties or cities, some by joint powers authorities, and some are governed as part of the regional transportation planning agency (RTPA). Some are directly operated by the governing entity, which hires drivers, mechanics and other personnel. Others are contracted to private companies which specialize in operating transit service. These contractors may be responsible for both operations and maintenance or just one or the other. These differences in how rural transit services are provided have distinct cost implications. Therefore, any peer comparison must be undertaken with cognizance of the underlying differences and understanding that in some cases the structures are equivalent to apples to oranges.

Redwood Coast Transit Authority is different than most other rural transit agencies in that RCTA has no direct employees and contracts for both management and a separate contract for operations and management. Of the peers reviewed below, only Lake Transit has separate contracts for both management and operations/maintenance.

The purpose of this Chapter is to:

- Review the current management structure
- Analyze the resources that are current being deployed to the management functions of RCTA
- Compare management full time equivalents with seven peer agencies
- Provide recommendations for consideration for future management resources.

HISTORICAL BACKGROUND

Redwood Coast Transit Authority (RCTA) is administered under a Joint Powers Authority (JPA) composed of the County of Del Norte and City of Crescent City and is operated by a private contractor, First Transit. RCTA also contracts with TMPT/Herron, administrative consultants, to manage RCTA. RCTA's governing body is a five-member Board of Directors composed of two County representatives from the Del Norte County Board of Supervisors, two members from the City Council of Crescent City, and one at-large member.

The current contracted management and operations/maintenance structure has been in place since the origin of the RCTA in October 2003. The prior General Manager was with RCTA for 10 years and developed most of the routes and service of RCTA. This original base contract has been enough to keep RCTA in business, but not quite enough to closely monitor the service or keep up with a backlog of capital projects that require more time than is allocated. For example, the upkeep of bus stops has historically taken a necessary backseat to the more immediate tasks of applying for and managing funding, setting the budget and schedules, producing schedule brochures, and supervising the operations contractor.

In the wake of the General Manager's announcement to retire in the spring of 2016, RCTA released a Request for Proposals for a new General Manager in October 2015 for a three-year term, effective July 1, 2016 and terminating June 30, 2019. Per the contract, there was an ability to extend the current management contract up to two additional years at mutually negotiated terms.

Beginning FY 2018/19, the RCTA Board directed TMPT/Herron to launch and manage all aspects of a new bus advertising revenue generation program. To enable staff hours to be devoted to this program, and marketing activities in general, the Board authorized TMPT/Herron to expend up to \$10,000 annually) or the amount of gross revenue generated, whichever is less) administering the ad revenue program and conducting marketing activities.

On February 22, 2019, the RCTA Board approved a two-year extension of the contract that included a 5% cost of living increase the first year and a 3% cost of living increase the second year, and added up to \$10,000 for the ad revenue program.

Earlier, in May 2018, the RCTA Board officially accepted the role of the County's Consolidated Transportation Service Agency (CTSA). This designation allows RCTA to claim up to 5% of the County's allocated Transportation Development Act (TDA) Local Transportation Funds (LTF) each fiscal year. This is equivalent to approximately \$25,000 to \$35,000 annually, depending on total amount of LTF funds available after DNLTC administration/planning and pedestrian and bike funds (up to 2%) are subtracted. For FY 2019/20, it is estimated that up to \$32,763 could be allocated to the CTSA. Chapter 7 details the CTSA Implementation Plan, which proposes that the TMTP/Herron administrative consulting team will be responsible for the development and oversight of the CTSA programs in FY 2019/20. The recommended level of effort for the TMTP/Herron involvement in the CTSA in FY 2019/20 is estimated at \$15,450.

MANAGEMENT CONTRACT SCOPE OF SERVICE

Exhibit A of the contract with TMTP/Herron has a detailed list of the scope of services for fiscal year 2017/18. The scope is summarized below:

- Coordinate the planning and development of public transit services in Del Norte County.
- Perform administrative functions including fiscal management, management of contracts, preparation of budgets, preparation of grant applications, funding claims, quarterly reports, compliance reports, and policy analysis.
- Carry out the annual service plan and budget, and evaluate and report on results.
- Continue to implement the ADA Complementary Paratransit Plan in compliance with the Americans with Disabilities Act.
- Coordinate and monitor accounting, procurement, property, and operating records and procedures.
- Carry out a fleet and asset management plan.
- Monitor legislative and regulatory issues to ensure agency compliance with applicable laws.
- Represent RCTA to federal, state, and local agencies, business and community groups, and the general public.

- Receive, evaluate, and respond to public input on unmet needs and proposals from community members and organizations.
- Coordinate the development and implementation of marketing plans, fare structures, promotional campaigns, and public presentations.
- Coordinate with Greyhound Bus Lines regarding the interlined operating and ticket sales agreement and the planning, operating, and marketing of interlined intercity bus services.
- Provide a local presence in Del Norte County, including but not limited to a local phone number and participation in local meetings and planning events.
- Attend RCTA board meetings, prepare board reports, and respond to board requests.

It should be noted, that absent from this list of basic management services in the scope of work is the important task of active monitoring of the performance of the system and operations contractor to ensure quality service. This task will be made much easier with the implementation of the DoubleMap performance tracking system since key system indicators will be more readily available both onsite and remotely.

Additionally, the TMTP/Herron contract was amended for fiscal year 2018/19 to include administration of the bus ad revenue program and to conduct other marketing activities, including the following tasks:

- Billing and tracking of available inventory
- Deposit revenues into RCTA's appropriate accounts at the County Auditor
- Conduct direct sales efforts, and coordinate with Custom Dezigns to install "advertise here" signage on all empty locations on each bus
- Interfacing with RCTA (First Transit) operations staff on lot/bus access

Last, the TMTP/Herron contract will likely be amended for fiscal year 2019/20 to include implementation and ongoing administration of the two proposed CTSA programs. The tasks include:

- Travel Training Program:
 - Developing marketing materials, including updates to the website
 - Meetings & coordination with local agencies
 - Arranging train the trainer logistics

- Ongoing project management
- Software procurement and training (includes both programs)
- ADA Eligibility Determination:
 - Administer public participation process
 - Developing program guidelines
 - Developing marketing materials
 - Program oversight
 - Eligibility determinations

PEER ANALYSIS

Methodology

This section compares the RCTA management model and staffing level to seven other rural transit providers in the northern California region. The focus of the analysis is to compare the number of full time employees (FTEs), or fraction thereof, per 10,000 vehicle revenue hours.

The peer agencies were selected by the SRTP consultant staff in coordination with the RCTA General Manager based on the agencies' size, proximity to Del Norte County, and geographic service areas. The peer agencies were initially contacted by RCTA's General Manager via email and subsequently followed up with by the consultant to schedule their interview. The structured telephone interviews were conducted with senior level staff at each of the peer agencies to determine the management structure, management staff levels, and vehicle revenue hours.

In order to determine the comparable number of full time equivalent staff to the RCTA management levels, the peers were asked to estimate the percentage of staff devoted to each of the main activities for which the RCTA administrative management team are responsible, as described above, including marketing activities and administration of a bus advertising program. Six of the eight agencies had top administrators whose time was split between management of the transit system and other duties. Fiscal year 2017/18 was used as a basis for comparison since the annual vehicle service hours were also needed for the analysis and this was the most recent full year.

Peer Agency Structures

The peer agencies that are included in this analysis represent a range of governing body, operations, and management types. Table 21 lists RCTA alongside the seven peer agencies. Of the eight total agencies, five are governed by JPA's and three by Counties. Four agencies contract out their operations to private companies, three are operated in-house, and one has fixed-route operated in-house and contracted ADA paratransit. One other agency, Lake Transit, is similar to RCTA in that it is governed by a JPA, operations are contracted to a private company, and management administration is also contracted out.

Table 21: Peer Agencies

Agency	Governing Body	Operations	Management Type
Redwood Coast Transit Authority	JPA	Contract	Contracted
Redding Area Bus Authority	JPA	Contract	City
Humboldt Transit Authority	JPA	In-house	TA
Lake Transit	JPA	Contract	Contracted
Gold Country Stage (Nevada County)	County	FR: In-house ADA: Contract	County
Siskiyou Transit	County	In-house	County
Trinity Transit	County	In-house	County
Modoc Transit	JPA	Contract	RTPA

TMTP/Herron Contract Hours

Table 22: TMTP/Herron Administrative Contract Hours

Fiscal Year	Herron	Rye	Total	FTEs	Serv. Hrs.	FTE/10,000 Hrs
2017/18						
Base Contract Hours	180	580	760			
Travel Hours	20	120	140			
		Total	900	0.45	17,212	0.26
2018/19						
Base Contract Hours	180	580	760			
Travel Hours	20	120	140			
Ad Revenue Admin Hours		137	137			
		Total	1,037	0.52	17,546	0.30
2019/20						
Base Contract Hours	180	580	760			
Travel Hours	20	120	140			
Ad Revenue Hours		137	137			
Travel Training		40	40			
ADA Certification	55	111	166			
		Total	1243	0.62	18,123.5	0.34
2020/21						
Base Contract Hours	180	580	760			
Travel Hours	20	120	140			
Ad Revenue Hours		137	137			
Travel Training		72	72			
ADA Certification	11	33	44			
		Total	1153	0.58	18,123.5	0.32

The total hours included in the TMTP/Herron contract for fiscal years 2017/18 to 2020/21 are shown in Table 22. In fiscal year 2017/18 their hours totaled the equivalent of 0.45 of a full time employee. In 2018/19, with the addition of the bus advertising revenue, their total hours increased to 0.52 of a full time employee. In 2019/20 the CTSA activities will be added, bringing them up to 0.62 FTEs. In 2020/21 the level of effort needed for the CTSA activities, as proposed in Chapter 7, is reduced, bring them back down to 0.58 FTEs. Fiscal year 2020/21 is the last year of their current contract.

Results

RCTA had the lowest *total* level of administrative management staff among the eight agencies at 0.45 full time employees in 2017/18 (Table 23). This number increased to 0.52 in 2018/19 and will increase to 0.62 in with the addition of CTSA activities in FY 2019/20, yet these levels are still below the closest peer, Trinity Transit, with a total of 0.8 full time employees. Only two agencies have a top administrator that is 100% devoted to management of the transit system.

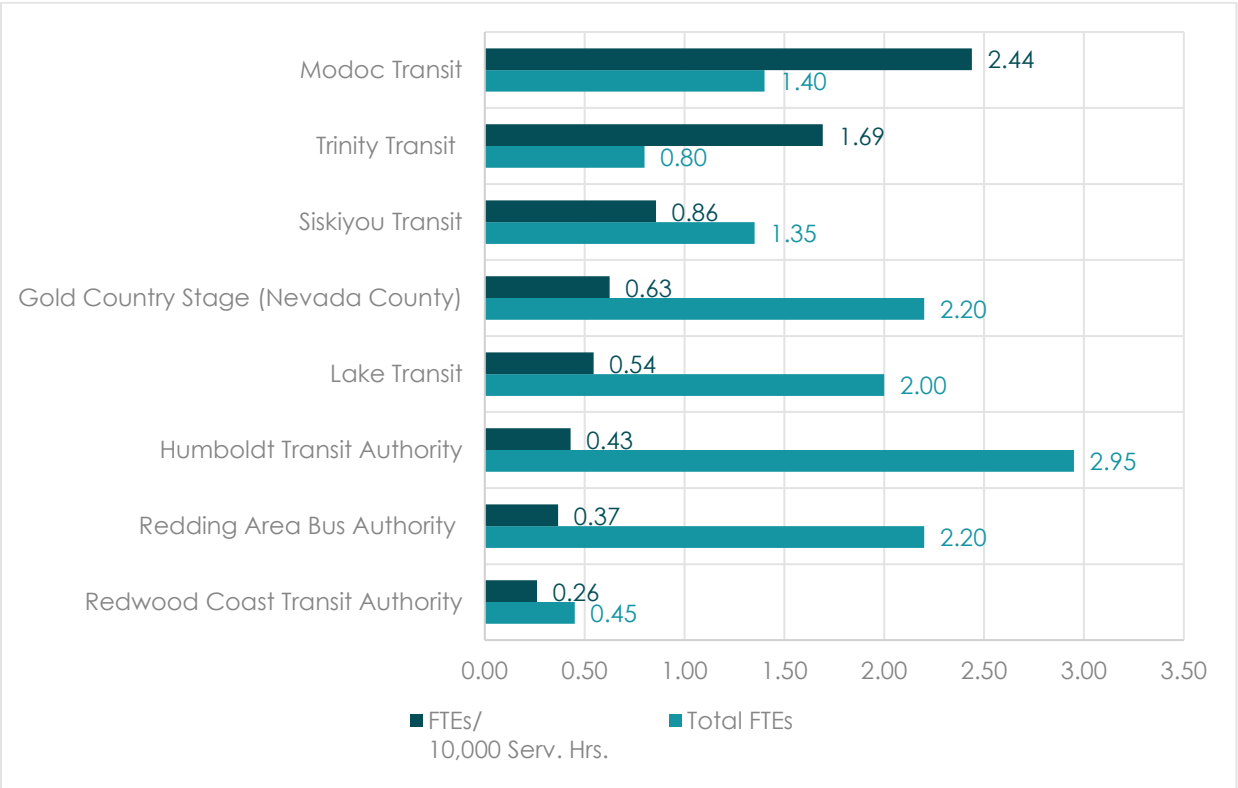
Table 23: Peer Analysis Results - Fiscal Year 2017/18

Agency	Total FTEs	Total Vehicle Service Hours	FTEs/10,000 Service Hours
Redwood Coast Transit Authority	0.45	17,212	0.26
Redding Area Bus Authority	2.20	60,060	0.37
Humboldt Transit Authority	2.95	68,600	0.43
Lake Transit	2.00	36,725	0.54
Gold Country Stage (Nevada County)	2.20	35,181	0.63
Siskiyou Transit	1.35	15,739	0.86
Trinity Transit	0.80	4,727	1.69
Modoc Transit	1.40	5,739	2.44
		Peer average	0.99

When comparing management staffing levels per 10,000 vehicle service hours, RCTA is still the lowest at 0.26 FTEs among the peer agencies, the number of FTEs per 10,000 vehicle service hours ranged between 0.37 for Redding Area Bus Authority and 2.44 for Modoc Transit. It should be noted that both Trinity Transit and Modoc transit, which had the second highest and highest management staffing levels, respectively, operate less than 10,000 vehicle service hours annually and so their FTEs per 10,000 service hours are higher than their actual staffing levels.

The RCTA contract increased to 0.30 FTEs per 10,000 vehicle service miles in FY 2018/19 with the addition of the bus advertising revenue of \$10,000. Addition of the CTSA activities in FY 19/20 and 20/21 will increase the contract to 0.34 and 0.32 FTEs per 10,000 vehicle service miles, respectively. These levels are still below that of the Redding Area Bus Authority.

Figure 18: Peer Analysis-Total Admin. FTEs and FTEs per 10,000 Vehicle Service Hours



The peer average was one FTE per 10,000 vehicle service hours, although six of the eight agencies had less than one FTE per 10,000 vehicle service hours. Two of these agencies noted that they are understaffed during the interview. The agency closest to RCTA in terms of structure, Lake Transit, had 0.54 FTEs per 10,000 vehicle service hours, which is double that of RCTA.

RECOMMENDATIONS

RCTA is currently operating on a lean administrative management budget, which allows RCTA to operate service at a higher level than is sustainable, especially when compared to peer agencies. Insufficient hours for the tasks outlined in the original TMTP/Herron administration contract scope of work is a major concern of the TMTP/Herron team. Specifically, activities that are best carried out on site are particularly difficult to fit in due to the fact that the administrative consultants are both off site and the available hours are low.

The lack of hours for the general manager to be on site has had many implications on the ability to conduct marketing and promotional activities, coordinate with local agencies and stakeholders, and implement capital construction projects, among others.

The addition of the bus advertising revenue to the TMTP/Herron contract and the General Manager' success in generating revenue through this program²² will help by adding hours for marketing and promotional activities and direct costs. The addition of CTSA activities to their contract for FY 2019/20 will add budget, but it will also add associated responsibilities.

The consultant team recommends that the TMTP/Herron administrative contract be increased following the end of their current contract on June 30th, 2021. Based on the results of the peer analysis, a reasonable minimum number of FTEs per 10,000 vehicle service hours is 0.4 and the target should be 0.5. If projected service levels for FY 2019/20 were to remain the same, an increase in their hours by 10% would bring them to 0.35, an increase of 26% would bring them to 0.4, and an increase of 57% would bring them to 0.5 FTEs per 10,000 vehicle service hours. The consultant team recommends considering increasing the contract, starting with FY 2021/22 hours by 26% to put RCTA's administrative management staffing at a level more in line with their peers. A future contract could consider bringing the staffing to the target level of 0.5 FTEs per 10,000 service hours.

²² The first two agreements in the first year generated \$20,980 in revenue, some of which will run into FY 2020-21. Admin and marketing hours came in under budget due to experience launching similar programs and strong initial demand.

Table 24: Recommended Contract Increase

Fiscal Year	Total Hrs.	Total FTEs	FTEs/10,000 Serv. Hrs.
2021/22	Total		
Base Contract Hours	760		
Travel Hours	140		
Ad Revenue Hours	137		
Travel Training	72		
ADA Certification	44		
Total	1153		
10% Increase	117		
Total	1270	0.64	0.350
26% Increase	297		
Total	1450	0.73	0.400
57% Increase	661		
Total	1814	0.91	0.500

The additional hours could be spent on the following activities:

- Oversight of capital construction projects, including bus shelter replacement
- Management of the free fare programs, including promotional activities
- Working with Crescent City to plan an upgraded transit center
- Coordination with local stakeholders to improve services, such as the School District
- Coordination with Yurok Tribal Transit Service on potential improvements and partnerships
- Potential partnerships with other local agencies
- Fare analysis
- Further marketing and promotional activities
- Service monitoring, both remotely via new technologies, and in person onsite

Chapter 6: Recommended Service Actions

This Chapter explores potential RCTA service improvements. Technical Memorandum #2 documented the results of the research conducted by Dr. Shapiro and the Ronny Kraft Consulting team. This included a passenger survey, stakeholder interviews, targeted focus groups, community workshops, conversations with bus passengers, bus operator feedback, RCTA management input, and RCTA board priorities. The candidate service improvement actions explored in this chapter are proposed based on a combination of this input. Methodologies were proposed for evaluating each of the candidate service improvement actions and providing a recommendation on whether or not the service improvement should be implemented during the five-year time frame of the Short Range Transit Plan.

Financial Considerations

Funding for RCTA bus operations has fluctuated significantly over the past ten years, which has resulted in both improvements in service and necessary reductions at various times. In the face of uncertainty of the agency's financial future, this chapter presents both potential service improvements as well as menu of potential service reductions. Some service improvements described in this chapter are cost neutral and are identified as such.

The RCTA board recently made decisions that will affect future service levels, including reinstating full Saturday service from reductions made in 2017. The service improvements outlined in this chapter that would require additional funding should be considered in the context of the system as a whole, including the available funding to sustain the new service and potential reductions to balance the financial scenario.

Financial Assumptions

The following cost assumptions were used to estimate the marginal costs for FY 2019/20 of providing additional service or service reductions that are described in this chapter.

- Marginal operations and maintenance contractor rate: \$24.25
- Fuel cost per vehicle revenue hour: \$7.51

- Additional dispatch cost per vehicle revenue hour: \$4.28

Some service improvements would expand the span of service and so additional hours would be needed not only for vehicles and operators, but dispatch as well. The total marginal cost per vehicle revenue hour if additional dispatch time would be needed to provide the service is \$36.04.

The total marginal cost per vehicle revenue hour if additional dispatch time would *not* be needed to provide the service is \$31.76.

SUMMARY

The following is a summary of the estimated annual costs of the potential additions and reductions described in this chapter. Some service improvements that are cost neutral are not included in the tables below, but are discussed in the text.

Table 25: Summary of Potential Service Additions & Estimated Annual Costs

Potential Service Addition	Total Cost
Weekend Service - Restore Full Saturday Service	\$ 20,813.10
Weekend Service - Sunday Service	\$ 31,246.68
School Tripper Service - Adjusted Start Time	\$ 1,389.50
School Tripper Service - New Route	\$ 20,917.75
Provide Later Evening Service	\$ 21,984.40
Provide Later Dispatch Support	\$ 12,000.00
Tourist Service - Extend Route 199 to Anchor Beach Inn	\$ 9,528.00
Tourist Service - Add an early evening run to Route 199	\$ 8,109.00
Tourist Service - Add stops at Motels/Hotels on Route 20	\$ 16,951.90
Klamath Glen - Subsidize Fare Cost for 3 Riders - 3 days/wk	\$ 1,350.00
Klamath Glen - Subsidize Fare Cost for 3 Riders - 5 days/wk	\$ 2,340.00
Klamath Glen - Subsidize Route Extension - 3 days/wk	\$ 3,750.00
Klamath Glen - Subsidize Route Extension - 5 days/wk	\$ 6,500.00
Klamath Glen to Crescent City - Add Morning Trip - 3 days/wk	\$ 7,875.00
Klamath Glen to Crescent City - Add Morning Trip - 5 days/wk	\$ 13,650.00

Table 26: Summary of Potential Service Reductions & Estimated Annual Costs

Potential Service Reduction	Total
Reduce Saturday/Holiday Service for Routes 1 and 3	\$ (18,341.40)
Eliminate Saturday/Holiday Service on Route 20	\$ (39,424.44)
Eliminate Evening Trip from Crescent City to Smith River	\$ (9,909.12)
Eliminate Saturday/Holiday Service on Route 199	\$ (6,987.20)
Eliminate Midday Trip on Route 199	\$ (2,620.20)
Reduce Route 199 to 3 Days per Week	\$ (20,961.60)
Eliminate Saturday/Holiday Service on All Routes	\$ (92,720.54)
Replace Local Saturday Service with General Public Dial-a-Ride	\$ (45,955.80)
Eliminate Midday Trip on Route 20	\$ (44,733.96)
Eliminate Route 199	\$ (39,763.52)
Reduce 30 minutes of evening service on all local routes	\$ (19,881.76)

WEEKEND SERVICE

Saturdays & Holiday Service

Recent History of Saturday & Holiday Service

RCTA made strategic reductions in service to meet falling revenues in FY 2017/18. One of the services reduced was Saturday services within Crescent City. During the weekdays, and on Saturdays prior to July 1, 2017, two buses operated together to provide hourly service Routes 1,2, 3, and 4. The reduction in Saturday service starting on July 1, 2017 reduced the two-bus scheme on Saturdays and minor holidays that fall on weekdays to a single bus operating on two routes all day. Routes 1 and 3 were eliminated on Saturdays.

Market Research Input

As part of the discussion with passengers onboard the buses during the Short Range Transit Plan outreach, the reduction of Saturday service to only Routes 2 and 4 made the service extremely difficult for passengers to make needed trips. A regular weekday passenger described the difficulty of getting to and from the

grocery store on Saturdays with only Routes 2 and 4 operating, and she no longer rides Saturday service.

Because there is a seven day a week economy, workers who need public transit are not able to work on Saturdays, and this limits the job market for individuals who now cannot use the limited Saturday service. A main issue is that the loss of Route 1 on Saturdays/holidays narrows available transit service in the main area of Crescent City (Route 2) into a one-way loop, which is less convenient for passengers and increases the time needed for travel onboard the bus. In addition, the elimination of Route 1 on Saturdays/holidays necessitates that some people walk farther to access Route 2, which shares many service areas with Route 1. The elimination of Route 3 on Saturdays/holidays means that transit service is not available in areas along Northcrest Drive that are not within walking distance of other routes.

Recent RCTA Board Actions

The allocation of low Carbon Transit Operations Program (LCTOP) funds in Del Norte County increased by 60% since 2017/18 with a total allocation of \$53,171. A staff recommendation was approved at the February 2019 board meeting to set aside about \$19,950 to pay for 100% of the operating costs to restore service so that all local routes continue to operate on Saturdays.

In May 2019, Caltrans determined that LCTOP monies cannot be utilized to restore Saturday. At its May 31, 2019 RCTA Board meeting, the Board authorized the use of all LCTOP monies for the free fare program. It should be noted that the use of all LCTOP monies for free fare program will enable RCTA to utilize all of the LCTOP monies as local contribution in calculating the farebox recovery ratio. This will enable RCTA to keep the farebox recovery ratio above the state required 10%.

Sunday Service

Existing Sunday Services

RCTA does not operate any Sunday service on the Crescent City local routes 1,2,3,4 nor on intercity Routes 20 and 199.

Market Research Input

Since the Crescent City economy is a seven-day-a-week economy, workers who need public transit are not able to work on Sundays, and this limits the job market for individuals who do not own or a car or do not have a driver's license. In other rural transit systems, shopping and going to church are often the primary reasons that Sunday service is needed.

Running a fixed route service similar to the reinstatement of full Saturday service on local routes 1,2,3 and 4 is one option for providing Sunday service. Yet, providing a subsidized taxi voucher program, providing general public dial-a-ride, or utilizing technology for a general public dial-a-ride with an app, are all viable service delivery alternatives.

The rationale for evaluating a Sunday service alternative includes:

- It was the top improvement prioritized by passengers in the Dr. Shapiro on-board survey
- Discussions with passengers on the buses

Description of Alternative

The alternative for Sunday service is narrowly defined for the purposes of analysis as fixed route service similar to Saturday service on local routes 1,2,3 and 4. Due to budget constraints, there would be no Sunday intercity service on Routes 20 and Routes 199.

A previous alternative evaluated returning Saturday service to all four local Crescent City routes 1,2,3 and 4. Since this alternative is recommended for implementation as a high priority implementation recommendation, Sunday service would also be operated on Routes 1,2,3 and 4.

Saturday service historically operates at different times on different routes between 8:00 am and 7:00 pm. In general, there is about 75-90% of the demand for Sunday service than Saturday service based on experiences in other rural and small urban areas. Service productivity typically drops off significantly after 5 pm, therefore, for the purposes of the alternatives, it is assumed that Sunday service would operate between 8:30 am and 5:00 pm with two buses.

Analysis

The following table provides the calculations for estimating the costs of providing Sunday Service.

Table 27: Sunday Service Costs

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	17	51	867	\$ 24.25	\$ 21,024.75
Fuel	17	51	867	\$ 7.51	\$ 6,511.17
Dispatch	17	51	867	\$ 4.28	\$ 3,710.76
					\$ 31,246.68

Ridership on Sunday service is typically well below that of local services. For small urbanized areas with both Saturday and Sunday service, the City of Santa Maria ridership statistics are fairly typical, based on 2016 NTD DATA. On an average weekday, passenger productivity is 15.1 passengers per hour, with Saturday service being 9.2 passengers per hour and on Sundays it's 6.9 passengers per hour. Ridership drops between Saturday and Sunday are less pronounced for Visalia and the City of Napa.

There are no good peer comparisons for rural transit agencies, because rural transit agencies in California do not operate Sunday service due to funding limitations. RCTA operates within the same context of limited funding and so Sunday service has similarly taken a backseat to other services.

In April of 2018, there was an average of 244 passenger trips on weekday local Crescent City routes and 124 passengers per day on Saturday service with limited hours. Based on the recommended improvements to Saturday service and that all four routes would operated on Sunday, it is projected that average productivity for Sunday service would be 5.2 passengers per hour or approximately 1,800 annual passenger trips.

The marginal cost per passenger trip on Sundays is estimated at \$13.57 per passenger trip.

Recommendation

Improving Saturday service is a significantly higher priority than implementing Sunday service. Implementing Sunday service year round is not recommended during the time frame of the Short Range Transit Plan.

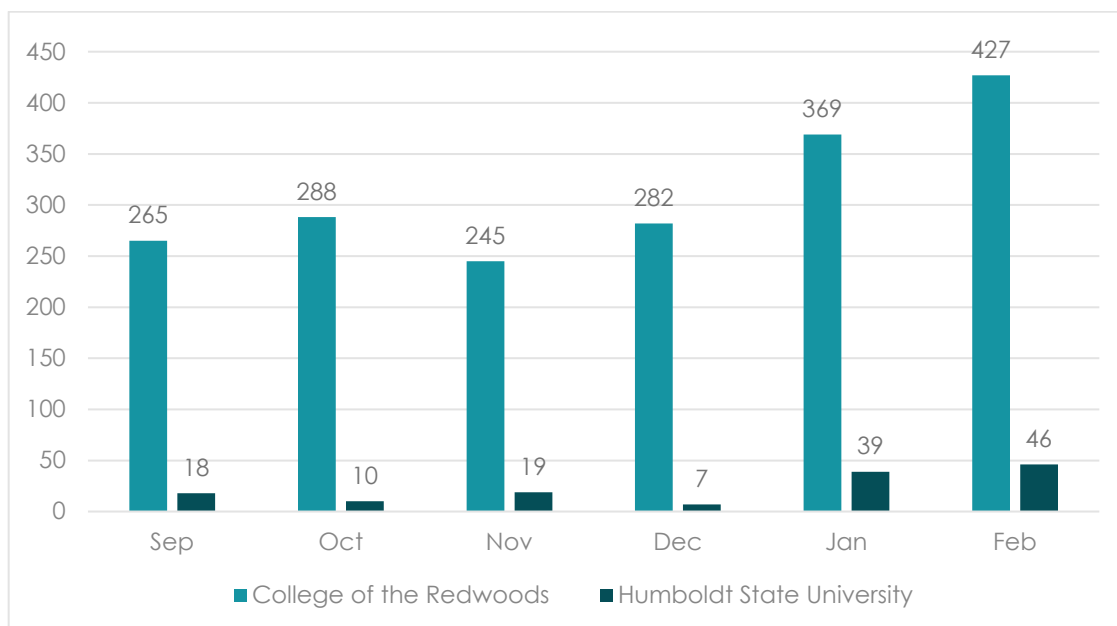
However, in a separate alternative, Sunday service could be included in a seasonal service that focuses on attracting an increased share of the tourist market. Adding Sunday service is included as a separate sub-option in the Tourism alternative.

INCREASE STUDENT RIDERSHIP

RCTA has made significant progress in providing service for College of the Redwoods students. Low Carbon Transit Operations Program (LCTOP) monies are being utilized to fund a free fare program for College of the Redwoods and Humboldt State University students on all RCTA routes, including regional routes 199 and 20.²³ The students only need to show their student ID to board a Redwood Coast Transit bus. Schedules and routing of Routes 20 and 199 now provide direct service to the College of the Redwoods. As a result,

Figure 19 shows that College of the Redwoods student ridership increased by 61% from September 2018 (265 trips) to February 2019 (427 trips). Humboldt State University student ridership grew by 156% between September and February from 18 riders to 46. Logically, most of these riders were on Route 20, which connects Del Norte County and Humboldt County. Combined College of the Redwoods and Humboldt State ridership grew by 67% between September and February. This ridership growth indicates that local college students are being well served by Redwood Coast Transit and that the free fare program is working well. Therefore, this section focuses on increasing high school aged and middle school aged ridership.

²³ The Low Carbon Transit Operations Program (LCTOP) is one of several programs that are part of the Transit, Affordable Housing, and Sustainable Communities Program established by the California Legislature in 2014 by Senate Bill 862.

Figure 19: College of the Redwoods & Humboldt State Student Ridership - 2018/19

Many rural and small systems have a high proportion, around 30%, of riders who are middle and high school aged. Students are generally willing to walk to school, if they live within 0.75 to 1 mile, but several factors can affect the ability of students to walk or bike to school. These factors include the quality of path of travel, including sidewalk conditions, the presence of a direct route, and safety concerns. Weather conditions are also a major factor. Most of the school year is during Crescent City's wetter season, where each day has at least a 27% chance, or higher, of rain and the weather is relatively cold.

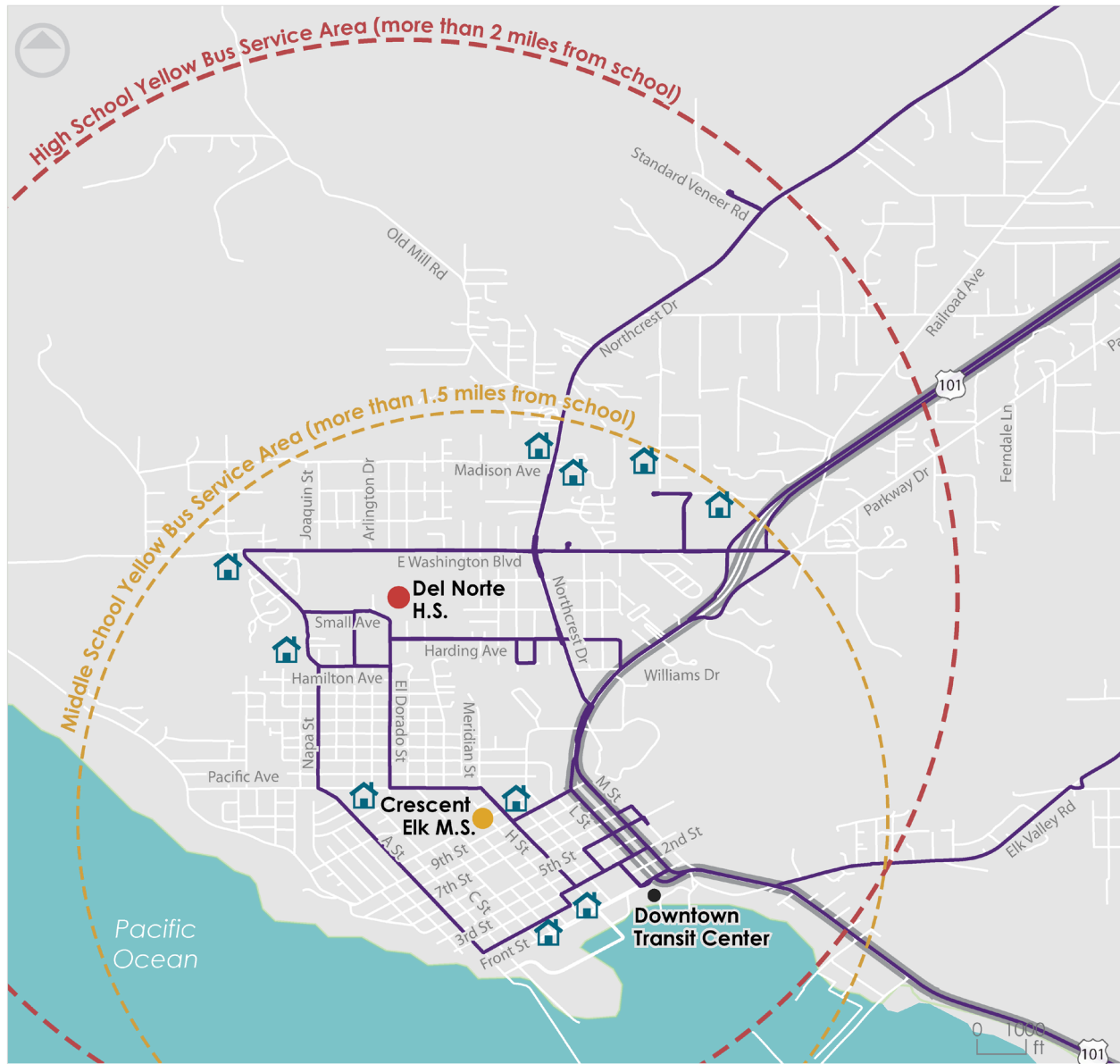
Existing Services

Del Norte County School District School Bus Service

The Del Norte Unified School District (DNUSD) operates a robust school bus network that serves approximately 2,200 one-way student trips daily throughout Del Norte County. This yellow school bus service includes transportation for students involved in after school activities that live in areas outside of Crescent City, including Klamath, Gasquet, and Smith River. Their service areas do not include pickups or drop offs for high school students who live within two miles of the Del Norte High School, nor students that live within 1.5 miles of Crescent Elk Middle School. The map on the following page shows the areas of Crescent City that fall within these two boundaries (Figure 20).

The DNUSD operates 18 routes, five of which are for special needs students. Approximately 60% of students in the school district ride the DNUSD school bus service. School bus passes are free to students. Most of the students that attend a school in the DNUSD qualify for the free or reduced-cost lunch program.

Figure 20: Map of HS & MS Yellow Bus & RCTA Service



Crescent City Area - M.S. & H.S. Service

- Redwood Coast Transit Fixed-Routes
- Streets
- 🏠 Multi-family Housing

Note: RCT routes current as of July 2018. Includes all local routes: 1, 2, 3, 4 and partial regional routes 20 and 199

Data Sources: RCTA Fixed-Routes - Redwood Coast Transit Authority. Key Destinations - USGS & Google. All others - U.S. Census TIGER/Line® Shapefiles, 2017.

Redwood Coast Transit Service

RCTA operates three local routes (1, 2, and 3) that serve the High School and Middle School. Regional routes 199 and 20 also serve the High School. Route 1 has stops closest to each of the two schools. Route 1, which runs counterclockwise through the City, stops right outside the High School and a block from the Middle School (Table 28). Route 2, which runs clockwise through the City on a similar alignment as Route 1, has a stop a six minute walk from the High School and a nine minute walk from the Middle School. Route 3 is interlined with Route 1, which means that after Route 1 runs its trip, the same vehicle stops at the transit center and then becomes Route 3 for a trip. Route 3 Travels north and south through town along Highway 101 and Northcrest Drive. Special requests must be made for pickups and dropoffs north of Northcrest and Madison up to Standard Veneer.

Table 28: H.S. & M.S. Bell Times and Current RCTA Stop Times

	Bell Time	Route 1 Stop Time	Route 2 Stop Time	Route 3 Stop Time
Del Norte HS		Stop is 2 min. walk away	Stop is 6 min. walk away	
Breakfast start	7:30 AM	--	7:09 AM	--
AM	8:05 AM	7:46 AM	--	--
PM	3:10 PM	3:46 PM	4:09 PM	--
PM - Weds	1:47 PM	2:46 PM	2:09 PM	--
PM - Min. Days	12:48 PM	1:46 PM	1:09 PM	--
Crescent Elk MS		Stop is 3 min. walk away	Stop is 9 min. walk away	Stop is 9 min. walk away
Breakfast start	7:30 AM	--	7:25 AM	7:21 AM
AM	8:00 AM	7:50 AM	--	--
PM	2:35 PM	2:50 PM	3:25 PM	3:21 PM
PM - Weds/ Min Days	1:00 PM	1:50 PM	1:25 PM	1:21 PM

Table 28 above shows that some RCTA routes and stops are ideally timed for picking up and dropping off students (in green), while others are not (in red). Students should ideally be dropped off 15 to 20 minutes before their morning bell time and picked up 10 to 20 minutes after the afternoon bell time. Each school

first serves breakfast at 7:30 AM, which many students attend. Both schools also have “early out” Wednesdays when they are let out earlier in the afternoon. The High School also has ten “minimum” days where they are let out earlier than Wednesdays. The end time for the Middle School’s minimum days is the same as their early out Wednesdays.

Figure 21: Map of Crescent City Local Routes showing M.S and H.S.



Market Research Input

RCTA has made efforts to coordinate local routes bell times for service to Del Norte High School and Crescent Elk Middle School. Despite these efforts, RCTA operators indicate that there is very limited high school and middle school ridership and that most middle school and high school student ridership is in the after school hours. Additionally, observations on the bus and the onboard survey found a noticeable lack of middle school and high school student ridership on Redwood Coast Transit. In the onboard survey, there were only seven riders of 149 surveyed that were 17 and under, and another thirteen between 18 and 24 years old.

Ridership analysis showed that in February 2019, there were 192 youth boardings (aged 6 to 18) paying cash fares on the Redwood Coast Transit local routes, which is only 3.1% of total cash boardings on local routes. During this same month there was only one youth RCTA local pass purchased and one youth RCTA county pass purchased. Most rural transit systems have a higher share of younger riders, yet most rural areas do not have such a comprehensive school bus system.

DNUSD staff indicated that they had tried a program that gave out free RCTA bus passes, but that students didn't use them and so the program was discontinued. They said the reasons for this could have been a negative image associated with transit and/or the prior lower level of service available at the time. RCTA will need to work with the school district to discover the views of students and parents towards Redwood Coast Transit services and conduct marketing accordingly. There is limited time available in the current school year, but RCTA could conduct a focus group in the Fall of 2019 to learn how the free fare program and initial service adjustments, if any are made, are being received. A focus group could also be held around this time for planning a second phase of improvements aimed at service to Crescent Elk middle school.

Alternatives

The first two alternatives below describe ways to potentially maximize Middle and High School ridership on existing RCTA routes. The third describes considerations for specialized "school tripper" service. The fourth describes

coordination, outreach, and promotional activities that could be undertaken to maximize the effectiveness of the prior three alternatives.

Student Fares

Starting in Fall 2019, RCTA has temporary funding for a pilot program that will allow high school students to ride RCTA fixed route services for free. This represents a catalytic opportunity to explore different options to service students better and increase ridership. RCTA will work with the DNUSD to figure out the details of the program regarding dissemination of information to students and proof of eligibility when boarding the bus.

Another fare incentive option that could be implemented prior to the Fall 2019 school start is a 2019 Summer Youth Pass program, although there is limited time for implementation. Summer youth passes are generally offered for an entire block of summer months (rather than monthly) at a heavily discounted rate. The passes offer unlimited rides and a way for youth to get around independently during the summer. A major benefit of such a program would be to introduce and familiarize Crescent City youth with riding RCTA during a more relaxed (and warmer) time of year, prior to the beginning of the school year. A summer youth pass could be offered through the Token Transit mobile app.

Use Existing RCTA Routes to Serve Students to/from School

This alternative explores both minor schedule and minor route deviations to better serve Del Norte High School and Crescent Elk Middle School. The service improvements in this alternative are either cost neutral or extremely low cost. Initial priority should be given to adjustments that improve service to the High School to synergize with the first year of the free fare pilot program. The second phase of improvements could focus on the Middle School, especially if the free student fare program for high school students proves successful and is extended to the middle school students.

One potential option is to adjust the schedule of existing RCTA routes to better align with school bell and breakfast times. In order to best accommodate school trips, a route should drop students off 15 to 20 minutes before their morning bell time and pick them up 10 to 20 minutes after the afternoon bell time. Additionally, students attending the school breakfast program should arrive five minutes before start. Breakfast and the morning bell time are offset by

about 30 minutes, which matches the 30 minute frequencies of RCTA local routes on weekdays. Table 29 shows the ideal pick up and drop off windows for the High School and Middle School breakfast and bell times.

Table 29: H.S. & M.S. Bell Times & Ideal Transit Stop Times

	Bell Time	Ideal Pickup/Drop off	Notes
Del Norte HS			
Breakfast start	7:30 AM	7:25	5 mins before start
AM	8:05 AM	7:45 - 7:50	15 to 20 mins before bell
PM	3:10 PM	3:25 - 3:30	Suggested by DNUSD
PM - Wednesday	1:47 PM	1:57 - 2:07	10 to 20 mins after bell
PM - Min. Days	12:48 PM	2:07 - 2:17	10 to 20 mins after bell
Crescent Elk MS			
Breakfast start	7:30 AM	7:25	5 mins before start
AM	8:00 AM	7:40 - 7:45	15 to 20 mins before bell
PM	2:35 PM	2:45 - 2:55	10 to 20 mins after bell
PM - Weds/Min Day	1:00 PM	1:10 - 1:20	10 to 20 mins after bell

Potential student markets may exist in major apartment complexes that are not served by DNUSD yellow bus service because they are not in the geographic service areas (Figure 19), such as the Hidden Creek, Seawood, and Seabreeze housing developments. Many apartment complexes are already within short walking distance of an RCTA bus route.

Route 1 does not stop near either school early enough for students to attend the breakfast program, which starts at 7:30 AM. An initial phase of cost neutral improvements to improve morning service to the schools are shown in Table 30 and include the following:

- Switch the start times of interlined Routes 1 and 3 so that Route 1 would drop students at the High School and Middle School in time for them to attend breakfast.
- Deviate Route 3 to drop students at the High School on its return trip south after picking them up in areas along Northcrest drive.
- Deviate Route 2 to the High School so that students wouldn't need to walk a quarter mile.

- Extend Route 3 to Pine Grove for normal service, rather than requested deviation.

A later phase of improvements, also shown in Table 30, could include the following suggestions:

- Consider starting Route 1 at 6:55 AM at the apartments near Pacific and E St to pick up students. This would add five minutes of revenue service.
- Consider starting Route 2 at the Summer Park apartments near Walmart at 6:50 to pick up students. This would add 10 minutes of revenue service.
- Consider deviating Route 2 to the Middle School in a later phase of improvements.

Table 30: H.S. & M.S. Proposed Adjustments to Morning Schedule

	Bell Time	Route 1 Stop Time	Route 2 Stop Time	Route 3 Stop Time
Del Norte HS				
Pacific & E St.		6:55**		
Summer Park Apts.			6:50**	
Breakfast start	7:30 AM	7:16	7:15*	
AM	8:05 AM	--	--	7:50*
Crescent Elk MS		Stop is 3 min. walk away	Stop is 9 min. walk away	Stop is 9 min. walk away
Breakfast start	7:30 AM	7:20	7:25 AM	7:21 AM

* Special route deviation.

** Potential new start location and time to be considered in a later phase.

Afternoon service to the schools is shown in Table 31, given that the initial phase of cost neutral improvements described above are implemented. Afternoon stops on Route 1 would be ideally timed for picking up students at the High School for all days and regular school days at the Middle School. In addition, Route 3, which would pick up students at the High School as Route 1, could deviate on its way north to the apartments near Walmart to drop off students. A later phase could examine improvements to Route 2 stop times at the High School and Middle School.

Table 31: H.S. & M.S. Proposed Adjustments to Afternoon Schedule

	Bell Time	Route 1 Stop Time	Route 2 Stop Time	Route 3 Stop Time
Del Norte HS		Stop is 2 min. walk away	Stop is 6 min. walk away	
PM	3:10 PM	3:16 - 3:20	4:09 PM	3:16 - 3:20*
PM - Weds	1:47 PM	2:16	2:09 PM	2:16
PM - Min. Days	12:48 PM	1:16	1:09 PM	1:16
Crescent Elk MS		Stop is 3 min. walk away	Stop is 9 min. walk away	Stop is 9 min. walk away
PM	2:35 PM	2:50 PM	3:25 PM	3:21 PM
PM - Weds/ Min Days	1:00 PM	1:50 PM	1:25 PM	1:21 PM

* Route 1 becomes Route 3

School Tripper Service

There are inherent challenges to providing regular transit service that is timed to regular, early out Wednesdays, and minimum days, as well as other considerations of the academic calendar and also the College calendar. This is why providing additional “school tripper” service may be more feasible alternative for serving the High School and Middle School.

In many rural and small urbanized transit systems, there are special “school tripper” services that are open to the general public, but provide a transit option from neighborhood areas beyond typical walking distance to both middle and high schools. If properly coordinated with bell times and adjustments for planned minimum days, other transit agencies operate full buses on their school tripper runs. There are great opportunities to maximizing student ridership, especially when paired with the free student fare program.

One particular appeal of school tripper service is that they can be promoted as having only student riders, since this is often the case, despite being open to the public. This aspect tends to appease parents that may be wary of letting their children ride public transit.

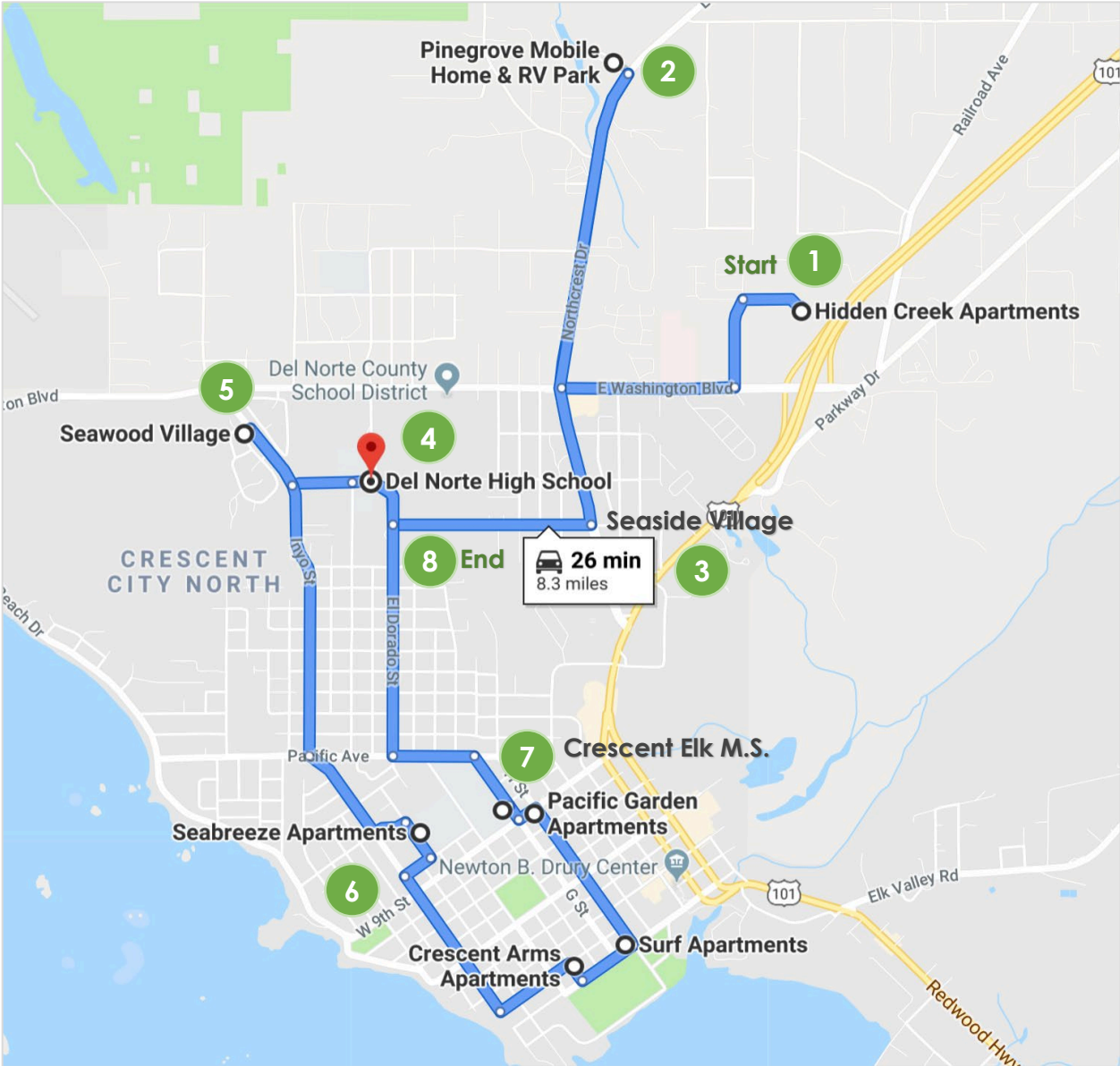
As previously mentioned, a school tripper trip could be added to the beginning of the Route 1 schedule that would drop students at the High School and Middle School at an ideal time for the breakfast program. This would require an

additional bus since Route 1 is interlined with another route and would be running as such during this time.

Alternatively, a morning tripper could circulate through the city picking up students at the major apartment complexes and then dropping them at the High School and Middle School in time for breakfast. A preliminary map for a morning school tripper route is shown in Figure 22 on the following page. This route could start at the cluster of apartment complexes by Walmart (1), head north on Northcrest to pick up students at the Pinegrove Mobile Home Park (2) and could then turn around at Pinegrove Elementary school, pickup students at Seaside Village (3), then drop students off at the High School (4). The route could then pick up Middle School students at the close by Seawood Village (5) apartments and then proceed south along Inyo to pick up students at various apartment complexes in the downtown area (6). The route could then drop off students at the Middle School (7) and proceed back to the High School (8) to drop off High School students that boarded after the first H.S. stop. This option would require an extra bus and additional revenue hours.

An afternoon tripper (not shown on map) could start at the Middle School at approximately 2:45 PM (bell time is 2:35), then run a loop through the City stopping near major apartment/mobile home complexes as described above, then pick up students at the High School at approximately 3:25 PM (bell time is 3:10) and then run another half hour loop dropping students at the same stops. These same trips could be done earlier on Wednesdays and minimum days. This option would require an extra bus and additional revenue hours.

Figure 22: Potential Morning School Tripper Route Map



Coordination, Outreach, & Promotion

The success of any of the alternatives for increasing student ridership described above hinges on a high level of coordination with School District staff to promote the programs and services to students and parents. A good way to convey information is through printed fliers that are posted around the school and handed out to each student. Maps could be created that are tailored to the schools and that show the stop times. These would be especially useful for school trippers. These maps could include information about the free fare program and other general Redwood Coast Transit information. Another helpful

way to provide route information to students is to install transit schedule information at the bus stops near the schools.

An important first step in determining potential student ridership for school tripper service would be for RCTA to work with the school district to conduct outreach. This could be done in the form of a student survey or targeted, anonymized outreach to individual students based on home address. Another way to find out about students' transportation needs would be to hold a focus group of students. The group could be nominated by school administrative staff.

An option to be explored is for the School District to sell or distribute RCTA passes at the High School, Middle School, and/or District offices, which are adjacent to the High School. Starting in the 2019/20 school year, Del Norte High School students will only need to show their school ID to bus operators in order to board the bus for free. The ability to purchase a Summer Youth Pass or student pass for non Del Norte High School students could result in an increase in youth pass sales and ridership by making the purchase more convenient and raising awareness of the availability of RCTA services.

Cost Analysis

This section provides the calculations for estimating the costs of the various school ridership alternatives. The recommendations each would require additional time spent by the General Manager for coordination, outreach, and promotional activities.

Minor route deviations to the High School for Route 2 and Middle School for Routes 1 could be accommodated within the existing schedule and so no new vehicle revenue hours need be added.

Adjust First Trip Time & Location on Route 1

If only the first trip on Routes 1 and 2 were adjusted to start earlier and in different locations to pick up students prior to school, an approximate 15 minutes of vehicle revenue hours would be needed. This is a low cost option,

especially if service were only adjusted for the school months, approximately 175 days.

Table 32: School Service Costs - Adjust First Trip Time on Route 1

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	0.25	175	43.75	\$ 24.25	\$ 1,060.94
Fuel	0.25	175	43.75	\$ 7.51	\$ 328.56
					\$ 1,389.50

School Trippers - New Route

School trippers would only run on school days. The morning tripper would require approximately one revenue hour and the afternoon trippers would require two. Bus operators should be paid a minimum of two hours for a shift, therefore, adding the proposed three school tripper routes would add four revenue hours to each school day, but only three hours of fuel would be needed per day. One bus would be required.

Table 33: School Tripper Costs - New Route

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	4	175	700	\$ 24.25	\$ 16,975.00
Fuel	3	175	525	\$ 7.51	\$ 3,942.75
					\$ 20,917.75

Recommendations

The following recommendations for improving student ridership are proposed chronologically within each overarching alternative.

Student Fares

- Develop a summer youth pass program for June through August of 2019
- Immediately work with the School District to promote the Summer Youth Pass and the free fare program to High School Students prior to the end of the 2018/19 school year.

- Consider adding a free fare program for Middle School students as a later phase following the High School free fare program.

Adjustments to Existing Routes

- Switch the start times of interlined Routes 1 and 3 so that Route 1 would drop students at the High School and Middle School in time for them to attend breakfast.
- Deviate Route 3 to drop students at the High School on its return trip south after picking them up in areas along Northcrest drive.
- Deviate Route 2 to the High School so that students wouldn't need to walk a quarter mile.
- Extend Route 3 to Pine Grove for normal service, rather than requested deviation.

A later phase of improvements could include the following:

- Consider starting Route 1 at 6:55 AM at the apartments near Pacific and E St to pick up students. This would add five minutes of revenue service.
- Consider starting Route 2 at the Summer Park apartments near Walmart at 6:50 to pick up students. This would add 10 minutes of revenue service.
- Consider deviating Route 2 to the Middle School in a later phase of improvements.

School Trippers

- Work with the School District to outreach to students to determine actual need for transit service within two miles of the High School and 1.5 miles of the Middle School.
- Develop a school tripper route based on the above outreach and the availability of funding.
- Develop maps showing transit services, including trippers, specific to the two schools.
- Promote the school trippers and other RCTA services to students.

PROVIDE LATER EVENING SERVICE

Existing Hours of Operation

On weekdays and Saturdays, the local Crescent City routes currently end at 6:25 or 6:55 pm. The last Route 199 run leaves the Smith River Visitor Center at 4:41 pm with the last stop at the Cultural Center at 5:26 pm. The last run on Route 20 northbound is from Pem-Mey in Klamath departing at 7:45 pm and arriving at the Cultural Center at 8:20 pm. The last run southbound departs at 8:15 pm at the Lucky 7 Store at 8:15 pm and arrives at the Cultural Center at 8:45 pm.

It should be noted that in 2018 a late night run to Arcata on Route 20 was discontinued due to very low ridership. On July 1, 2017, evening service was also reduced by 30 minutes on all Crescent City local routes due to low ridership and reduced funding.

Market Research Input

The rationale for adding later evening service is similar to implementing Sunday service. If a rider works in a restaurant, for example, and lives in Crescent City, it is not possible to get home after work because the service ends about 7:00 pm. The rationale for considering later evening service includes:

- Second top improvement of passengers based on Dr. Shapiro on-board survey.
- Important priority of human service agencies working with clients for training and employment.
- In discussion with passengers on board the bus on the type of improvements they most care about, later evening service was frequently mentioned.

Description of Alternative

Since financial resources are limited, only a modest improvement in later evening service was evaluated. The later evening service would be expanded by one hour from Monday to Saturday on local routes with the new runs starting at 6:30 and 7:00 pm and ending at 7:25 pm and 7:55 pm with the existing two

buses. In effect, each route would have one extra run with Routes 1 running between 7:30 and 7:55; Route 2 extended from 6:30 to 6:55 pm; Route 3 extended from 7:00 to 7:24; and Route 4 extended from 7:30 to 7:55 pm.

Analysis

The following provides the calculations for estimating the costs of extending service by one hour on both local Crescent City buses:

- Add one evening run on each Crescent City local routes
- Number of buses required: two

Table 34: Provide Later Evening Service on Local Routes

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	2	305	610	\$ 24.25	\$ 14,792.50
Fuel	2	305	610	\$ 7.51	\$ 4,581.10
Dispatch	2	305	610	\$ 4.28	\$ 2,610.80
					\$ 21,984.40

Ridership tends to fall off significantly on rural transit service after 6 pm. Productivity of 50% of the average of service operated during normal business hours between 9 am and 5 pm is not uncommon. It is reasonably projected that extra hour of service might only attract 5 to 10 total passengers per evening, with an assumed average productivity of passengers per revenue hour of 3.5. The estimated marginal cost per passenger trip would be about \$8.75 per passenger trip.

Recommendation

Extending service by one hour in the evening is not recommended as it will reduce overall service productivity and further erode the farebox recovery ratio.

In July 2017, dispatch hours were reduced by 90 minutes and a \$1,000 per month credit per month was implemented by First Transit. However, this is insufficient time for drivers to report back to the yard and sign out when a dispatcher is present. It is recommended that these 90 minutes be restored and the \$1,000 credit by First Transit be discontinued.

Table 35: Provide Later Evening Dispatch Support

	Hours	Days	Months	Rate	Total
Dispatch	1.5		12	\$ 1,000.00	\$ 12,000.00
					\$ 12,000.00

PILOT PROJECTS TO ATTRACT MORE TOURISTS ON REDWOOD COAST TRANSIT BUSES

Existing Conditions

Redwood Coast Transit currently serves many State and National Park locations. However, there are no designated bus stops and no bus shelters along Route 20 and Routes 199, except when the routes operate on existing local route alignments in Crescent City and along Lake Earl Road. The exceptions to this are the designated bus stops at the Jedidiah Smith Redwood State Park Visitor Center on Route 199 and the new Prairie Creek State Park and Kuchel Visitor Center at Redwood State and National Park. There are several tourist locations that could utilize a bus stop sign, shelter, and RCTA service information. This would help to build tourism ridership. This was identified as an important first step to attract additional tourist riders in the Dr. Shapiro report.

Market Research Input

A key focus of the Dr. Shapiro Report was how to reach out effectively to tourist from out-of-state and internationally. According to the Dr. Shapiro market research report, the following are important facts:

- A significant number of Crescent City’s visitors are international
- After Canada and Mexico, the greatest number come from Germany Switzerland, the U.K. and France.
- The foreign independent travelers (FIT) lean towards being price inelastic, or price insensitive, within a reasonable range.
- FIT travelers have high expectations in terms of product quality given that their home countries typically provide clean, reliable, safe and frequent public transportation services.

- If the FIT traveler arrives by rental car, they will typically not be willing to utilize transit for their trip. The key to attracting FIT traveler ridership is providing sufficient information on the RCTA website so that potential riders can make an informed decision on whether they need a rental car or can utilize RCTA to see the redwood trees.
- Travelers typically visit Crescent City for one-to-two days on their way along the Coast. Seeing the Redwoods is on their life-long bucket list.
- Many of the key lodging and hospitality destinations have inadequate service level and no bus stops.

Based upon interview data, at the very least some of the lodging owners and managers are willing to allow RCTA to display bus schedules and information because it adds value to their guest. One manager, at the Travelodge, expressed strong interest in allowing RCTA to put a context-specific map on the wall that shows where the person stands, the closest bus and how to get to key destinations. Interviewed motels also are willing to put information on their websites. RCTA has started providing schedules and brochures in most hotels/motels in town.

In order to attract the tourist market, services need to be convenient and information needs to be readily accessible. This section provides the service alternatives that could help to attract more tourists. The chapter on marketing addresses marketing strategies to attract more tourists to utilize Redwood Coast Transit bus services.

Description of Alternatives

While discussed in more detail in the marketing chapter, as recommended in the Dr. Shapiro report, the first step is to establish stops at key tourist locations, provide information at the bus stop and create a brochure showing how existing Redwood Coast Transit routes serve National and State parks. A new brochure targeted at tourists would be developed.

The second alternative would be adding motel/hotel stops to Route 199 schedule in a pilot special tourist season schedule for 150 days a year, from May through September. The route would be extended on each run from the Cultural Center along the Redwood Highway with a terminus at the Anchor Beach Inn. Stops would also be established at the hotels/motels along the

Redwood Highway including the Curly Redwood Lodge, Super 8, Lighthouse Inn, Best Western, Travelodge, and Front Street Inn. Other motels/hotels along the existing route would be served. Many of these same stops could be utilized for Route 20. RCTA will either need to pull into these locations for safe bus stops or work with Caltrans to obtain encroachment permits for established stops along the Redwood Highway. These stop improvements would be required to meet Americans with Disability Act standards. Since initially this is a pilot project, making right hand turns into the hotel driveways and stopping at the lobby is recommended during the pilot project. This will require hotel owners' permission to use their parking lots. If the pilot project is successful, then the process of establishing permanent stops on the street with Caltrans should commence.

The third alternative would be to add a fourth run to Route 199 to serve later afternoon early evening return trips to Crescent City on a pilot basis during the peak tourist season. The bus would depart from the Cultural Center at 5:30 pm arriving to the Smith River NRA V.C. in Gasquet at 6:10 pm, and return from Gasquet departing at 6:15 pm arriving at the Cultural Center at 7 pm. The current schedule has the last bus departing at 4:45 pm from Gasquet. Based on experience from other tourist locations, having a choice of both an earlier and later run back to where their hotel is provides the tourist with reasonable schedule choices and encourages additional ridership.

The fourth alternative is the additional running time that would need to be added to Route 20 to add in the new stops at key tourist locations and route deviations required to serve major motels/hotels that agree to partner with RCTA in providing information on their website and post RCTA information in their lobby. There are the sub alternatives of doing this just 150 days a year for the peak tourist times or every day that Route 20 operates.

A last option is to improve service to and information at the Crescent City airport. Currently, RCTA's Dial-a-Ride service can be requested to pick up and drop off people at the airport. One option is to deviate Route 2 to the airport, but this would likely cause delays and on-time performance issues and so is not recommended. Providing a conspicuous information presence about RCTA services at both the Crescent City and Arcata airports is recommended to increase awareness, particularly among tourists.

Analysis

The first alternative has marketing and bus stop capital costs that are addressed in separate chapters of the SRTP.

The following are estimates of the operating costs for extending Route 199 to terminate at the Anchor Beach Inn during the peak tourist season on a pilot basis. Testing of the route and stop has not taken place, so the actual figures are rough estimates.

Table 36: Tourist Service - Extend Route 199 to Anchor Beach Inn

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	2	150	300	\$ 24.25	\$ 7,275.00
Fuel	2	150	300	\$ 7.51	\$ 2,253.00
					\$ 9,528.00

The following is the cost of adding an early evening run to Route 199 during the peak tourist season on pilot basis.

Table 37: Tourist Service - Add an early evening run to Route 199

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	1.5	150	225	\$ 24.25	\$ 5,456.25
Fuel	1.5	150	225	\$ 7.51	\$ 1,689.75
Dispatch	1.5	150	225	\$ 4.28	\$ 963.00
					\$ 8,109.00

The following is an estimate of the added running time expense for adding stops at motel/hotels on Route 20.

Table 38: Tourist Service - Add stops at Motels/Hotels on Route 20

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	1.75	305	533.75	\$ 24.25	\$ 12,943.44
Fuel	1.75	305	533.75	\$ 7.51	\$ 4,008.46
					\$ 16,951.90

Please note that these estimates are rough and have not been field tested and could vary significantly.

Recommendations

- Establish new stops on both routes 20 and 199 with posted information on when the bus will arrive with telephone information. Route 20 would utilize existing route, but add stops at key locations.
- Implement a five-month pilot program targeted at FIT travelers from May 2020 through September 2020.
- Extend Route 199 to along the Redwood Highway from the Cultural Center to Anchor Beach Inn.
- Develop new tourist attraction map showing new stops and State and National Park locations (Included in marketing budget)
- Add additional run in evenings to Route 199 from May 2020 to September 2020
- Collaborate and plan in advance with local motels and hotels and have them put information on their website (link to new page on RCTA website) and provide brochure holders in lobby. In April 2020, hold a special introductory tour on Route 199 for motel office staff onboard a bus.

MORNING SERVICE FROM KLAMATH TO CRESCENT CITY

Existing Services

The Yurok Tribal Transit Service (YTTS) provides dial-a-ride service in the Klamath area. One aspect of their service is a regularly scheduled commuter type service between Pem-Mey in Klamath and Crescent City Monday to Friday for one round trip in the morning leaving Pem-Mey at 6:50 am and in the afternoon at 5 pm. Because these two trips are regularly scheduled and on a fixed-route, they differ from traditional dial-a-ride service. Additional services to Crescent City are available with a minimum of three passengers, dependent upon availability. The fare is \$1.50 each way, which is lower than RCTA's fare of \$2 for trips going between Crescent City and Klamath. All YTTS vehicles are ADA

compliant with lifts for wheelchairs. YTTS is currently funded through grants from the Federal Transit Administration.

Up until July 2017, RCTA's Route 10 was a "Klamath Commuter" route operated by RCTA Monday to Saturday. The Route operated between Crescent City and Klamath for many years, through FY 2016/17. The Klamath Route once was highly productive but endured sharp declines in ridership, presumably losing passengers to the Yurok Tribal Transit System (YTTS) which provided new service into Crescent City. In response to declining ridership, fare revenues, and FTA funding, RCTA discontinued this route effective July 1, 2017 and added two daily trips into Klamath Glen onto Route 20. This change left RCTA Route 20 and YTTS as the remaining transit service along the 101 Corridor south of Crescent City, reducing duplicity between competing RCTA routes and YTTS.

RCTA currently provides transit service to the Klamath Glen on Route 20 heading northbound to Crescent City and beyond at 11:27 am and southbound at 3:45. This allows a bit under three hours for errands in Crescent City.

Research Input

Discussions with the Yurok Tribe Transportation Manager and other YTTS staff have confirmed the following regarding the commuter service between Pey-Mey in Klamath to Crescent City:

- The current service is often at capacity, and there is generally more demand than seat supply.
- Riders can be picked up in Klamath Glen if the trip is booked in advance, but the ride is not guaranteed.
- Many riders have standing pre-scheduled trips booked.
- YTTS has plans to procure larger vehicles, which will increase capacity.
- Some community members have requested a second, later morning trip from Klamath to Crescent City.

Discussions with the Yurok Tribe Transportation Manager found that there is openness for improved communication and coordination between Yurok Tribe Transit Service (YTTS) and Redwood Coast Transit. A previous proposition to provide free transfers for riders between systems was rejected by YTTS, but could be reconsidered in the future.

The Ronny Kraft Consulting team met three RCTA passengers who live in the Klamath area, including one person who lives in Klamath Glen, at the public open house who complained about the reduction of the morning run that used to be provided from Klamath to Crescent City. It was originally the understanding that the Yurok Tribe was going to provide a morning run from Klamath to Crescent City. According to the three residents of Klamath, they need to make advanced reservations, and they never know if the trip is going to run on the day and time they have made the reservation.

Alternatives

Coordinate with Yurok Tribal Transit Service to Provide Reliable Morning Transit between Klamath Glen and Crescent City

A partnership could be explored to provide regular and reliable morning transit service for the leg between Klamath Glen and Pem-Mey so that people living in Klamath Glen could take advantage of the YTTS commuter service into Crescent City. YTTS has stated that there needs to be a minimum of three people to guarantee a trip from Klamath Glen to Pem-Mey on their dial-a-ride service. One option for providing regular service between these two points is for RCTA to pay YTTS the fares that would be gained by having a minimum of three riders for the extensions for each trip. Since one-way fares are \$1.50 per person, this option would cost RCTA \$9 per day for the morning and afternoon trips. Per year, this would equal about \$2,340, minus the fares of actual riders (Table 39). This could also be done only three days per week, instead of all five, which would cost approximately \$1,350 per year. Outreach should be done to the community to determine whether there is a need for daily service. The Klamath Glen community is very small and so a mailed or in-person door to door household survey could be completed at relatively low cost.

Table 39: Klamath Glen - Subsidize Fare Cost for 3 Riders

	1-way Fare	Days/week	Total Days	Rate	Total
3 days/week	\$1.50	3	150	\$ 9.00	\$ 1,350.00
5 days/week	\$1.50	5	260	\$ 9.00	\$ 2,340.00

Another, more costly, option is for RCTA to subsidize the additional cost of providing regular service between these points. The distance is 3.5 miles one-

way, which is about a 10 minute trip on transit. Accounting for stop dwell time, the extension would add about 25 minutes to the trip length. The total extra time per day would be 50 minutes, assuming that the extension is added to both the morning and evening trips. At an estimated marginal cost per hour of \$30²⁴, the cost per day would be \$25. Annually, this would cost RCTA approximately \$6,500, assuming the service ran on regular weekdays (Table 40). If the service only ran three days per week, it would cost \$3,750 per year.

Table 40: Klamath Glen - Subsidize Route Extension

	Hours	Days	Total Hours	Rate	Total
3 days/week	0.83	150	125	\$ 30.00	\$ 3,750.00
5 days/week	0.83	260	216.7	\$ 30.00	\$ 6,500.00

Coordinate with Yurok Tribal Transit Service to Provide a Second Morning Trip between Klamath and Crescent City

A second, later morning trip on YTTS from Klamath to Crescent City could also be beneficial for Klamath area residents, as noted by Klamath residents that have expressed this need to the consulting team as well as YTTS staff. This service could be offered as a potential partnership between RCTA and YTTS, including cost sharing. Again, outreach should be done to the entire Klamath community to determine whether there is a need for daily service.

A transit trip from Klamath Glen to Crescent City takes approximately 45 minutes in each direction. Assuming a buffer time of 15 minutes in Crescent City, a round trip would take approximately 1.75 hours. Assuming a cost per hour of \$30, the cost per day would be \$52.50. Annually, this would cost a total of \$13,125. The cost sharing proportions would need to be determined in coordination with YTTS. CTSA funds could potentially be used for this coordinated service. A lower cost alternative could be to only provide the second run on certain days of the week, rather than every day.

²⁴ This rate is a placeholder estimate. If this alternative is explored, YTTS would need to provide an actual cost per vehicle service hour.

Table 41: Klamath Glen to Crescent City - Add Morning Trip

	Hours	Days	Total Hours	Rate	Total
3 days/week	1.75	150	262.5	\$ 30.00	\$ 7,875.00
5 days/week	1.75	260	455	\$ 30.00	\$ 13,650.00

Recommendations

An important first step to either of the alternatives above is to coordinate with YTTS to determine the agency's view of the feasibility of providing these services through a partnership with RCTA. If one or both of the services are deemed feasible, RCTA should work with YTTS to estimate the need for transit service to/from Klamath Glen on the existing morning and afternoon trips operated by YTTS, since this is the lower cost alternative. The lower cost options for Redwood Coast Transit is to supplement the fares for three riders from Klamath Glen.

If additional funding is available, YTTS and RCTA could work on determining the need for a second morning run through market research. If any arrangement were agreed upon, an MOU should be executed between the two parties and a method for ensuring service delivery should be established.

SERVICE REDUCTIONS

This section discusses options and cost estimates for reductions in service that may be considered in the possibility of insufficient revenue to continue service at current levels.

The following reductions assume that:

- Saturday service is at RCTA Board approved service levels for FY 2019/20, which reinstates service on Routes 1 and 3 to pre-2017 reductions.
- Marginal operations and maintenance contractor rate: \$24.25
- Fuel cost per vehicle revenue hour: \$7.51
- Additional dispatch cost per vehicle revenue hour: \$4.28
- Regular dispatch hours are from 7:30 AM to 5:30 PM

The following menu of service reductions are categorized by overall topic. Potential fare revenue is not accounted for.

Reduce Saturday/Holiday Service for Routes 1 and 3

This option would reduce anticipated service on Saturdays for Routes 1 and 3 in 2019/20 to service levels currently in place in FY 18/19, basically maintaining the service reduction of 2017, rather than reinstating hours.

Table 42: Reduce Saturday/Holiday Service for Routes 1 and 3

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	10.5	55	577.5	\$ (24.25)	\$ (14,004.38)
Fuel	10.5	55	577.5	\$ (7.51)	\$ (4,337.03)
				Reduction	\$ (18,341.40)

Eliminate Saturday/Holiday Service on Route 20

This option is to eliminate service on Route 20 on Saturdays and holidays where Saturday service levels are operated. It should be noted that Route 20 accounts for a disproportionate amount of vehicle service hours than ridership, when compared to local routes. In addition, neighboring Curry Transit in Oregon does not run on Saturdays, eliminating one important source of ridership for boardings on Route 20 in Smith River. RCTA has never run Route 20 on Sundays, therefore, eliminating Saturdays would not greatly affect the partnership with Greyhound to a detrimental degree.

Table 43: Eliminate Saturday/Holiday Service on Route 20

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	22.3	55	1226.5	\$ (24.25)	\$ (29,742.63)
Fuel	22.3	55	1226.5	\$ (7.51)	\$ (9,211.02)
Dispatch	2	55	110	\$ (4.28)	\$ (470.80)
				Reduction	\$ (39,424.44)

Eliminate the Last Evening Trip on Route 20 between Crescent City and Smith River

Another option is to eliminate the last evening round trip between Crescent City and Smith River. This trip does not align with Curry Transit, because they do not run that late into the evening.

Table 44: Eliminate Evening Trip from Crescent City to Smith River

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	1	312	312	\$ (24.25)	\$ (7,566.00)
Fuel	1	312	312	\$ (7.51)	\$ (2,343.12)
Dispatch	0	0	0	\$ (4.28)	\$ -
				Reduction	\$ (9,909.12)

Eliminate Saturday/Holiday Service on Route 199

This option would eliminate service on Route 199 on Saturdays and holidays where Saturday service levels are operated.

Table 45: Eliminate Saturday/Holiday Service on Route 199

	Hours	Days	Total Hours	Rate	Total
	Hours	Days	Total Hours	Rate	Total
Revenue Hours	4	55	220	\$ (24.25)	\$ (5,335.00)
Fuel	4	55	220	\$ (7.51)	\$ (1,652.20)
Dispatch	0	0	0	\$ (4.28)	\$ -
				Reduction	\$ (6,987.20)

Eliminate Midday Trip on Route 199

This option would eliminate the midday round trip on Route 199 on all days, leaving one trip in the morning and one in the evening.

Table 46: Eliminate Midday Trip on Route 199

	Hours	Days	Total Hours	Rate	Total
	Hours	Days	Total Hours	Rate	Total
Revenue Hours	1.5	55	82.5	\$ (24.25)	\$ (2,000.63)
Fuel	1.5	55	82.5	\$ (7.51)	\$ (619.58)
Dispatch	0	0	0	\$ (4.28)	\$ -
				Reduction	\$ (2,620.20)

Reduce Route 199 to 3 Days per Week

This option would reduce service on Route 199 to three days per week. Service could be offered on only Monday, Wednesday, and Friday or, if tourist ridership were shown to be important, service could be offered on Tuesdays, Thursdays, and Saturdays.

Table 47: Reduce Route 199 to 3 Days per Week

	Hours	Days	Total Hours	Rate	Total
	Hours	Days	Total Hours	Rate	Total
Revenue Hours	12	55	660	\$ (24.25)	\$ (16,005.00)
Fuel	12	55	660	\$ (7.51)	\$ (4,956.60)
Dispatch	0	0	0	\$ (4.28)	\$ -
				Reduction	\$ (20,961.60)

Eliminate Saturday/Holiday Service on All Routes

This option would eliminate service on all routes on Saturdays and holidays where Saturday service levels are operated.

Table 48: Eliminate Saturday/Holiday Service on All Routes

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	51.8	55	2849	\$ (24.25)	\$ (69,088.25)
Fuel	51.8	55	2849	\$ (7.51)	\$ (21,395.99)
Dispatch	9.5	55	522.5	\$ (4.28)	\$ (2,236.30)
				Reduction	\$ (92,720.54)

Replace Local Saturday Service with General Public Dial-a-Ride

This option would eliminate service on all regular fixed routes on Saturdays and holidays where Saturday service levels are operated. In its place would be Dial-a-Ride service open to the general public. This assumes normal Saturday service for regional Routes 199 and 20.

Table 49: Replace Local Saturday Service with General Public Dial-a-Ride

	Hours	Days	Total Hours	Rate	Total
	Hours	Days	Total Hours	Rate	Total
Revenue Hours	25.5	55	1402.5	\$ (24.25)	\$ (34,010.63)
Fuel	25.5	55	1402.5	\$ (7.51)	\$ (10,532.78)
Dispatch	6	55	330	\$ (4.28)	\$ (1,412.40)
				Reduction	\$ (45,955.80)
Revenue Hours	4	55	220	\$ 24.25	\$ 5,335.00
Fuel	6	55	330	\$ 7.51	\$ 2,478.30
Dispatch	6	55	330	\$ 4.28	\$ 1,412.40
				Gain	\$ 9,225.70
				Net Reduction	\$ (45,955.80)

Eliminate Midday Trip on Route 20

This option would the new midday round trip on Route 20 that began in 2018.

Table 50: Eliminate Midday Trip on Route 20

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	4.5	313	1408.5	\$ (24.25)	\$ (34,156.13)
Fuel	4.5	313	1408.5	\$ (7.51)	\$ (10,577.84)
Dispatch	0	0	0	\$ (4.28)	\$ -
				Reduction	\$ (44,733.96)

Eliminate Route 199

This option would eliminate service completely on Route 199.

Table 51: Eliminate Route 199

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	4	313	1252	\$ (24.25)	\$ (30,361.00)
Fuel	4	313	1252	\$ (7.51)	\$ (9,402.52)
Dispatch	0	0	0	\$ (4.28)	\$ -
				Reduction	\$ (39,763.52)

Reduce 30 minutes of evening service on all local routes

This option would end all local routes 30 minutes early, reducing total hours for each of the two buses needed by one hour.

Table 52: Reduce 30 minutes of evening service on all local routes

	Hours	Days	Total Hours	Rate	Total
Revenue Hours	2	313	626	\$ (24.25)	\$ (15,180.50)
Fuel	2	313	626	\$ (7.51)	\$ (4,701.26)
Dispatch	0	0	0	\$ (4.28)	\$ -
					\$ (19,881.76)

Chapter 7: Consolidated Transportation Services Agency Plan

BACKGROUND

CTSAs & Mobility Management

A Consolidated Transportation Service Agency (CTSA) is an organization or agency that provides coordination transportation services, public information about an array of transportation options, and technical assistance to community and specialized transportation providers, especially for the benefit of human service clients including people who are elderly, with disabilities, and with low income.

The designation of CTSAs in each of California's counties was made possible by the 1979 California Social Service Transportation Improvement Act (AB 120). This Act sought to facilitate coordination of social service transportation services, which were often inefficient and duplicative. The Del Norte Local Transportation Commission has the authority to designate the CTSA for the County. CTSA's are eligible to receive up to 5% of their county's Transportation Development Act (TDA) funds each fiscal year. This is expected to equal approximately \$25,000 to \$30,000 per year, based on recent years.

A variety of projects and programs have emerged throughout the state to meet the intentions of the Act, not least of which is the promotion of a wide array of mobility management activities. Mobility management is a strategic, cost-effective approach to encourage the development of services and best practices in the coordination of transportation services connecting people needing transportation to available transportation resources within a community.

History of CTSA programs in Del Norte County

The programs and organizations designated as the CTSA, and consequent recipients of the CTSA funds, for Del Norte County have varied over the past few years. The two most recently designated CTSAs and their programs are described below.

Del Norte Association for Developmental Services

The Del Norte Association for Developmental Services (DNADS), a County nonprofit, was the CTSA from approximately 2007 to 2011. During this period, they used the CTSA funding for a non-emergency medical transportation (NEMT) program. This service transported people from Crescent City to Humboldt County for medical appointments two days a week. They also provided transportation to and from the Del Norte County Senior Center lunch program five days a week. Ultimately, these services became infeasible due to the costs exceeding the funds provided by the CTSA designation and the programs were discontinued.

Sutter Coast Hospital

The most recent designee and recipient of CTSA funds was Sutter Coast Hospital. The CTSA funds were intended to fund a pilot Patient Repatriation Program to return people who were medic-flown out of the community. During the first year Sutter Coast Hospital did not expend any of the funds because no one requested assistance from the program, despite the Hospital's efforts to provide information about the availability of the service. Sutter Coast Hospital returned all of the designated CTSA funds intended for fiscal year 2017/18 to the Del Norte Local Transportation Commission.

RCTA's Role as the CTSA & Funding

The Del Norte County Transportation Commission (DNLTC) invited the RCTA to take the role of the County's CTSA. If TDA funds (0-5%) are not programmed to a CTSA, they are programmed to RCTA, since RCTA is the only public transit agency in the County eligible to receive TDA funds. By obtaining the CTSA designation, RCTA secures funding that has historically been allocated to other organizations in the County. The full 5% of TDA funds that could be designated to the CTSA in fiscal year 2019/20 is approximately \$25,000 - \$30,000.

In May 2018, the RCTA Board of Directors approved Resolution 2017-18-12, accepting the designation from the DNLTC as the County's CTSA. The general idea at the time that the Resolution was adopted was that RCTA would use the CTSA funds to develop and implement a sustainable ADA eligibility determination program and a complementary transit travel training program. These two programs are common CTSA functions across the State but are

approached differently in each CTSA based on unique local situations. In Del Norte County these two programs are likely to be the most feasible among the variety of CTSA activities given the rural nature of the County, limited amount of funding, and the chosen remote part time managerial model. In addition, travel training programs work well when deployed with ADA Eligibility Determination, as the determination of both eligibility and non-eligibility is a good source of travel trainees. This Chapter explores implementation options and considerations for these two programs. Other potential CTSA programs are described in a separate section below.

TRAVEL TRAINING

The overall goal of a travel training program is to increase the level of mobility of a community by teaching people to travel safely and independently on fixed-route public transit. The benefits of travel training are cumulative since many people who are travel trained will continue to use fixed-route transit to get places.

The Need

Using public transit for the first time, or even just trying out a new system for the first time, can be intimidating. Travel training can be especially helpful for older adults and people with disabilities. The current generation that is aging to the point of having increased difficulty driving safely is largely unfamiliar with using public transportation, due to having grown up with ubiquitous single car ownership. For people with disabilities, training on the use of public transit can offer independence and access to services.

The Social Service Transportation Advisory Council (SSTAC) is a council appointed by Del Norte Local Transportation Commission (DNLTC) to represent seniors, people with disabilities, and persons of limited means regarding transit matters. The members include representatives of various aspects of social service transportation. The SSTAC holds an annual public forum to identify and

For the last three years, travel training was identified as the second most important unmet need in the County.

prioritize a list of unmet transit needs. For the last three years, travel training was identified by the Council as the second most important unmet need in the County.²⁵ One SSTAC member noted:

There are people living in the senior living communities who can see transit stops down the street, but they don't know how to use it. You can go all the way from Crescent City to Brookings and Medford on transit, but most people don't know this.²⁶

The intended outcome of an RCTA travel training program is to enable more people to get where they need to go by providing assistance in learning how to plan and take trips on Redwood Coast Transit. Travel training programs and activities can take a variety of forms. Various options and considerations are described below for delivery of a travel training program by RCTA as the County's CTSA.

Aspects of a Travel Training Program

A travel training program teaches individuals and/or groups how to read bus schedules, plan trips, understand how to pay fares, transfer between routes, and generally navigate the County safely via the bus system. The level of in-person training, number of training sessions, and size of group trainings can all vary, depending on the program and needs of the community. Some travel training can be done online and through printed media, an option which is explored below.

Trainee Recruitment & Levels of Training

One option is to provide travel training one-on-one. This can be done in either an indoor setting or by taking a trip on the bus, or a combination of both. One-on-one training can be offered as a one-time session, or a series of sessions for those needing a higher level of guidance. The target audience for RCTA's program should need an average of two travel training sessions to ride independently.

²⁵ Non-Emergency Medical Transportation was number one and is in a separate section.

²⁶ Paraphrased

Individual trainees can be recruited through the ADA paratransit eligibility process, whether they are deemed eligible or not. Many people that apply for paratransit can learn to use fixed route with some training and support, and often end up using a mix of paratransit and fixed route, depending on the destination, health, weather, etc. This saves both parties money²⁷ and gives the student greater freedom and mobility independence. Referrals for travel training can also come from outside sources such as the department of motor vehicles and community organizations providing social services, such as the Open Door Community Health Center, Del Norte Association for Developmental Services, True North Organizing Network, Del Norte Senior Center, Rural Human Services, and Our Daily Bread Ministries, among others. Another potential market of travel trainees are middle school students and their parents that may be interested in riding Redwood Coast Transit as a result of planned efforts to increase student ridership, as described in the Service Recommendations Chapter.

Individualized Marketing (IM) is another option for identifying and recruiting potential trainees. IM has been used by several agencies to increase awareness of transit, biking, and walking options in their communities, persuade them to try those options, and ultimately convince them to use those options long-term. The basic concept of an IM campaign is that every household within a given area, such as neighborhood or city, is reached out to via post. They can be given a short survey to determine their interest in learning more about alternatives to driving. Interested participants can be offered travel training and/or other informational materials. IM programs can be cost-effective because they engage motivated participants, and provide them with targeted information that is specific to their community.²⁸

Travel training people in groups is also an option, and can be done in a classroom setting, by taking a group “field trip” on a regularly scheduled bus, or a combination of both. The length of group training can vary, generally between a couple hours and a full day (with breaks). Trainee groups can be

²⁷ The passenger fare for riding fixed-route transit is lower than the Dial-a-Ride fare and the average cost for RCTA to provide a fixed-route trip is lower than a Dial-a-Ride trip.

²⁸ “Measures for Success: New Tools for Shaping Transportation Behavior.” July 2017. <https://altaplanning.com/wp-content/uploads/New-Tools-for-Shaping-Transportation-Behavior.pdf>

recruited through direct marketing of the travel training program at senior centers, senior living apartments, schools, and other community organizations.

Follow up and Evaluation

Success can be measured by how many students become bus riders, how frequently they ride, and an estimate of how much overall ridership grows as a result. A good way to determine this is to conduct short phone interviews with trainees three to six months after their training. The interview questions should include, at a minimum:

- Whether they found the training useful/helpful
- If they are still using the bus, and if yes, how often and for which trips
- How they were getting around before and if the bus replaced any of these trips
- If the training changed the way they view transit
- If the training impacted their quality of life
- Suggestions for improvement for the training and/or the bus system

These questions will help to determine how effective the program is at improving mobility for the community, increasing ridership on transit, reducing costs for RCTA (e.g., if someone was using Dial-a-Ride and switched to using fixed-route), and reducing vehicle miles traveled.

Implementation Considerations

There are no official requirements for training for travel trainers, but they should take a basic train the trainer class in travel training. The Del Norte Association for Developmental Services (DNADS) previously operated a travel training program targeted towards people with disabilities and has offered their services as advisors to program development.

Train the Trainer Training

There are no official requirements for training for travel trainers, but whomever is delivering the travel training should undergo at least a basic level of training on how to be an effective travel trainer. Travel training involves other aspects of mobility, beyond riding the bus. Pedestrian access to/from the bus stop and the challenges that the trainees may face are important considerations for travel training.

Training on how to be a travel trainer is called “train the trainer” training. There are various options for obtaining train the trainer services. The Easter Seals Project Action (ESPA) offers a travel trainer certification that requires 60 hours of training, both in-person and online. The program is comprehensive and aimed at those who will be training people of all abilities, including those with severe disabilities that would require several sessions of hands on training. This option is cost prohibitive and unnecessary, given the target trainees of the RCTA program.

A more cost effective option is to enlist a service that provides one- or two-day train the trainer trainings on site. One instructor is available for approximately \$600 per day, plus travel costs. This instructor previously provided train the trainer services for the Del Norte Association for Developmental Services program and is familiar with the County.

Managing Trainees & Progress

Trainees and their progress will need to be managed and tracked. Several model travel training programs use travel training databases. While a database system is not necessary for operating a travel training program, it can certainly help with program management and measuring trainees' progress.

The benefits of using travel training database software include, but are not limited to:

- Comprehensive trainee record management
- Built in checklists and guidance for travel training
- Referral tracking and management
- Communication with training tracking
- Outreach activity tracking
- Automated reports
- Integrated waiver and pre-training interview notes
- Informational videos on how to travel train
- Integration with other transit performance tracking systems
- Customization for agency-specific needs

Another benefit to using a travel training database is combined customer management with ADA eligibility. This enables the travel training administrator to view and manage both travel trainees and those who have gone, or are going

through, the ADA eligibility process through a single and integrated platform. Furthermore, as previously mentioned, the ADA eligibility process can be an effective means of identifying potential trainees.

One database vendor is cost effective and contains all the features described above. The software can be managed through a desktop computer and travel trainers can use a mobile tablet to enter information, including trainee skills and photos, during training in the field. The specific costs are described on page 173.

A lower cost, yet less than ideal, option is to maintain trainee records in a Google Sheet, which is a spreadsheet hosted online that can be viewed and edited through any web browser. The downsides are that the structure would have to be carefully planned and set up, there is much room for error and incomplete information, reports would need to be created manually, and there are limited options for integration with other transit management systems.

Pre-Trip Interview and Liability Waiver

A best practice for travel training programs is to conduct a brief interview with potential trainees to learn about their goals for being travel trained, contact information, medical conditions, and current mobility habits. This can be done in person or over the phone.

An essential best practice is to have the trainee sign a waiver prior to travel training that expresses consent and authorization. A sample waiver and pre-trip interview form are provided in Appendix A. This waiver can be integrated into the recommended database software and signed electronically by the trainee on the mobile tablet.

Overarching Tasks

Overarching tasks to operate the program would include, but need not be limited to:

1. Outreach and coordination with various organizations to advertise the availability and benefits of the program and establish a communication channel for referrals
2. Marketing the program to the public (announcements on the website and social media, creating and distributing fliers, etc.)
3. Procuring and receiving “train the trainer” training for travel trainers

4. Managing a database of trainees, including taking in referrals, scheduling trainings, and their progress
5. Conducting individual and group travel trainings in-person
6. Conducting follow up interviews

Costs for tasks 1 and 2 are largely dependent on the level of effort that is able to be devoted to outreach and marketing. Costs for task 3, aside from the fixed costs of procuring the training, are dependent on the number of trainers being trained. Costs for tasks 4 to 6 are dependent on the number and length of in-person training sessions.

In-house Delivery Options

One option is to have the RCTA General Manager manage the program and provide the trainings in person. While tasks 1, 2, 4, and 6 could be done remotely, it should be noted that a separate phone number for the travel training program would be needed, as well as remote access to the database. In addition, this model would necessitate an increase in the number of days that the General Manager is on site so that they could provide the training and do onsite marketing and outreach activities.

Local Partnership

A logical option is to split the responsibilities between the RCTA Administrative Managers and a local partner, such as a contractor or volunteer. A travel training program will work best if a local person(s), intimately familiar with the area and Redwood Coast Transit, can take on the task of delivering the training. The limited available funding for this program, at present, necessitates that a designated travel trainer (person who delivers the training) work only part time.

First Transit

First Transit is the contractor that employs all of Redwood Coast Transit's operations staff. An existing First Transit staff member could take on the role of travel training. Dispatchers could do intake for the program, by receiving referrals and answering questions from callers. This would allow the same phone number to be used as the rest of RCTA's services. Ideally, under this scenario, dispatch would also enter details about the intakes into a cloud-based

database that could be accessed by the RCTA Administrative Managers remotely.

An additional and cost effective option is to have existing RCTA bus operators deliver the travel training. Having a trained bus operator who is intimately familiar with the system and how passengers can best utilize it would be a big benefit for trainees. Bus operators will always have the most up to date information and they are aware of common issues and misconceptions that all types of passengers have. Projects that have used bus drivers for individual travel training have noted the high degree of satisfaction the drivers have expressed for this work. They should still undergo a certain level of train the trainer training to learn about additional barriers to travel on transit, including path of travel access.

Under this model, the contract with First Transit may need to be amended to include this service. The operators' time spent on travel training would be billed at the same rate as when driving their vehicle revenue hours.

Alternate staff

There are people living in Crescent City who are trained travel trainers that used to work for a previous travel training program run by DNADS that has since shut down. If amenable, one or two of these people could potentially take on the task of delivering the trainings. The question becomes who they would be employed by so that they are covered by insurance and compensated for their time. They could be employed by another organization or by First Transit.

Another option is to work with another organization to train one of their staff to provide travel training. As an example, someone at the Senior Center could take on the travel trainer role on a part time basis. They would track their time and then be compensated by RCTA. Their travel training duties would be overseen by the RCTA General Manager, but they would be under the umbrella of the Senior Center.

Volunteer

A volunteer or volunteers could also be trained to provide travel training. Preferably, they would be bus riders already familiar with the system. Volunteers would need to be coordinated, most likely by the RCTA General Manager. This

would include recruiting, communication, scheduling, and volunteer appreciation, at a minimum. Sources for potential volunteers could include the Senior Center, which manages the local Retired Senior Volunteer Program (RSVP). Volunteers could be compensated with free monthly bus passes.

There are models available for programs that use volunteers for travel training, but it should be noted that volunteer coordination requires a higher level of management than paid staff, dependent on the number of volunteers, turnover, and competency. Another consideration is that this model may be more vulnerable to failure due to risks associated with reliance on remotely-managed volunteers. The cost savings that would come from using a volunteer, rather than paid staff, could be negated by the higher level of administration needed. Volunteers could be considered for travel training at a later date when the CTSA is more established.

Media-based Travel Training

There are media-based methods for delivering travel training information that can function independently and/or complement in-person travel training.

Instructional Videos

Some people have trouble reading a transit schedule and/or other written materials. Short videos are a good tool for teaching the basics about how to ride the bus, including boarding the bus, paying a fare, using a wheelchair lift, and riding with a bicycle. Videos can be produced relatively easily and inexpensively. They can be hosted online for free and are easily disseminated through email, websites, and social media. They can also be used as part of an in-person travel training session.

Pamphlets and Guides

Printed guides are also helpful for disseminating detailed information about the basics of riding the bus. They can range from tri-fold pamphlets that explain one or two topics to a comprehensive guide that covers a range of topics. Print materials should have large fonts, uncomplicated language, and images to make them accessible and inviting. Printed materials are a helpful complement to in-person travel training, because they are a visual aid and enable the trainee to look back on what they learned.

These documents can be offered online in PDF format so that people can view them on their computer, use a screen reader (for the visually impaired) to read them, and print them at home. Electronic documents for print can be produced inexpensively with labor as the only cost. The cost of printing depends on the type of document and quantity. The lowest cost option would be to print electronic documents with a regular in-house printer as needed.

RCTA Website & App

A section devoted to educating people on how to ride the bus could be added to the existing RCTA website. This section could include information about the in-person travel training program, pdf pamphlets and guides, and/or instructional videos.

Travel training information could be incorporated into the mobile application currently under development by RCTA. The app will give users real-time information about bus arrivals. In addition, the app could include information about the travel training program, downloadable guides, links to instructional videos, or simply a link to the RCTA website

Recommended Travel Training Program Options

The following recommendations were developed by consultant staff in coordination with RCTA general management.

- RCTA Administrative Managers should be responsible for oversight of the program, marketing the program to the general public, and coordination with local agencies.
- First Transit dispatch should intake referrals, calls, and emails from potential trainees.
- First Transit staff should conduct the pre-training interviews.
- Combined Travel Training and ADA Eligibility database software and mobile tablet hardware should be procured and utilized to manage trainees and outreach activities.
- Travel trainers should receive “Train the Trainer” training to better enable them to understand and assist trainees regarding specific mobility challenges, including path of travel to bus stop considerations.
- First Transit bus operators should conduct the in-person travel training activities due to their extensive knowledge of the bus system and

familiarity with passengers. Additionally, the insurance coverage provided by First Transit to RCTA for transit operations already covers this type of activity.

ADA PARATRANSIT CERTIFICATION PROCESS

Purpose and Scope

One of the first projects of the new CTSA is to provide Americans with Disabilities Act (ADA) Complementary Paratransit eligibility determination and certification. Recommendations are made based on what is most likely to be both sustainable and successful considering the remote location that RCTA operates in, which limits contracting opportunities, among other constraints.

ADA Regulations for Determining Complementary Paratransit Eligibility

ADA regulations are complex. The following provides an overview of the ADA regulations requirements for determining ADA eligibility determination.²⁹

Section 223 of the Americans with Disabilities Act of 1990 (ADA) requires public entities that operate non-commuter fixed-route transportation services to also provide complementary paratransit service for people with disabilities who are unable to use the fixed route system. The regulations issued by the U.S. Department of Transportation (DOT), which implement this portion of the law, specify to whom and under what circumstances this service is to be provided. In addition, the regulations require public entities that are subject to the complementary paratransit requirements to develop and administer a process for determining if people who request service meet the regulatory criteria for eligibility.

²⁹ Much of this overview section of ADA Eligibility Determination has been adapted from “*Determining ADA Eligibility, An Approach Recommendations and Training Materials*, prepared for Easter Seals Project Actions by TransSystems and ACCESS Transportation Systems, Updated 2014.

Complementary paratransit service is to be provided to people determined to be ADA paratransit eligible when they are unable to use the fixed-route service to meet particular trip needs. As described below, the regulations provide detailed guidelines which define who is to be considered ADA paratransit eligible and what trips are to be considered eligible.

All public entities such as RCTA which operate complementary paratransit services must establish a process for certifying individuals as ADA paratransit eligible. Requests for certification must be accepted from individuals, regardless of their place of residence. Certification cannot be limited to residents in RCTA's jurisdiction. An eligibility determination process must be established even if the public entity operates a paratransit system with broader eligibility requirements than the ADA. Specifically, RCTA currently has a general public dial-a-ride program that it uses to meet ADA paratransit requirements. All potentially ADA paratransit eligible people may be covered by the general public dial-a-ride service, but individuals must still have the opportunity to apply for and receive documentation of ADA paratransit eligibility, which can be used in other cities when they travel.

RCTA goes beyond what is required by ADA in allowing the general public to ride dial-a-ride services. Seniors 65 and older without a disability are able to ride Dial-A-Ride for \$1.75. The general public can ride Dial-A-Ride for \$5.00 per trip.

Need for Public Involvement in Eligibility Process Design

The development of a new ADA eligibility determination process must include public involvement. ADA regulations require that any changes to the ADA eligibility determination process be made with the input and support of the community, especially persons with disabilities (49 CFR Part 37, 37.137(c)). Options for providing a public involvement process for ADA eligibility determination is discussed later in this chapter.

Three Categories of Eligibility

The regulations describe three specific circumstances under which a person would be considered ADA paratransit eligible. Within the industry, these have been referred to as the three "categories" of eligibility. The regulations also require that service be provided to attendants and companions of eligible

individuals and to ADA paratransit eligible visitors from outside a transit district's jurisdiction.

There are three categories for ADA eligibility:

“(1) Any individual with a disability who is unable, as the result of a physical or mental impairment (including a vision impairment), and without the assistance of another individual (except the operator of a wheelchair lift or other boarding assistance device), to board, ride, or disembark from any vehicle on the system which is readily accessible to, and usable by, individuals with disabilities.

(2) Any individual with a disability who needs the assistance of a wheelchair lift or other boarding assistance device and is able, with such assistance, to board, ride and disembark from any vehicle which is readily accessible to and usable by individuals with disabilities. If the individual wants to travel on a route on the system during the hours of operation of the system at a time, or within a reasonable period of such time, when such a vehicle is not being used to provide designated public transportation on the route.

(3) Any individual with a disability who has a specific impairment-related condition which prevents such individual from traveling to a boarding location or from a disembarking location on such system.”

As a practical matter, eligibility criteria #2 is not applicable, as all RCTA buses are wheelchair accessible and comply with ADA regulations.

For the first category, the ADA eligibility determination is such that the person has a cognitive, vision, or physical disability that doesn't enable the person to “navigate” boarding, paying a fare, or riding the bus. It is important to note that eligibility is based on current, actual functional ability to independently ride the bus and not future potential. A person, for example, with cognitive disability could learn with travel training to navigate and board the bus. However, travel training is voluntary, and the eligibility determination must be made on their existing functional ability. A person may be able to navigate a transit bus with an assistant, but the eligibility determination must be made on the person's independent functional capability for navigating boarding and riding the bus.

The third category is such that a disability prevents a person from travelling to and from a bus stop. The rural nature of the RCTA service area includes many

streets that lack sidewalks, curb cuts, and many bus stops are non-compliant with ADA regulations. In addition, inclement weather and drainage issues can prevent some passengers from accessing the bus stop. It is important to note that Appendix D of the ADA regulation specifically states that the disability and environmental conditions combined must prevent the person from travelling to and from a bus stop. If the condition makes it more difficult but there is a reasonable path of access to the bus stop, then that condition doesn't confer eligibility. Given the judgment required to determine if travel is truly prevented and the relationship between environmental conditions and an individual's disability, making eligibility determinations based on this third regulatory category is likely to be the most difficult.

Determining Eligibility Based on the Most Limiting Factors

Determinations of ADA paratransit eligibility must consider the ability of applicants to travel to **any** origins and destinations in the paratransit service area under **all** possible conditions. Determinations cannot be based on a person's ability to use fixed-route service some of the time, or under "typical" conditions. For example, a person with an ambulatory disability may live only one block from the nearest bus stop and the path-of-travel between her home and the stop may be accessible. She may not, though, be able to independently travel more than 1/2 mile and may not be able to negotiate steep terrain, or other inaccessible paths-of-travel.

Because eligibility is being granted for travel for several years, the decision should not be based on specific trips that she may or may not be able to take by fixed route, but on whether she can travel throughout the ADA paratransit service area under all types of conditions.

Three Types of Eligibility

There are three types of eligibility under ADA regulations:

- People who cannot be expected to use the fixed-route service under any circumstances are *unconditionally eligible*.
- People who can use fixed-route service in certain circumstances are *conditionally eligible* and the conditions under which they can use fixed-route should be determined.

- Persons with temporary disabilities are to be considered for ADA paratransit eligibility. Examples include:
 - someone with a medical condition such as a broken leg who temporarily is unable to use the fixed-route service
 - someone who has recently undergone an operation or other medical treatment and who is unable to use the fixed-route service

Many rural transit systems do not have the resources to provide trip by trip eligibility and often grant unconditional eligibility. This is typically due to two factors. First, it is more expensive to develop an in-person assessment process to determine conditional eligibility. Second, the rural nature of counties like Del Norte County often require additional financial resources to transport ADA Paratransit applicants to an on-site facility for in person assessment. Whether or not conditional eligibility is grant should be part of the CTSA public participation process in determining ADA eligibility determinations.

Personal Attendants and Companions

Paratransit service also must be provided to a personal attendant (aka personal care attendant, or PCA) traveling with an eligible rider. In addition to an attendant, the regulations require that service be provided to one companion accompanying an eligible rider. Other companions accompanying the rider are to be accommodated on a “space available” basis. A person is considered to be accompanying the eligible rider if he or she is picked up and dropped off at the same locations as the eligible rider. Companions may be charged the same fare as the eligible rider and attendants must ride free.

Visitors

The needs of visitors with disabilities who cannot use the fixed-route system also are addressed in the regulations. Complementary paratransit service must be provided to ADA eligible people who travel to areas outside of the region in which they live. If these people have been certified as “ADA paratransit eligible” by a public entity, that certification must be honored, and the host transit agency must provide up to 21 days of paratransit service. Currently, Del Norte County residents who are ADA Eligible do not receive an ADA paratransit eligible card, and so when they travel outside of Del Norte County, they do no

have the necessary documentation for ADA eligible visitor status on other transit systems for a ADA Paratransit trip.

Other Important ADA Eligibility Determination Requirements

- ADA complementary paratransit regulations require that the “eligibility process strictly limit” ADA eligibility to those who are eligible under the eligibility standards described above.
- ADA complementary paratransit regulations require that an eligibility determination be made within 21 days of the application submittal.
- ADA complementary paratransit regulations allow Del Norte County to “establish an administrative process to suspend, for a reasonable period of time, the provision of complementary paratransit to ADA eligible individuals who establish a pattern or practice of missing scheduled trips.” It is important that applicable due process be provided as the provision of ADA Complementary Paratransit eligibility is a civil right.
- ADA complementary paratransit regulations require an appeals process if an application is denied.
- If an individual wants the application process in accessible formats, it needs to be provided.

Redwood Coast 2006 ADA Paratransit Plan

In March 2006, RCTA developed an ADA Paratransit Plan. As the part of the plan it provided an entire chapter on the ADA Complementary Paratransit Eligibility Determination Process. While the ADA Paratransit Plan does not appear to have been formally adopted, it does provide a basis for future ADA Paratransit eligibility determination.

RCTA developed an ADA Paratransit certification process to limit ADA paratransit eligibility to persons identified in Section 37.123 of the regulations. The ADA Paratransit Plan recommended adoption of ADA Policy, Appendix A of the ADA Paratransit Plan. In the policy, it recites the ADA regulations verbatim for the three categories of eligibility criteria described earlier: 1) disability that prevent the person from being able to navigate boarding, riding or disembarking the bus 2) lack of wheelchair accessible vehicles; and 3) inability due to impairment related condition to travel to or from a bus stop. The policy set forth that it is the policy of RCTA that “an individual shall be ADA paratransit eligible only for those

trips for which he/she meet the eligibility criteria." The policy is to provide both conditional and unconditional eligibility depending on the individual's disability that prevents utilization of fixed route transit for some or all trips.

The ADA Paratransit Plan states that RCTA utilizes a self-certification process. The applicant completes an application form requesting "basic transportation information" regarding the applicant including simple questions about the applicant's ability to utilize available transportation services. A draft of an application for ADA Paratransit Eligibility is included as an attachment to the ADA Paratransit Plan. However, the ADA Paratransit Plan states that the included application is a draft and subject to further review. The application states that after completing the eligibility application, follow-up may require additional information and that it may require a telephone or personal interview.

ADA eligibility determination will be handled by a "Paratransit Eligibility Coordinator", or his designee within 21 days of receipt of a completed application. The eligibility determination letter, according to the 2006 Plan will explain any eligibility limitations or conditions. It also states that if the applicant is determined to be ineligible, the determination letter will the reasons for the findings, and contact information about appeals.

The ADA Paratransit Plan does a good job of addressing the ADA regulations for ADA certification, including the information to be issued on the certification card, record keeping of all applications and determinations, visitor, personal attendant, and companion regulations.

Overall, the 2006 RCTA ADA Paratransit Plan adequately addresses the ADA Paratransit regulations for determining ADA eligibility and certification.

Current RCTA Practices for ADA Eligibility Determination

RCTA currently uses a paper application to determine ADA paratransit eligibility. The application asks questions regarding disability that prevents the applicant from using the fixed-route system, basic travel needs, and whether they are able to complete any trips using the fixed-route system. The application also includes a section requesting contact information stating, "In order to allow RCTA to evaluate your application, it may be necessary to contact a professional familiar with your functional abilities to use public transit. Please complete the

following information and authorization form." The paper application is mailed out or provided in person upon request for Dial-a-Ride trip eligibility. There is no renewal process for current eligible riders.

RCTA currently receives about 3 to 10 new applications per month. Once the paper application is received, data is entered into the scheduling software, and riders are automatically allowed to begin scheduling and making Dial-A-Ride trips. There currently is no eligibility determination process being utilized. First Transit staff currently receives the application, and the applicant is entered into scheduling software. Since RCTA's Dial-A-Ride service is open to the general public, it allows all applicants to receive the \$1.75 fare for Dial-A-Ride service and the discounted fare for people with disabilities on fixed route services. No Paratransit Eligibility Certification Cards are issued to registered users due to lack of infrastructure to create the cards. People who are determined to be ADA certified are eligible to receive a discount on RCTA's fixed-route transit services. In practice, because no Eligibility Certification card is issued, passengers tell the drivers they are eligible for the disabled discounted fare and there is no verification.

In September 2018, there was an average of 16 Dial-a-Ride trips per day and a total of 383 trips made by 42 riders. The current fare for the general public is \$5 and for people over the age of 65 and people with disabilities the fare is \$1.75. In the new data management system, it will be helpful to be able to distinguish how many Dial-A-Ride riders are ADA Paratransit, seniors, and general public riders.

CTSA Options for a New ADA Eligibility Determination Process

The following are five important considerations for the CTSA in establishing a new ADA eligibility determination process. In-person functional assessments are not recommended, but are included as an option to provide the public and the RCTA Board with the full range of options to be considered.

- Public participation options
- Information to be gathered from applications for ADA Paratransit certification
- Verification of disabilities from professionals

- In-Person Function Assessment (Not recommended)
- Due process options for ADA Paratransit eligibility denials

Public Participation Process Options

As stated earlier, public participation is an important component of establishing a new ADA Paratransit eligibility determination process. The ADA regulations do not specify what needs to be included in the public participation process. The following are several options that the CTSA should consider. The options are not mutually exclusive and can be utilized in combination.

Regardless of the public participation option or combination of options, the following are the goals of the public participation process.

- Education on civil rights features of ADA Paratransit service.
- Provide information on options that will be considered as part of ADA eligibility determination process.
- How the process might affect existing Dial-A-Ride users, including the potential for re-certification of all Dial-A-Ride users who want a fare discount.

There are other components of the ADA Paratransit service that could also be discussed such as the service criteria to ensure complementary ADA Paratransit service has equivalent service. For example, this is the opportunity to provide information and discussion of the Dial-A-Ride service area which has significantly more coverage than is required by ADA Paratransit regulations. RCTA has ADA Paratransit service area that has changed over time and exceeds the requirement of having ADA Paratransit service beyond $\frac{3}{4}$ of a mile from fixed route. The current boundaries could be criticized as arbitrary. This could be considered in the future as a modest cost saving measure, especially as the population ages.

The public participation process provides the opportunities for a holistic approach to providing public transportation in Del Norte County, and for providing information on the array of existing services being provided. It is an opportunity, for example, to provide information on future travel training opportunities that will be available to take advantage of existing fixed route services. While travel training is an optional service, many dial-a-ride users might benefit from travel training so they feel confident in having a fixed-route mobility

choice for the trip they need to make. Travel training is discussed in detail earlier in this chapter

Public forums on ADA Paratransit eligibility determination

This provides the opportunity to provide a public forum in Crescent City, Klamath, Smith River, and Gasquet on ADA Paratransit services and input on a new eligibility determination process. This could be done as an open house forum that would enable the community at large and dial-a-ride users to drop in and receive a short presentation, provide input and leave within 30 minutes of arriving. There could also be the opportunity to call in or FaceTime for those who cannot attend the meeting in person. Free transportation would be provided to and from the forum.

A variation of this format could build on the SSTAC to have a similar group that has regular meetings in each of the four locations and Dial-A-Ride users would be recruited to attend the public forum in each of the four jurisdictions. The main agenda item would be the potential for a new ADA eligibility determination process, but other business could also be conducted after community member and existing Dial-A-Ride users have the opportunity for public comment.

Mail Back Survey to all Dial-A-Ride users

This option provides the opportunity for the most inclusive process of all Dial-A-Ride users that have utilized the service in the past 3-6 months. A survey would be designed to solicit input on a new eligibility determination process for those desiring a discounted fare on Dial-A-Ride services. For individuals needing accessible formats, to be cost-effective, alternative arrangements could be made to supplement the written survey with a telephone survey with sight impaired individuals, for example.

Random Sample Telephone Survey of Dial-A-Ride users

In this methodology, approximately 100 Dial-A-Ride users would be interviewed by phone (hearing impaired individuals would be sent a written survey). A telephone survey script would be similar in content to the mail back survey.

Information from applicants

Application forms

Most eligibility determination processes start with a paper application form that requests general information about applicants, information about disabilities, mobility aids used, travel abilities, and other abilities. In general, the application form should reflect the overall needs of the ADA eligibility determination process. With input from the public and current users of the Dial-A-Ride services, it is likely that changes would be made to the current ADA eligibility form. Because RCTA provides service and fare distinctions for its general public dial-a-ride and fixed-route services, the policy might be to require everyone requesting a fare discount to complete a form and provide necessary verification. For example, Part A could be for seniors 65 and older without a disability. This would require a simple form, but requiring proof of age in order to receive the fare discount. Part B could be for determining ADA Paratransit eligibility for individuals who have disabilities who prevent them from using fixed route transit for some or all of the trips they need to make.

Follow-up Phone Interviews

Some transit systems supplement paper applications with a follow-up telephone conversation. The follow-up phone call can be useful in obtaining information missing from the application or exploring travel abilities and issues raised in answers to questions in the paper application. Often, this phone conversation helps to validate the disability that prevents the use of fixed route transit.

In-Person Interviews

In the 2006 ADA Paratransit Plan, in-person interviews were listed as a potential follow-up mechanism. One option is to require all applicants to have an in-person interview where transportation is provided to and from the interview appointment. Another option is to only require in-person interviews if questions regarding eligibility determination cannot be resolved with a follow-up phone interview.

For RCTA, while the 2006 ADA Paratransit Plan authorizes in-person interviews, the remoteness of Del Norte County could make this option pragmatically difficult and costly. This is because due to the large Dial-A-Ride service area,

transportation would be required to bring many applicants to and from the in-person interview.

In all rural transit systems, including RCTA, there is a close community based relationship between the passengers and dispatchers. There needs to be an objective determination of ADA Paratransit eligibility and the interviews should be conducted by an objective third part.

Verification of Disability and Information from Professionals Familiar with the Applicant

While ADA Paratransit eligibility is not determined solely on the basis of a person's disability, applicants must have a disability to qualify for ADA Paratransit service. The following are various approaches utilized by transit systems to obtain verification of disability or additional information from professionals.

Requesting Information about professionals who can be contacted as needed.

This approach typically asks applicants to provide the name(s) and phone number(s) of one or more professionals when they are completing the application form. Systems then follow-up with named professionals on an as needed basis.

Requiring verification of disability as part of the application form.

Under this approach, the application form typically includes a separate section with several questions that applicants must have completed by an appropriate professional. These questions must be answered and this section signed by a professional before the application form is considered complete.

Requiring information for certain types of disabilities.

In some processes, documentation of disability is not required of all applicants, but only from applicants whose disabilities may not be apparent. For example, applicants who indicate psychiatric disabilities or seizure conditions might be asked to provide some form of verification of disability.

These are the three types of options for verification of disabilities that should be reviewed with the community and disabled individuals during the public participation process.

In-Person Functional Assessments

In-personal functional assessments of functional ability are typically utilized in larger urbanized areas and not in rural settings such as Del Norte County. While functional assessment that are designed to measure abilities and skills need to perform the specific tasks associated with using fixed route transit services is a more objective and accurate means of determining ADA Paratransit eligibility, it would be cost prohibitive within the CTSA budgetary resources. However, the information below is provided to provide the reader a more complete picture of how ADA Paratransit eligibility determinations are done elsewhere. There are three types of assessments commonly utilized:

Physical functional assessments

These focus on physical skills and abilities like strength, endurance, walking speed, coordination, balance, range of motion, and dexterity needed to get to and from bus stops or rail stations in a variety of settings, and to board, ride and disembark from buses.

Assessments of cognitive abilities

These address skills such as comprehension, short and long-term memory, concentration, judgment, and problem solving needed to plan and carry out trips independently and safely.

Assessments of sensory skills

These address orientation and directional wayfinding skills, and abilities to detect environmental cues and use mobility aids to independently get to and from stops/stations and navigate the fixed-route system.

One of the reasons that conducting functional assessment would exceed the available CTSA budget is because appropriate professionals should be used to perform functional assessments. Physical assessments should be performed by professionals such as physical, occupational or recreational therapists. Such professionals should also be familiar with how rural transit systems operate, which is often difficult to find.

Due Process Options for Appeals to Denial ADA Certification Eligibility

The 2006 ADA Paratransit Plan has the following appeals process recommended, but since there is currently no eligibility determination process and no denials, there has been no appeals. The following is the relevant sections appeals process from the 2006 ADA Paratransit Plan:

“If the applicant is determined be ineligible, the determination letter will state the reasons for the finding. All edibility determination letters will contain information about appeals, allowing the applicant to exercise their appeal rights and informing them of any conditions relevant to appeals.

“Applicants who wish to appeal conditional eligibility or denial of eligibility may do so within 60 days of receipt of their notification from RCTA.”

The appeal will be made to the Appeals Committee, which could be composed of Executive Director of the Del Norte Local Transportation Commission, the Chairperson of the DNLTCO Social Services Transportation Advisory Committee, and a third person who is local, yet not affiliated with RCTA or First Transit.

The appeal can be made in writing or the applicant my request to appear in person. The Appeals Committee will meet on an ad-hoc basis within 18 days of receiving an appeals request and will schedule its meeting at least five days in advance. Transportation to/from an Appeals Committee meeting will be offered to the applicant if the rider lives within the ADA defined service area.

The Appeals Committee will review the application and appeal based on the ADA, its implementing regulations and applicable policies of RCTA. Additional information, including an interview with the applicant, will be collected as necessary. It also provides the opportunity to provide the applicant with information on other available mobility options.

If the Appeals Committee overturns the initial review of the application, the decision will be final and the rider will be mailed their notice of eligibility within three (3) days following the Committee review.

If the decision to deny or grant conditional edibility is upheld, a letter will sent to the applicant within 21 days from the date of the request for an appeal

indicating the decision of the Appeals Committee. The decision of the Appeals Committee shall be final."

Organizational Options

Since the CTSA is now under the umbrella of RCTA, there are essentially four organizational options for administering the ADA eligibility determination process.

1. Maintain the status quo per the First Transit option in the operation and maintenance contract that includes the use of ADArides.com and a \$70 per applicant fee.
2. Amend the management contract with Herron/TMTP to fully implement the ADA Paratransit eligibility determination process with or without a database software tool.
3. Hybrid approach of First Transit and Herron/TMTP administration utilizing a shared database software tool. Two options for the hybrid approach are provided.
4. Completely independent third party contractor (not recommended)

One of the key organizational objectives should be that when a person calls to inquire about ADA paratransit services, RCTA should use this as an opportunity to provide information about all of the services and programs that are available to the customer. The eligibility determination process should be utilized to inform and educate the public and Dial-A-Ride users of the mobility options and services that RCTA provides.

A second key organizational objective should be that an objective, thorough, and well-documented ADA eligibility determination should be completed. In small transit systems like RCTA, one of the benefits is that passengers, drivers, and dispatcher often form relationships that look out for the well being of the riding public. However, the ADA Paratransit eligibility process needs to be objective, based on the facts gathered from the information resources gathered above. While there is always some degree of subjectivity and judgment required in ADA eligibility determination, a key organizational objective should be the ability to make objective and well-informed eligibility determinations.

ADA Paratransit is a civil right, and a critical organizational objective is the need for adequate due process. This includes following the letter of the ADA law and implementing regulations. This includes having a transparent appeals process that provides the opportunity for individuals who are denied eligibility or where eligibility is suspended to have adequate due process.

1. Maintain the Status Quo exercising the First Transit contract option for conducting ADA eligibility determinations.

The following was the First Transit option for ADA Eligibility Determination in their 2017 proposal to RCTA to be the Operations and Maintenance contractor. RCTA asked that "Proposal shall include separate pricing for this function, as RCTA is considering separating this function from the Operations and Maintenance Contract. Should RCTA begin providing ADA Eligibility during the contract period, CONTRACTOR shall reduce its monthly rates by the amount identified in the proposals as "ADA Eligibility Determination Costs."

The First Transit proposal stated:

"Currently, ADA application is submitted by the customer, reviewed by staff, and then added to the system. There is no required interview or physical meeting to confirm the customer's eligibility. Our current staffing support for operational coverage is able to handle this process and there are no dedicated positions or hours assigned to ADA Eligibility. Therefore, there would not be a reduction in our rates should RCTA begin providing the ADA Eligibility Determinations.

An initial step to reduce the number of ADA eligible applications would be to modify the application to include a required Doctor's certification step.

With the implementation of our CTS Scheduling and Dispatch system, we will be able to enter all certified ADA eligible individuals and be able to confirm whether a passenger is eligible at the time of booking, as well as for the driver to confirm when picking up the RCTA passenger.

If RCTA would like to move to a more formal certification process, a cost effective option would be to use ADAride.com. A contract for these service can held directly between RCTA and ADAride.com with ongoing day-to-day support

from our local operations team. The rates for this service are included and our under separate cover."

The First Transit price proposal contained the following offer in the cost proposal:

"*These functions handled through existing staff. A full turnkey solution is available with a Toll-Free Customer Service number; Mailing Service for both application and notification; an Average Turnaround Time of One Day; a Full Team of Professional Evaluators including Doctors, Physical Therapists, Orientation and Mobility Trainers; Full Digital Downloads; and Customized Online Functionality for \$70 per evaluation."

Since there is a need to issue ADA Paratransit Certification cards to eligible individuals, it is recommended that RCTA re-certify all participants in the Dial-a-Ride program. It is estimated that approximately 100 residents would require ADA Paratransit certification, so the first year annual cost would be approximately \$7,000 if the turnkey system with First Transit were utilized. In subsequent years, there may only be a need to certify 20-30 applicants for ADA certification. The ongoing costs would therefore be between \$1,400 and \$2,100 per year.

There are some potential downsides to having the operations and maintenance vendor be 100% responsible for the ADA Eligibility Determination process. The contract with First Transit has both a fixed cost and cost per vehicle revenue hour. The current practice with little control enables more passenger demand that results in additional vehicle revenue hours. The bottom line is that there is little incentive for the operations and maintenance vendor to deny an applicant ADA Paratransit certification.

More importantly, Dial-A-Ride passengers, drivers, and dispatchers typically have a friendly relationship. While overall this is a good thing in terms of community relations, it is not conducive to an objective evaluation of whether or not an individual is eligible to receive this civil right under the Americans with Disabilities Act.

2. Amend the management contact with Herron/TMTP to fully implement the ADA Paratransit eligibility determination process.

A second option is to amend the scope of the management contract (currently with Herron/TMTP) to include the ADA Paratransit Eligibility Determination Process. In this option the process would be completely independent from the operations and maintenance contractor (currently First Transit).

In this option, a separate 800 number would be established for ADA Paratransit inquiries. Herron/TMTP would answer phone calls and provide information on the full array of RCTA services, and mail out and receive the ADA Paratransit applications. Depending on the option selected, this would potentially include follow-up phone interviews, and follow-up requests for disability verification for individual applicants.

If the new ADA Paratransit eligibility determination process includes a limited number of in-person interviews, this would likely not be a feasible organizational option due to the 21-day requirement for making the ADA eligibility determination once the application is received since Herron/TMTP are not local.

While this option provides significantly more opportunity for objective ADA Paratransit eligibility determinations, it is not as cost efficient as the operations and maintenance contractors alternative as Dan Herron/TMTP would be conducting a significant amount of clerical duties and handling phone inquiries at a much higher rate than is warranted. Therefore, the hybrid approach discussed next with associated costs for both the operations and maintenance contract and management contractors, combined with ADA eligibility determination software is the recommended approach.

3. Hybrid Approach of operation and maintenance contract and management contractor.

In this organizational structure, the ADA Paratransit eligibility determination functions would be divided between the operation and maintenance contractor (currently First Transit and hereinafter referred to as First Transit) and the management contractor (currently Herron/TMTP). Two different hybrid models are presented below. Both hybrid models would utilize a software database system to cost efficiently process the applications in a professional and consistent manner

Option 3A: First Transit provides all clerical ADA Paratransit eligibility determination process functions and Herron/TMTP would make the actual ADA Paratransit eligibility determinations.

The first hybrid model is where First Transit handles all clerical duties of ADA Paratransit eligibility determination process. In this hybrid model, First Transit would provide the information and fulfillment function of handling phone calls, and requests for information. First Transit would send out and receive paper ADA Paratransit applications and enter them into the software database system. Herron/TMTP would review the applications electronically and determine if professional verification is required of the applicant. If required, First Transit would work with the applicant to complete the professional verification and input all data into a database software tool. Utilizing the software tool, Herron/TMTP would make the ADA Paratransit eligibility determination and utilize the software to notify First Transit to send out the ADA Paratransit eligibility determination letters. If the ADA Paratransit application is approved, First Transit would schedule the applicant to come in for a photo ID and would issue the ADA Paratransit certification card including the photo ID. If the application is denied and appealed, Herron/TMTP would handle the appeals process.

This option would be the most cost effective, as it utilizes First Transit staff to handle all clerical tasks including phone inquiries, sending out and receiving completed paper applications, corresponding with the application for follow-up on professional verification, data entry into the software database, and sending out required letters and issuing the ADA Paratransit certification card to applicants.

The primary downside of this option is that, in some other rural transit systems, drivers and dispatchers establish friendly relationships with passengers and know how much passengers depend on the Dial-A-Ride service to conduct their lives. However, ADA Paratransit has distinct eligibility criteria, and in other rural settings driver and dispatchers often “coach” the applicants in the paper application process and professional verification process to ensure eligibility. Even though Herron/TMTP would handle the determination if a professional verification is required and the actual ADA Paratransit eligibility determination, the process when handled by the operations and maintenance contractor is not always completely objective. This risk of this situation occurring can be minimized

through training, monitoring, and spot checking of applications, which is more feasible with the recommended ADA eligibility software.

Option 3B: Eligibility Intake and ADA Paratransit eligibility determination by Herron/TMTP

In this organizational model, First Transit would provide the information and fulfillment function of handling phone calls, and requests for information. First Transit would also handle the fulfillment function of arranging for photo IDs and issuing the ADA Paratransit certification cards including the photo ID.

In this hybrid model, Herron/TMTP would utilize the database software to schedule and conduct phone interviews in lieu of paper applications to provide the basis for ADA Paratransit eligibility determination. During the phone interviews, Herron/TMTP would determine if professional verification is required and if so, would handle the correspondence with the applicant and professional for this purpose. Once the ADA Eligibility Determination has been made, Herron/TMTP would be responsible for ensuring that the appropriate letter of notification is sent. If the applicant appeals, then Herron/TMTP would refer the appeal to the appropriate appeal process, and also be responsible for making notifications of the outcome of the appeal.

As will be discussed in more detail below, this option is more expensive than Option 3A as more Herron/TMTP time is needed to conduct the phone interviews and handle the professional verification process, if needed. The primary benefit is increased objectivity for the ADA Paratransit eligibility determination.

Staffing Functions

In the 2006 ADA Paratransit Plan, there is discussion of a Paratransit Eligibility Coordinator. The ADA Paratransit Plan states:

“All requests for eligibility will be reviewed by the Paratransit Eligibility Coordinator, or his/her designee, and determination of the eligibility will be made within 21 days of receipt of a completed application, or telephone/California Relay interview. Incomplete applications will be promptly returned.”

Essentially what the ADA Paratransit Plan recommended is that a single person be designated as the person responsible for coordinating the ADA Paratransit eligibility determination process. This person is responsible for ensuring that all ADA regulations are adhered to and due process is provided when ADA applications are denied or ADA eligibility is suspended. The Paratransit Eligibility Coordinator is also responsible for the required documentation of eligibility determination and necessary record keeping.

Regardless of the organizational option selected, there is a need to establish the Paratransit Eligibility Coordinator staff function.

Other function such as the clerical tasks of handling information requests, mailing out applications, and sending out determination letters and ADA certification cards can be delegated, supervised and monitored.

Software Options

There are a number of software platforms that can be utilized as a tool to assist with ADA Paratransit eligibility determinations. These are essentially database systems that can be utilized in concert with conducting in-person assessments or determinations based on paper applications, or phone interviews. The software provides the letter for follow-up with physician or other professional verifications as needed. The consulting team reviewed three such software packages to determine if the software platforms could be utilized to assist RCTA and CTSA in making ADA Paratransit eligibility determinations.

All three software packages have generally the same features for ADA Eligibility Determination:

- Utilizes responses from paper applications, phone interviews, and professional verification to review applications and make eligibility decisions in each of the three determination categories.
- Ensures privacy of individual applicant information by establishing administrative access levels that can only be viewed by authorized personnel.
- Provides tracking and monitoring to ensure that eligibility determinations are made and letters are sent within the ADA time frame.

- Generates personalized letters to applicants at all phases of the eligibility determination process and if needed the appeals process.
- Generates ADA Paratransit Eligibility cards for those who are eligible.
- Provides a cloud-based database system that enable remote access from any locations with administrative access to the database system.
- Tracks correspondence with each applicant and provides a history of correspondence over time.
- Schedules necessary personal contact with applicants including phone calls or in-person assessments.
- Provides training and technical support to administrative staff utilizing the ADA Eligibility Determination software.
- Ensures full ADA compliance.

Pricing was provided for the software tools. The software pricing ranged from a per applicant fee to a fixed software and licensing fee for the first year and for subsequent years.

Recommended Approach

The following recommendations are made for ADA Paratransit eligibility determination in the following categories:

1. Community Outreach
2. Software Tool
3. Roles and Responsibilities of ADA Paratransit Eligibility Determination Process
4. Implementation Considerations
5. Appeals Committee

These are preliminary recommendations and this chapter should be utilized as background to receive community input on the recommendations below. Based on community input, there will likely be modifications to the recommendations.

Community Outreach and Public Participation Process

As stated earlier, a public participation process is a requirement of ADA for establishing an eligibility determination process. The following are the goals of the public participation process.

- Education on civil rights features of ADA Paratransit service.
- Provide information on options that will be considered as part of ADA eligibility determination process.
- How the process might affect existing Dial-A-Ride users, including the potential for re-certification of all Dial-A-Ride users who want a fare discount.

It is recommended that RCTA commence a public outreach process by conducting public forums in Crescent City, Klamath, Smith River, and Gasquet on the proposed ADA Paratransit eligibility determination process as well as the eligibility process for receiving senior and disabled discounts on Dial-A-Ride and fixed route services.³⁰ This should be done as an open house forum that would enable the community at large, dial-a-ride users, and fixed route users to drop in and receive a short presentation, provide input and leave within 30 minutes of arriving. The option should be provided for dial-a-riders and the general public to call in and provide input remotely during the workshops. Free transportation should be provided to and from the forum. Members of the SSTAC should be invited to attend each of the forums.

Software Tool

One of the software options is recommended based on experience, price, and features. The software has been developed over a 10-year period and has the flexibility to enable both documentation for ADA Paratransit certifications and also for eligible seniors and disabled individuals who want to qualify for fare discounts on fixed-routes. It has been utilized to make over 500,000 ADA Paratransit eligibility determinations in the Stockton, Modesto, Sacramento, Boston and in Hawaii. This particular software is also recommended for the travel training program, as stated above.

³⁰ Eligibility for fare discounts is discussed further Chapter 9.

Roles and Responsibility for ADA Paratransit Determination

The recommended institutional structure would be **Option 3A** of hybrid approach discussed above. The following would be the responsibilities for Herron/TMTP and First Transit.

First Transit Roles and Responsibilities

- Send out mailing to all Dial-Ride users providing notice on the ADA Eligibility Determination Process, including an application, utilizing the software.
- Answer and handle phone inquiries on the ADA Eligibility Determination process, not correspondence in software
- Receive completed ADA Eligibility Determination applications by mail.
- Staff three information sessions at the Senior Center
- Data entry of completed applications utilizing software
- Receive professional verifications and provided needed follow-up with applicants as necessary
- Utilizing software, send out letters either approving or deny ADA Paratransit eligibility
- Schedule the successful application for a photo ID and issuance of the ADA Paratransit certification card

Herron/TMTP Roles and Responsibilities

- Manage and attend the public participation forums
- Prepare Board report on final ADA Eligibility Determination process and present to RCTA Board for approval
- Project development including detailed policy and procedures manual, website page, website announcement, preparation of letter to all Dial-A-Ride users, and posters on board all buses
- Development of ADA paper application content and reproducible original
- ADA Paratransit Eligibility Coordinator ensuring that ADA Paratransit regulations are adhered to and that objective ADA Paratransit eligibility determinations are made in a timely manner
- Regularly spot check ADA paper applications to ensure that applicant information is correctly input

- Determine from the electronic paper application data entry if professional verification is required
- Utilize the software to make the ADA Paratransit eligibility determinations
- Handle phone call regarding ADA Paratransit denials
- Manage the ADA Paratransit appeals process if denied decides to appeal

Implementation Considerations

Since RCTA has not had a ADA Paratransit Eligibility determination that complies with ADA Paratransit regulations, it is recommended that all Dial-A-Ride passengers who feel that have a disability that prevents them from navigating a bus or access to a bus stop for at least some of their trip be notified that they will need to apply for ADA Paratransit eligibility and provided the information needed to determine their eligibility.

The timeline for implementation should be at least three months once the final ADA Paratransit eligibility determination process is decided upon after the community outreach and public participation process is completed. It is recommended that the new ADA Paratransit eligibility determination process be an agenda item for the RCTA Board to review and adopt.

During the recommended three-month implementation period, it is recommended that First Transit staff advertise and work a table at the Senior Center at least three times. Information would be provided, ADA Paratransit eligibility applications would be available, and applicants could complete the paper applications and submit them to First Transit staff. An enclosed room at the Senior Center would be utilized for client privacy in responding to questions.

Appeals Committee

The recommended process for the appeals process is the process in the ADA Paratransit Plan that is repeated earlier, but would substitute the manager for the operations and maintenance contractor instead of the Transit Manager. Therefore, the recommended appeals committee would be:

- Executive Director of the Del Norte Local Transportation Commission
- Chairperson of the SSTAC

- A third person who is local, yet not affiliated with RCTA or First Transit, to be determined

COSTS

Cost Benefit

Dial-a-Ride services typically cost transit agencies more per passenger trip than fixed-route services, due to the lower productivity of Dial-a-Ride service. In FY 2017/18, RCTA's cost per passenger for Dial-a-Ride is triple the cost for the local fixed routes (\$6.90 vs. \$21.42).³¹ Looking only at the variable operating costs for the month of November, 2018,³² the cost per passenger for Dial-a-Ride is 4.5 times higher than the local fixed routes (\$8.56 vs. \$1.88).³³ The productivity is an average of 2.6 passengers per hour for Dial-a-Ride vs. 12 passengers per hour for the four local fixed routes.

The benefits of travel training are cumulative. If only one person is travel trained per month and switches to using local fixed routes instead of Dial-a-Ride for only one trip per month, this accumulates to 638 trips per year transferred from Dial-a-Ride to local fixed route, which equals an annual cost savings of \$9,264 for RCTA.³⁴ If one person is travel trained per month and switches to using local fixed routes instead of Dial-a-Ride for one trip per week, this accumulates to 2,552 trips per year and an annual cost savings of \$37,055.

Cost Estimates & Implementation Timeframe

Table 53 summarizes the projected costs for the first, second, and third year of the proposed Travel Training program and ADA Eligibility program, as recommended above. For the Travel Training program, the recommendation to use existing First Transit bus operators to provide the travel training is assumed.

³¹ Redwood Coast Transit Authority 2017-18 Annual Report. Costs per passenger are calculated as total operating costs for the whole system, divided by total passengers per mode.

³² First Transit November 2018 Monthly Report. Excludes fixed costs for contractor fee, liability insurance, and management.

³³ Calculation does not account for fare revenue.

³⁴ Based on full operating costs as described in the RCTA 2017-18 Annual Report.

For the ADA Eligibility program, organizational structure 3A (First Transit provides all clerical ADA Paratransit eligibility determination process functions and Herron/TMTP would make the ADA Paratransit eligibility determinations) is assumed. The recommended software that supports both programs is also included.

The implementation timeframe is staggered so that startup costs for both programs do not exceed the available funds in the first year, fiscal year 2019/20. It is recommended that the Travel Training program be partially developed in Year 1, but not implemented until Year 2. The ADA Eligibility Certification process will be finalized and implemented in Year 1, as described in the recommended approach above. This is why Year 1 costs are higher than projected costs for the two programs in Years 2 and 3. If there is a surplus of funds due to these lower costs, RCTA may choose to use the monies on other potential programs described in the last section of this Chapter on page 179 or claim less than the full 5% of TDA Article 4.5, in which case the funds would be eligible for other transit projects.

Table 53: CTSA Programs - Cost Estimates Summary

Total Year 1 Costs FY 2019/20	
Travel Training Start-up	\$ 6,200
ADA Eligibility	\$ 25,702
Total	\$ 31,902
Total Year 2 Costs FY 2020/21	
Travel Training	\$ 14,317
ADA Eligibility	\$ 9,151
Total	\$ 23,468
Total Year 3 Costs FY 2021/22	
Travel Training	\$ 10,166
ADA Eligibility	\$ 9,372
Total	\$ 19,538

The detailed cost estimates for the Travel Training Program are shown in Table 54. Partial project development, including developing training materials, promotional/marketing activities, and procuring and customizing the software, are included in the Year 1 budget. Year 2 includes additional startup costs, including training for the bus operators to become travel trainers. Year 2 also includes fixed costs for project management by the RCTA General Manager

and variable costs for the hours spent travel training. Year 3 of the Travel Training budget includes only the annual fixed costs for project management and software, and variable costs for travel training.

Table 54: Travel Training Program - Detailed Costs Estimates

Travel Training		
YEAR 1 - 2019/20		
Startup Costs	Hours	Estimate
Project Development: TMTP/Herron	40	\$ 3,000
Developing materials, website updates		
Meetings & Coordination		
Software Cost 25% of total	25%	\$ 1,325
Software Customization	15	\$ 1,875
	Subtotal	\$ 6,200
Total Year 1 Costs		\$ 6,200
YEAR 2 - 2020/21		
Startup Costs - Year 2		
Program and marketing materials	Estimate	\$ 1,000
Train the trainer training (max. 5 people)	Per day	\$ 600
Travel Expenses for Trainer from San Diego	Estimate	\$ 600
Mobile tablets @ \$800 each	2	\$ 1,600
	Subtotal	\$ 3,800
Annual Fixed Costs - Year 2	Hours	Estimate
T/H: Program Management (6 hrs/month)	72	\$ 5,562
Oversight & Reporting		
Coordinating w/ FT dispatch		
Marketing & coordination w/ other orgs		
Software cost - 25% of total	25%	\$ 1,200
Software Customization	4	\$ 500
Data package for mobile tablets		\$ 200
	Subtotal	\$ 7,462
Variable Costs - Year 2	Rate	Estimate
First Transit dispatch - no additional cost		--
First Transit bus operator per hour	\$25.46	\$ 3,055
	Subtotal	\$ 3,055
Total Year 2 Costs		\$ 14,317
YEAR 3 - 2021/22		
Annual Fixed Costs	Hours	Estimate
H/T: Program Management (6 hrs/month)	72	\$ 5,562
Software cost - 25% of total	25%	\$ 1,200
Data package for mobile tablets		\$ 200
	Subtotal	\$ 6,962
Variable Costs	Rate	Estimate
First Transit dispatch - no additional cost		--
First Transit bus operator per hour	\$26.70	\$ 3,204
	Subtotal	\$ 3,204
Total Year 3 Costs		\$ 10,166

The detailed budget for Year 1 of the ADA Certification program is shown in Table 55. Startup costs include time for TMTP/Herron and First Transit staff to develop the program, conduct community outreach and public participation. The cost of a photo ID maker is also included. Fixed costs include 75% of the cost of the shared software since this is the estimated proportion of usage for the ADA Certification program. The hours for TMTP and First Transit dispatch staff to conduct the certifications are shown as variable costs.

Table 55: ADA Certification Program - Detailed Costs Estimates - Year 1

ADA Eligibility		
YEAR 1 - 2019/20		
Startup Costs	Hours	Estimate
Management: T/H	50	\$ 3,750
Public participation process		
Program Guidelines		
Marketing Materials		
First Transit	100	\$ 2,910
Software Training		
Community Outreach at Senior Center		
Mailing to All Dial-A-Ride users		
Startup Logistics		
Photo ID equipment/Laminator and supplies	Estimate	\$ 1,000
Software Customization @125/hr.	15	\$ 1,875
	Subtotal	\$ 9,535
Annual Fixed Costs	Hours	Estimate
Management T/H	36	\$ 2,700
Software cost - 75% of total	75%	\$ 3,975
	Subtotal	\$ 6,675
FT Intake + T/H Determinations Variable Costs	Hours	Estimate
FT: Dispatch-Information-		--
FT: Paper Applications Send out/receive	40	\$1,164
FT: Paper Applications Data Entry	30	\$ 873
T/H: Professional referrals follow-up	30	\$ 2,250
T/H: 100 ADA Eligibility Determinations	50	\$ 3,750
FT: ADA letters/Photo IDs/Issue ADA cards	50	\$ 1,455
	Subtotal	\$ 9,492
Year 1 Total Costs		\$ 25,702

The budget for Years 2 and 3, shown in Table 56, are much lower due to an anticipated lower number of certifications. The fixed costs for both years include a small amount of TMT/Herron management, the annual software fee, and a small expectation that some additional customization for the software will be needed. The variable costs for both years assume that the rate of new applicants will slow down and so less time will be spent on that process.

Table 56: ADA Certification Program - Detailed Costs Estimates - Years 2 & 3

YEAR 2 - 2020/21		
Annual Fixed Costs	Hours	Estimate
T/H Management	24	\$ 1,854
Software cost - 75% of total	75%	\$ 3,780
Software Customization @125/hr.	6	\$ 750
	Subtotal	\$ 6,384
FT Intake + T/H Determinations Variable Costs		
FT: Dispatch - Information - No additional cost		--
FT: ADA Paper Application Processing	24	\$733
T/H: Professional referrals follow-up	8	\$618
T/H: Follow-up ADA Eligibility Determinations	12	\$927
FT: ADA letters/Photo IDs/Issue ADA cards	16	\$489
	Subtotal	\$ 2,767
Total Year 2 Costs		\$ 9,151
YEAR 3 - 2021/22		
Annual Fixed Costs	Hours	Estimate
T/H Management	24	\$ 1,980
Software cost - 75% of total	75%	\$ 3,960
Software Customization @125/hr.	4	\$ 500
	Subtotal	\$ 6,440
FT Intake + T/H Determinations Variable Costs		
FT: Dispatch - Information - No additional cost		
FT: ADA Paper Application Processing	24	\$769
T/H: Professional referrals follow-up	8	\$660
T/H: Follow-up ADA Eligibility Determinations	12	\$990
FT: ADA letters/Photo IDs/Issue ADA cards	16	\$513
	Subtotal	\$ 2,932
Total Year 3 Costs		\$ 9,372

OTHER POTENTIAL PROGRAMS

This section explores other programs that could be part of the CTSA's activities if additional funding became available.

Federal Transit Administration 5310

This funding program provides grant funds for capital, mobility management and operating expenses for projects that meeting the needs of seniors and individuals, exceed Americans with Disabilities Act requirements, or improve access to fixed-route service where non-profits are not provided, and other public transit providers are eligible recipients. The next call for projects will be for Federal FY 2019 and will be for two or three years, depending funding availability.

Increased Coordination among Service Providers and Stakeholders

A core purpose of CTSA's is to coordinate with local community and specialized transportation providers and to provide technical assistance to these providers. This coordination enables them to present riders with a wider array of mobility options and to improve the quality and utilization of these services.

A first step to increase coordination among local mobility service providers could be to build on the Social Service Transportation Advisory Council (SSTAC). The role of the SSTAC is to represent the needs of older adults, people with disabilities, and people with low incomes regarding transit matters. The members include representatives of social service organizations, community services, the Senior Center, College of the Redwoods, the Yurok Tribe, and RCTA.

The SSTAC currently meets once a year to determine and prioritize the County's unmet transit needs that are reasonable to meet. This group could form the basis of a new group that meets more frequently to enable ongoing information sharing and engagement regarding mobility. Additional meetings could focus on various topics, including all of the planned and potential CTSA programs described in this chapter. Members could share information about their successes and issues they face. In addition, the various NEMT providers could be

invited to the SSTAC meetings on an ongoing basis in order to share information and discuss challenges and opportunities.

A second level of coordination could be for RCTA to offer technical assistance to the handful of other local transportation providers, if there were a need. Technical assistance could be provided for program management and delivery, as well as obtaining funding. The level of technical assistance offered would necessarily be limited by the available budget for this activity.

Mobility Management

Many counties and jurisdictions have implemented Mobility Management Centers, some through their CTAs. Mobility management includes many different activities, but a key component of a Mobility Management Center is the gathering and sharing of information about an array of available transportation options in the region. Many counties have done this by establishing a “One Call One Click” program, which enable customers to make one phone call or search one website to receive information about all transportation services available in the community.

As a first step, RCTA would need to gather information about the handful of other available transportation services in the region, including social service transportation and older driver safety resources. This information would need to be updated on a regular basis and would require coordination with other service providers. This information could be included on the RCTA website and provided over the phone through the existing RCTA dispatch function.

Many agencies have a designated mobility manager staff position. If funding becomes available, RCTA could designate an existing staff person or hire a new person to be the Mobility Manager. They could be responsible for the ADA eligibility process, the travel training program, updating information about other services on the website, marketing the CTA programs, outreach to the community, and development of new mobility management programs.

Non-Emergency Medical Transportation (NEMT)

Non-Emergency Medical Transportation (NEMT) was identified as an important unmet need for several years since Crescent City and other communities in the County are geographically isolated from major medical centers and services.

People unable to drive that needed transportation to medical destinations in Humboldt County, the Bay Area, and Oregon had few options for transportation, especially if they were frail or ill, and would often forego their appointment or treatment.

Recently, many people in the County have been able to access medical services through the Medi-Cal transportation program. Medi-Cal offers transportation to and from appointments for services covered by Medi-Cal for those unable to use other transportation options. This includes transportation to medical, dental, mental health, or substance use disorder appointments, and to pick up prescriptions and medical supplies.

Those eligible for Medi-Cal benefits include older adults (over 65), people with disabilities, the blind, people with low-incomes, those in long-term care, the medically needy, pregnant women, refugees, and those eligible as a result of qualifying for other services, such as CalWORKs, CalFresh, SSI/SSP, Foster Care, and Adoption Assistance. As of September 2018, 11,836 residents of Del Norte County are Medi-Cal beneficiaries, which is a little under half of the total County population.³⁵

In Del Norte County, Medi-Cal transportation benefits are distributed through Partnership HealthPlan of California (PHC). PHC contracts with Medical Transportation Management (MTM), an NEMT broker, to connect Medi-Cal beneficiaries with NEMT services. There are three taxi companies providing Medi-Cal covered medical transportation out of Crescent City. Some companies focus on local trips within the County and others focus on long-distance trips to Oregon, the Bay Area, and other destinations. Two of the larger companies noted that demand for medical transportation through PHC is growing. MTM also connects beneficiaries with taxi companies based outside of Del Norte County for long-distance trips and special needs transportation (wheelchair accessible vehicles).

Due to this fairly recent availability of NEMT services, stakeholders in the County have noticed a sharp decline in the number of residents seeking for and unable to find transportation for medical purposes. There may be a small number of

³⁵ State of California, Department of Health Care Services, County Medi-Cal Certified Eligible Counts, by County and Dual Status, 2014 through 2018.

County residents who need NEMT services, but are not eligible for Medi-Cal. If RCTA were to consider an NEMT program in the future and with additional funding, it would make sense to work with an existing local NEMT provider.

Support and/or Expand Existing Senior Center Volunteer Driver Program

The Del Norte Senior Center operates a volunteer driver program for older adults who need to go to medical appointments or grocery shopping in Crescent City. The service started in Summer 2017. As of August 2018, they had three to four volunteer drivers, which are reimbursed based on mileage. The service is funded by a Community Services Block Grant.

Volunteer driver programs are a cost effective means for getting people where they need to go and there are several different types and successful models throughout the Country. RCTA as the CTSA could support the Senior Center's volunteer driver program financially and/or programmatically. Volunteer driver programs are eligible for various funding, including FTA 5310. RCTA could assist the Senior Center in identifying and applying for these funds. In the case of 5310, they would act as a pass through partner. RCTA could also provide technical assistance in growing and managing the program. At a minimum, RCTA could offer information about the volunteer driver program (and the opportunity to become a volunteer) on their website and through other CTSA outreach activities.

Chapter 8: Marketing Plan

Marketing and passenger information are critical partners to good service planning and service operations. Without effective marketing, the most efficient service will not enjoy maximum ridership. Conversely, no amount of marketing can sell a service that does not meet passenger's needs.

Redwood Coast Transit provides most routes that passengers consider to be convenient, reliable, with courteous drivers. In Section 2 of the Phase I report there are recommendations to improve service offering and broaden the potential market to include the potential for more students and tourists to utilize Redwood Coast Transit. This chapter offers marketing strategies to support those potential service improvements and enhance the information on available transit services.

The marketing plan first starts with a marketing assessment. Both the marketing assessment and marketing recommendations for Redwood Coast Transit are based on the following:

- Riding the buses on all routes and talking to passenger during the consultant site visit from August 13 to 15, 2018.
- Interviews with stakeholders for key target populations
- Discussions with passengers at public workshops
- Onboard passenger survey results
- A review of existing marketing tools, specifically the passenger guide and website.
- Dr. Jon Shapiro's May 2018 market research report, "How Redwood Coast Transit Authority Can Improve Its Service Offering and Increase Ridership: An Examination of Student, Tourist/Hospitality and Other Existing & Emergent Ridership Groups." (hereinafter referred to as the Dr. Shapiro Report).
- Consultant's experience with rural transit systems in the Western United States.

This chapter is divided into five sections:

- Marketing Assessment
- Marketing Objectives
- Target Markets
- Marketing Strategies
- Implementation Resources Required

MARKETING ASSESSMENT

In Technical Memorandum #2 one of the key themes from community outreach effort was:

There needs to be more concerted effort at marketing RCTA transit services. There is insufficient attention and effort on promoting existing services to potential riders.

During the Ronny Kraft Consulting team site visit in August 2018, the following was observed:

- In discussing the changes to improve the College of the Redwoods services, even though the changes had been made, there were College of the Redwood students riding the bus who were quite unaware of the schedule changes and the ability to utilize their Student ID for travel on all RCTA buses.
- There is no passenger information on RCTA routes and schedules at the large majority of bus shelters, including the downtown transit center.³⁶
- Google Maps contains information about RCTA routes, schedules, and fares. However, the awareness level of the trip planning service is low. When Google maps was discussed at the RCTA Board meeting, Board members were not aware that RCTA service was included in Google Maps, nor that you could plan trips on RCTA using the app or web

³⁶ Previous efforts to deploy information at bus stops fell short due to lack of sufficient staff to keep the information maintained and up to date. Chapter 5 explains the reasons for this, which relate to the lean management model.

interface. There is a need to educate existing and potential bus riders on the functionality of Google maps for RCTA information.

- Most passengers on board the buses got information about the bus service from the coach operators and other passengers. The coach operators are helpful and courteous to passengers.
- Discussion with College of the Redwoods staff indicated that the schedule improvements to the regional routes could improve ridership, but frequency remains an issue. They recognize, however, that the challenge is getting the word out to students who currently don't utilize the service, especially from outlying areas. When changes to the schedules of Routes 20 and 199 were made, coupled with the fact that College of Redwood students only need to show their college ID to board the bus, RCTA staff worked collaboratively with the College of Redwood staff to create a flier, post on social media, and send out an email blast to all students. Operations staff also staffed a table at the beginning of Fall 2018 classes passing out fliers on the service changes. Between September 2018 and February 2019, College of the Redwoods student ridership increased by 61% so it seems that the outreach efforts are paying some increased ridership dividends.

Under the base managerial contract in place for many years, until FY 19/19, RCTA managers were only able to perform the basics of keeping public information on the RCTA website up to date and publishing revisions of the rider guide when service or fare changes are made.

Both the research done by Dr. Shapiro and the public outreach and stakeholder interviews conducted by the Ronny Kraft consulting team point to the need for additional resources to be invested in marketing. After the recommended marketing strategies are presented, the last section of this chapter includes the recommended resources that will be required for a robust ongoing marketing effort and to deal with the backlog of marketing tasks that have accumulated due to lack of budget.

MARKETING OBJECTIVES

The primary goals of the Redwood Coast Transit marketing program are to increase ridership and productivity of the transit services. In pursuit of this goal, there are four specific objectives which should guide marketing efforts.

Maintain visibility and Build Awareness of the Redwood Coast transit services

Redwood Coast Transit has strong visibility for its core constituency of riders who mainly do not own a car and/or do not have driver's license. As new services and fare incentives have been introduced such as the College of the Redwoods free transit pass program, there is a need for better awareness of service specifics.

Visibility of the system can be significantly enhanced by improving the branding at bus stops and bus shelters, improving the visibility of the buses to make them more vibrant, and making the advertising space on the buses more appealing. When advertising



space is not fully utilized, there is also the opportunity for RCTA to advertise and promote their own services, for example, when new service improvements are made.

Upgrades to the Cultural Center transit hub would improve the image and awareness of Redwood Coast Transit. A large passenger information kiosk could provide comprehensive information about RCT services, as well as connecting regional services. The kiosk and additional signage would also serve to make the transit center more conspicuous, thus improving awareness for passersby.

Enhance Ease of Use of Transit Services

The goal should be to make Redwood Coast Transit as easy as possible for novice riders to understand and use. This can be accomplished by providing

passenger information that is easy to understand and readily accessible. This needs to be broadly available at key bus stops, at bus shelters, in printed materials, on the outside and inside of the buses, on smart phones, with special attention paid to key locations and transfer centers like the Cultural Centre stop.

Create Marketing Partnerships with Community Organizations

Social service agencies, senior centers and complexes, schools and colleges, medical facilities and other organizations that work with constituents with transportation needs can act as a “sales force” for public transit. By providing these organizations with information and marketing tools, Redwood Coast Transit can enlist their aid in promoting transit use among their constituents and customers and take advantage of direct feedback for enhancing service effectiveness. As an example, RCTA could purchase transit information stations for display at key community partner locations that contain maps and other service information. These are described on page 196. Another example is a potential partnership with the local College where students take on a project marketing the availability of transit information through the new DoubleMap app and Google Maps.

Promote Trial Ridership among High Potential Riders

Marketing of transit services needs to be an ongoing effort. It is critical to continually attract new riders to the Redwood Coast Transit, in order to both maintain and expand ridership. This can be accomplished through a combination of community wide promotion such as advertising and public relations programs focused on high-potential market segments such as college students, high school students, veterans with disabilities, and low income workers.

TARGET MARKETS

College Students

Effective June 18, 2018, College of the Redwoods Del Norte campus students only need to show their student ID and they ride free on Redwood Coast Transit. Schedules have been improved so that Routes 1, 2, 20, and 199 now all serve the College of the Redwoods. This is an important target market that should help to boost overall ridership. The challenge, of course, providing sufficient information on the available services such that students can take advantage of the free transit offer.

High School and Middle School Ridership

Observations on the bus and the onboard survey found a noticeable lack of high school and middle school aged passenger ridership on Redwood Coast Transit. In the onboard survey, there were only seven riders of 149 surveyed that were aged 17 and under, and another 13 between 18 and 24 years old. Most rural transit systems have a higher share of younger riders.

For service to Del Norte High School and Crescent Elk Middle School, RCTA has made efforts to coordinate local route services with school bell times. Drivers do state there is very limited high school and middle school ridership. Drivers indicated that most student ridership is after school.

A stakeholder interview with the Del Norte Unified School District indicated that they have an excellent network of school bus routes that serve 2,200 students daily throughout Del Norte County. However, they do not serve high school students who live within 2 miles of the high school or 1.5 miles from the middle school. Chapter 6 contains recommendations for improving service to schools to attract more of this market segment. This is will be important target market in the future for marketing efforts. In February 2019, the RCTA Board approved expansion of the free fare program to including HS students. It will be important to heavily promote the free fare program when it is implemented.

Low Income Families

Current passengers are very low income with 36% of respondents reporting a family income below \$10,000 and another 36% below \$20,000. For comparison, the median household income in 2016 was \$42,363 in the County and \$27,569 in Crescent City.³⁷ For low income families who have more drivers than vehicles available (if any), Redwood Coast Transit is a critical service that provides access to jobs, training, medical and social service and meeting day to day needs. Social service agencies that work with low income persons can help to ensure that they are aware of the transit service available to conduct their daily lives.

Older Adults

According to Census data, 17.5% of the County population is 65 and older. While ridership onboard Redwood Coast Transit is quite low, seniors do take advantage of the Dial-A-Ride service and are very happy with it. In a small sample survey at the Senior Center, 4 of 18 of the seniors surveyed utilized the Dial-A-Ride service to get to and from the Senior Center and 2 of 18 had utilized the fixed route services to get to the Senior Center. Seven of 18 survey had utilized Dial-A-Ride in the past. Continuing to foster the Senior Center will help to continue make this an important target market.

Persons with Disabilities

Persons with disabilities often rely on public transit as their primary mode of transportation. As with low income families, social service agencies can be highly instrumental in helping to educate individuals they service who have a disability about how to make maximum use of both fixed route and Dial-A-Ride services.

Tourists and Foreign Independent Traveler

A key focus of the Dr. Shapiro Report was how to reach out effectively to tourists from out-of-state and out-of-country. According to Dr. Shapiro, a "Significant number of Crescent City's visitors are international." These visitors are typically

³⁷ Source: 2012-2016 American Community Survey 5-Year Estimates

characterized as foreign independent travelers (FIT). These travelers typically visit Crescent City for one to two days on their way along the coast and visit attractions within 50 miles of town. FIT travelers have high expectations in terms of product quality given that their home countries tend to provide clean, reliable, safe, and frequent public transportation services. This is an important untapped target market.

Inter-County Travelers

Route 20, in particular, provides important opportunities for inter-county travel by Del Norte County residents but also adjoining counties. This is an important target market that needs more attention in attracting additional inter-county travel for those who desire a non-auto alternative for either economic, environmental, or lifestyle reasons.

CURRENT AND POTENTIAL MARKETING STRATEGIES

Branding

More Prominent Use of Redwood Coast Transit branding.

While the small Dial-A-Ride van has prominent branding and information, there is significant room for improvement in branding of Redwood Coast Transit.

For a transit system, the key elements of its visual brand are its name, logo, vehicle colors, vehicle graphics, bus stop signage and bus stop shelters. Buses, bus stops and shelters are a transit system's most visible marketing tool.

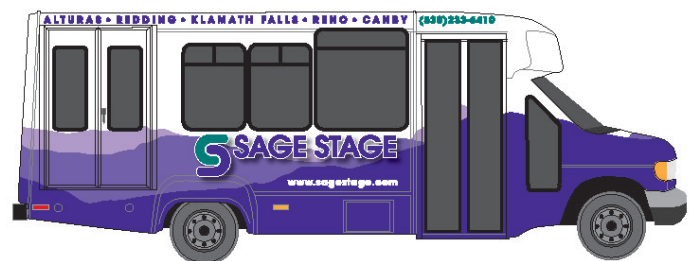


On the fixed route buses, the buses are mostly large swaths of white with logo and colors that are not prominent at all. While the white space will be valuable when more advertising is sold, there is a need to provide a balance of the advertising space with more colorful branding of the vehicles, so that are significantly more prominent.



To the right are examples of bus branding that stand out and provide important visibility. However, there is not space for advertising.

It is recommended that Redwood Coast Transit hire a graphic designer to work out a paint scheme that make the vehicles more visible but conserves sufficient space for advertising on the buses. Since Redwood Coast Transit has different size buses, the specifications can be made. The paint scheme can be phased in as Redwood Coast Transit replaces its fleet so that the paint scheme is part of the vehicle procurement.



Passenger Information

Enhance ease of use by providing passenger information in a variety of user-friendly, readily available forms.

Passenger information is the “directions” for using public transportation and is the basis of any transit program. Interacting with a system’s passenger information tools is often a customer’s first experience with the system.

The following are some use cases of how a new user might experience the existing passenger information.

Use Case #1: Take the use case of a new College of the Redwood Del Norte student who has heard that the bus is free and would like to try it. Living in a two-person household, his spouse uses the single car they own to commute to and from work and wants to find out if he can commute from his home in Smith River to school. He “Googles Crescent City Public Transportation” and Redwood Coast Transit is the first search item. He clicks on the link and there is a map of Crescent City routes and being new to the area, cannot locate where College of the Redwoods is located on the map, and wonders which routes serve it. He sees Smith River listed on one of the routes and opens the schedule link and discovers that College of the Redwoods is listed as a stop and sees that there is a link to a schedule brochure. On the brochure there is listing of passes, but no mention of the free service to College of the Redwoods. Being resourceful, he calls the number on the brochure and gets his questions answered. He gets the information he needs, but it takes quite a bit of research to find the information he needs.

Use Case #2: A second case is single mom with a car that breaks down. She wonders how she is going to get around town while the car is being fixed. Right down the street is a bus shelter she has seen since she moved there, but the shelter has no information in or on it. Fortunately, a bus comes by and the driver gives her the route and schedule guide for routes in Crescent City. She needs to travel down to Klamath tomorrow and sees in the lower right there is Klamath listed along Route 20, but no information in the schedule.

Use Case #3: The final use case is a millennial who doesn’t own a car and is taking Amtrak to Redding and then hopes to take a bus to camp and visit

Jedediah Smith State Park. He is a savvy Google Transit user, and finds that he can utilize Trinity Transit, transfer to Redwood Coast Transit Route 20 and then transfer to Route 199. He's quite pleased. He has some time to kill and decides to stop at Prairie Creek Street State Park and hike. He's able to get a Route 20 guide on board the bus. And sees there is a bus at 1:34 that turns into the Route 199 bus to Jedediah Park. However, during his short hike he misplaces the Route guide and looks for information at the bus stop to confirm his memory is correct on the time the bus will arrive. There is nothing posted and he waits. Being used to bus tracking information where he lives in Los Angeles, his cell service is not working so he waits and wonders.

These use cases show that Redwood Coast Transit does provide basic information and passengers are able to navigate the system if they are resourceful. However, there are a number of improvements that can be made to make the information more easily accessible in a variety of formats. The following are some recommendations on how to improve passenger information.

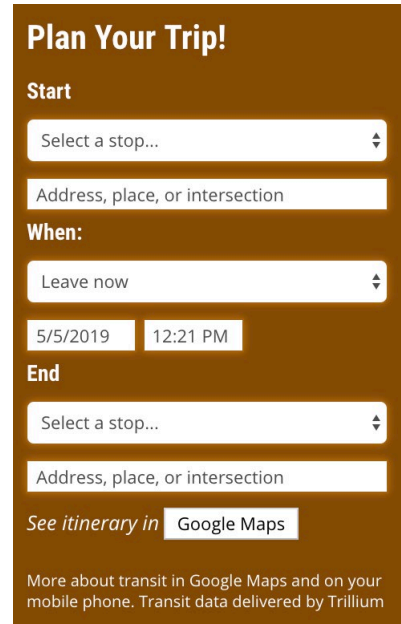
Post systemwide route and schedule information at all bus shelters

Significant work and maintenance are required to have schedule information posted at bus shelters that can withstand Del Norte County weather. The bus shelters should be thought of as not only protection from the rain, but as a potential conduit of information. Creation of a systemwide map and local Crescent City map with schedules that can be laminated and posted and secured in all bus shelters is recommended. Since First Transit is now in charge of bus shelter maintenance, it would make sense to amend the First Transit contract to include the maintenance of information as part of their scope of work.

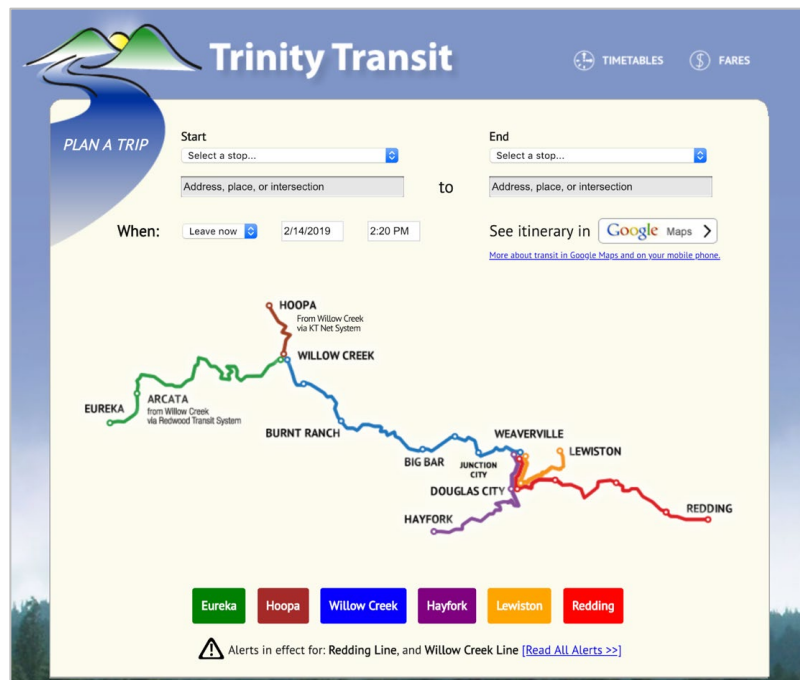
Reorganize the Redwood Coast Transit website’s home page so that it shows a system map and trip planner to better enable passengers and visitors to plan their trip.

Most passengers and residents are not aware that Redwood Coast routes, stops and schedules are part of Google Maps. The trip planner to the right is on the Redwood Coast Transit home page, but users must scroll down “below the fold” to find and utilize it.

- The first recommendation is to move the trip planner so that when a website user opens the home page it is immediately seen and can be utilized.
- The second part of the recommendation for the home page is to incorporate a system map that shows all route so that a passenger can click on a particular route and a more detailed route and schedule guide can be viewed.



The Trinity Transit website’s home page shown to the right emulates the type of website home page that incorporates both a system map with key destinations shown as well as a trip planner.



It is important to note that the RCTA trip planner can also help plan longer intercity transit trips including connections to the Humboldt Transit

Authority and Trinity Transit in Arcata, and Curry Public Transit Coastal Express in Smith River and SouthWest Point to Brookings and Klamath Falls. Making it easy

for both FIT, young backpackers, and other travelers who want or need to travel by bus can help to boost ridership in RCTA services.

Establish bus stops with bus stop signs on Route 20 and additional stops on Route 199

There are no established bus stops on Route 20 other than the stops in Smith River and Crescent City with one more in progress at Prairie Creek State Park. On Route 20 south to Arcata, passengers only find out where the bus stop is by word of mouth. The lack of a bus stop with a posted schedule of the schedule for Route 20 is a missed opportunity for more ridership by both locals and tourists to the area. It is highly recommended that regular stops be established along Route 20, with a priority being those stops that tourists would be able to access for their trips along the coast.



There are only a few stops established along Route 199, notably at the Jedediah State Park Visitor Center. Additional stop signs and posted schedules should be established at key bus stop locations along Route 199. It should be noted that these stops often depend upon either Caltrans approval or approval of a private property owner adjacent to the state highways, neither of which is easy to obtain.

Consider consolidating the three existing brochures for Crescent City Routes, Route 20, and Route 199 into a single route and schedule guide

There are advantages and disadvantages of having three separate guides. One of the advantages of the existing format is that if changes are made to just one of the routes, say Route 20, then only changes to the Route 20 brochure need to be made. However, many new passengers to RCTA need to utilize a combination of Routes 20, 199, and Crescent City local routes. The tipping point in recommending a comprehensive guide, is that it will help build and sustain ridership by providing new and existing riders with a single pocket guide that will enable them to utilize all of Redwood Coast Transit services. The benefits outweigh the costs of regularly updating the single guide, especially if an update schedule is strictly adhered to. This project is currently being

implemented by RCTA management in coordination with the Chamber of Commerce.

Real time information

Real time information about, “When will my bus be here?” – is ideal for transit users, especially in areas with low frequency or service. Real time information was once available only to large transit systems with significant resources. However affordable AVL technology, such as the one Redwood Coast Transit plans to implement, can make real time information available to even small transit agencies. It can then be shared with riders on a smart phone, tablet, web browser, or even via automated phone or text. Real time information can be integrated into Google Maps or provided via apps such as RouteShout or MyBus. As Redwood Coast moves forward with full AVL implementation, how the information will be shared with riders should be a critical decision factor.

Passenger Information as a Promotional Tool

Community Information Displays and Distribution

Attractive, easy-to-understand transit information can have promotional as well as educational value. During outreach for this plan, stakeholders responded positively to the concept of establishing transit information displays at high traffic locations such as College of the Redwoods and social service offices. These displays can provide permanent low-cost advertising for the system and be seen by hundreds of people each week. In addition, they can provide a focus for the distribution of passenger guides.

Displays can be created using the graphics from the passenger guides and pre-fabricated display units. There are many styles of displays which can be purchased on line at sources such as: www.beemak.com or www.displays2go.com. The fixtures can be purchased in small quantities and customized with the addition of a digital print and a supply of Redwood Coast passenger guides. RCTA recently purchased three information units, similar to the example from “Summit Stage” in the image below, for installation at College of the Redwoods and Del Norte High School.

Different formats (counter top, wall mounted, free standing, etc.) may be needed at different locations. Below are several examples of information display types. Ideally, the displays should:

- Be visibly and attractively communicate the Redwood Coast Transit brand.
- Include the Redwood Coast Transit system map with a "you are here" designation for specific locations to help readers orient.
- Provide pockets for passenger guide distribution.
- Promote the website for additional information, including Google trip planning and (eventually) real-time information.



Keeping the displays updated and replenished with passenger guides should be part of a systematic distribution system for passenger information.

Providing information large, conspicuous information displays at the transit center would serve as a promotional tool for the service. In addition, a human presence at the cultural center on a part-time or full-time basis would greatly increase the perception of security at the hub.

Providing a conspicuous information presence about RCTA services at both the Crescent City and Arcata airports is recommended to increase awareness, particularly among tourists.

System-Wide Promotion

Use Advertising and Public Relations to Build Greater Awareness of Redwood Coast Transit's Services

Broad communication strategies such as newspaper advertising, poster campaigns, and news releases can be used to build greater awareness about exactly what Redwood Coast Transit has to offer and how it is being enhanced.

News Calendar

There are a wide variety of low-cost ways in which Redwood Coast Transit can communicate news about the system to the community and its riders. These include a mix of conventional media (e.g. newspapers), in-house communications (on-board posters, handouts, website posts), partner communications (organization newsletters), and social media (e.g. Facebook, Twitter, Instagram).

To maximize the exposure received, while minimizing the staff time required, it is recommended that Redwood Coast Transit develop a “news calendar,” which will drive the content for all of these communications channels. The news calendar should identify messages to be delivered during each month of the year, as well as the audiences/channels which are relevant for the specific message. For example, relevant topics might include:

- Service changes
- Delivery of new vehicles
- New shelters or other facilities improvements
- Google Transit trip planning
- Introduction of new passenger guides or website
- Tie-ins with national or regional activities such as Earth Day, Dump the Pump Day, Try Transit Week, Veterans Day, etc.

A sample format for the calendar is shown below.

Month	Topic	News Release	E-mail to Stakeholders	Community Poster	On-board Poster	Post to Website	Facebook Post
Jan							
Feb							

The following is an example of how the news calendar might be used to drive communications efforts.

Example Topic: Expansion of Crescent City Saturday service to all routes. Use the same content to create:

- **News Release:** To all local media. Announce the start of the new service. Provide details on hours of the service on all routes that currently operate on weekdays. Specifically, promote the ability of the connections at the Cultural Center.
- **E-mail to Social Service Stakeholders:** Focus on how this route gives their clients access to jobs, shopping and medical facilities on Saturday in a direct and convenient mater.
- **Community Poster:** Create an 8 ½" X 11" PDF poster to send along with email – asking stakeholders to post on their bulletin boards.
- **On-board Poster:** Let current riders know that Saturday service on all routes has been re-instated with the effective date and schedule.
- **Website Posting:** Highlight the upgraded Saturday service on the homepage with a link to route and schedule details.
- **Social Media Posts:** Post short message about the upgraded Saturday service.

Testimonial Campaign

One way to build upon a positive image of public transportation services is a testimonial campaign that features real riders who represent the various target markets that Redwood Coast Transit wishes to attract such as college students, local workers, active older adults, and young families.

Testimonial ads can be easily created for newspaper and radio. Each ad can feature a single rider taking about why they ride Redwood Coast Transit and what the benefits are to them. By using real people, the ads will demonstrate that “people like you” are already riding the bus and liking it. The call to action would be “Give Redwood Coast Transit a Try.” Current riders would be inviting new riders to experience the benefits that they have already discovered.

“I ride MBTA to work – and I save over four hundred dollars a month.”

“I was tired of paying so much for gas to drive my truck from Yucca Valley to Twentynine Palms to work. Now I catch the Route 1 bus and I get there in about 45 minutes and always on time. I probably save a hundred dollars or more a week by riding. I’m able to go back and forth all month long for \$30.”

Jason Chavez
Jiffy Lube Employee
Twentynine Palms Resident

Where can MBTA take you?

- Yucca Valley
- Joshua Tree
- CMC
- 29 Palms
- Marine Base
- Landers

Find out how we can get you around the Morongo Basin and to Palm Springs, and ask about money-saving monthly passes like Jason uses. Visit our website or call (760) 366-2395.

www.mbtabus.com

MBTA
MORONGO BASIN TRANSIT AUTHORITY

Targeted Ridership Promotion

When attempting to attract new riders, the more targeted the appeal and information provided, the more likely you are to generate a trial ride. For example a general appeal in a newspaper ad which simply says “Ride the Bus, It’s Easy” and provides a web address for more information is much less likely to get a response than a targeted flyer/poster distributed on campus at College of Redwood Del Norte that says “Ride the Bus to Campus -Redwood Coast Transit comes here X times every day,” then provides the exact location of the bus stop and the times when the bus serves the campus, as well as a reference to Google Transit for easy trip planning.

While such targeted marketing efforts will need more resources than Redwood Coast Transit currently deploys for marketing, it is highly recommended that Redwood Coast conduct targeted marketing to key potential market segments

Gatekeeper Outreach

“Gatekeepers” are individuals or organizations that can provide access to target populations. For example, student service staff at College of the Redwoods are gatekeepers for its students, while the case workers at Behavioral Health and CalWorks are gatekeepers for their clients. These organizations and particularly their front line employees, are often charged with identifying transportation options for getting their clients to programs, appointments, trainings, classes, interviews, and jobs. As a result, they have the potential to serve as salespeople for public transit.

It’s important to develop and maintain relationships with the gatekeepers most important to Redwood Coast Transit. It is recommended that the Redwood Coast Transit management team conduct regular and active outreach to these organizations. This might involve the following efforts:

- Create a simple database that includes the organization, contact person and contact information, including e-mail. These individuals should be provided with regular e-mail updates about changes in transit services, availability of new passenger guides and other updates. When appropriate, e-mails can include an 8 ½” X 11” PDF flyer for printing and posting or distributing to co-workers and/or clients. This is a functionality of

the proposed software to be used for the Travel Training and ADA Eligibility programs as described in the CTSA chapter of this report.

- Conduct “training” sessions at meetings of front line staff who need to understand how transit works so they can pass the knowledge on to their constituents. These trainings would be most relevant when service changes are made. They should include an overview of the routes and where you can go on transit, how to use the schedules and Google Transit to plan trips, how the real-time information system works (when implemented), and information about paratransit services and other transportation options for those unable to use the fixed route buses.
- Continue to facilitate purchase of bus passes by these organizations to give or resell to their constituents.

Marketing Partnerships with Gatekeepers

Beyond simply educating gatekeepers about the transit service, the potential exists to actively work with relevant organizations to implement targeted promotional programs to encourage transit ridership among their constituents. Several types of communication channels can generally be accessed through partnerships with gatekeepers:

- **Permanent information displays in their facilities** – these displays, as described previously, provide long term communications value (unlike an ad that exists for only a day or a week) and they can be customized to provide the information most relevant to the target group.
- **Bulletin board posters and flyers** – this is a low cost communications medium which can deliver appeals and information specific to the target group (what seniors and college students want to know is likely different).
- **Website links** – ask gatekeepers to provide a link to the RCTA Transit website as a resource from their own website.
- **Inclusion of transit information in orientation packets** – schools, social service agencies and medical facilities often provide their new clients/students with packets of relevant information. Ask them to include a targeted flyer in this information that tells the reader how they can use transit to travel to the relevant destination.

- **E-mail blasts** – some gatekeepers (particularly schools/colleges) communicate with their constituents via email and can distribute transit updates in this way.
- **Newsletter Articles** – some gatekeepers publish e-mail or hard copy newsletters and can include articles about the evolving transit services.

Targeted Marketing to Students

Because there is so much potential for increasing student ridership on Redwood Coast Transit, students are a particular market. The introduction of new routes and schedules to the College of the Redwoods and the free rides provided to College of the Redwood students with college ID provide an important foundation for this effort. However, this effort needs to continue as students come and go. Targeted marketing efforts and campaigns need to be an on-going effort at the College of the Redwoods. The gatekeeper relationships that have been established in the past year need to be nurtured as they can be important salespeople for Redwood Coast Transit.

Chapter 6 contains recommendations for improving transit service to Del Norte High School and Crescent Elk Middle School. While the yellow bus system is comprehensive in Del Norte County, there is a potential opportunity to promote a service for students who live in the Crescent City but live too far to walk to school. A key to the success of the school tripper program will be the sale of student transit passes at both the high and middle schools or the promotion of universal possession of a current student ID card, which can be used as a flash pass for boarding the bus. This will entail developing a relationship with a key gatekeeper at each school. Targeted marketing material such as a promotional brochure that includes the route schedule needs to be distributed on a regular basis to promote ridership on the pilot school tripper service.

Target Marketing to Older Adults

At the beginning of the SRTP process, the consulting team met with attendees of Senior Center luncheon and staff. The Phase II Report contains the results of an informal survey of older adults at the Senior Center. Redwood Coast Transit received high marks for its services. Targeted marketing to older adults should be an ongoing effort of staff.

Targeted Marketing to Tourism Industry

In Chapter 4, there are three pilot project alternatives to attract more tourists on Redwood Coast Transit buses:

- Extend Route 199 to serve motel/hotels along the Redwood Highway with a terminus at Anchor Beach Inn.
- Adding a fourth run to Route 199 to serve later early evening return trip to Crescent City, departing Gasquet at 6:15 pm.
- Adding running time to Route 20 to add in new stops at key tourist locations with route deviations required to serve motels/hotels that agree to partner with RCTA in providing information on their website and post RCTA information in their lobby.

These are optional service improvement that are currently not financially sustainable with existing available financial resources. However, if RCTA decides to move forward with one or more of these pilot projects, targeting tourists in cooperation with motels/hotels would be needed. RCTA's recent establishment of bus stops on an existing route near popular tourist attractions, such as the Redwood National Park Visitor's Center and the Prairie Creek Redwoods State Park entrance, is a good example of a relatively low cost strategy with high visibility that is worth pursuing.

IMPLEMENTATION RESOURCES

In February 2019, the RCTA approved a two year extension of the management contract with TMTP/Herron that includes up to \$10,000 annually that can be used for labor costs spent on marketing related activities. In addition, the financial plan includes a line item for "Advertising, marketing and printing" that starts with \$14,500 in FY 2018/19 and is escalated at 2% per year. Finally, the nature of the extension allows marketing expenditures above \$10,000 per year to be used for marketing materials, design services, etc. These three "pots" of marketing resources should enable RCTA to implement and sustain a robust marketing effort over the next five years. An important part of this effort will be to keep information kiosks and other information outlets replenished with updated information.

Chapter 9: Financial Plan

The financial plan incorporates the findings and recommendations into a five-year operating and capital financial plan. There are five primary elements to the financial plan:

- Operating Costs
- Operating Revenues
- Capital Costs
- Capital Revenues
- Composite Operating and Capital Costs, Revenues, and Reserves

OPERATING COSTS

Table 57 provides the budgeted operating cost for FY 2018/19 and the projected costs from FY 2019/20 to FY 2023/24. A few important notes on the key cost components of the operating budget are highlighted below.

Operations and Maintenance Contract

There are three line items in the Operations and Maintenance Contract category:

- Annual variable costs
- Annual fixed costs and insurance
- CTSA Operations

The annual variable costs are what is included in the existing contract with First Transit, including the two option years for 2022 and 2023. The annual variable costs are the number of vehicle revenue hours times the blended fixed route revenue hour rate in the contract. For example, in FY 2018/19, the contract has \$22.46 for CY 2018 and 23.65 for CY 2019 for “Fixed Route Service Hour Rate.” The blended rate for FY 2018/19 is the average of the two calendar years or \$23.05 times 17,546 vehicle revenue hours budgeted for FY 2018/19. This includes the projected adjustments for the changes in the Route 20 and 199 to better service College of the Redwoods.

Table 57: Budgeted and Projected Operating Expenses

Operating Expenses	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Accounting and Legal Services	\$ 10,300	\$ 10,609	\$ 10,927	\$ 11,255	\$ 11,593	\$ 11,941
Lease Expense	\$ 23,500	\$ 24,205	\$ 24,931	\$ 25,679	\$ 26,449	\$ 27,243
Management Contract						
RCTA Administration	\$ 74,159	\$ 77,867	\$ 80,203	\$ 102,478	\$ 105,552	\$ 108,719
Marketing	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000	\$ 10,000
CTSA: Travel Training/ADA Certification		\$ 15,450	\$ 8,961	\$ 9,192	\$ 9,468	\$ 9,752
CTSA: Other CTSA Program Implementation			\$ 16,184	\$ 14,123	\$ 14,042	\$ 13,950
Operations and Maintenance Contract						
Annual Variable Costs	\$ 404,523	\$ 439,495	\$ 479,756	\$ 503,121	\$ 520,457	\$ 546,480
Annual Fixed Costs and Insurance	\$ 520,113	\$ 534,506	\$ 570,339	\$ 604,041	\$ 633,984	\$ 653,004
CTSA Operations		\$ 16,452	\$ 8,018	\$ 10,346	\$ 10,656	\$ 10,976
Planning Studies: Fares and Electric Vehicles			\$ 20,000		\$ 45,000	
Advertising, Marketing and Printing	\$ 14,500	\$ 14,935	\$ 15,383	\$ 15,845	\$ 16,320	\$ 16,809
Fuel	\$ 176,000	\$ 136,160	\$ 148,647	\$ 156,080	\$ 163,884	\$ 172,078
Total Operating Expenses	\$ 1,233,095	\$ 1,279,679	\$ 1,393,349	\$ 1,462,159	\$ 1,567,405	\$ 1,580,952
Beginning Operating Reserve Fund Balance	\$ 348,945	\$ 363,443	\$ 586,376	\$ 697,424	\$ 750,982	\$ 776,361

In FY 2019/20, the restoration of full Saturday service approved by the RCTA Board is included as a service improvement, and in FY 2020/21 the school tripper service improvement is included. As will be discussed in more detail under operating revenues, no further improvements are included in the financial plan to ensure financial sustainability.

During the current contract period, the variable cost rate increases by an average of 3.95% per year. This is higher than the inflation rate and is mostly due to the changes in California minimum wage requirements and corresponding increases in the maintenance and operations contract rate. After the final option year in 2023, it is assumed that the variable rate will increase by 5% in 2024.

The annual fixed costs and insurance are the sum of the monthly fixed fees and the insurance costs in First Transit contract, including the two contract options years for 2022 and 2023. However, since dispatching costs are included in the fixed costs, increases or decrease in the span of service, when bus service starts and end, can also affect the fixed costs. The fixed costs over the six year planning horizon of the SRTP increase by an average of 4.3% per year, significantly higher than the current rate of inflation.

The CTSA operations costs are new costs that are recommended for the operations and maintenance contractor roles and responsibilities for the CTSA implementation of the Travel Training, ADA Eligibility Determinations, and other CTSA activities. This is explained in detail in Chapter 5.

The Operations and Maintenance contract is expected to increase from \$924,636 in FY 2018/19 to \$1,210,460 in FY 2023/24.

Management Contract

The RCTA management contract, currently with TMTP/Herron, was extended to FY 2020/21 in February 2019 by the RCTA Board. The operating financial plan has three line items for the management:

- RCTA Administration
- Marketing
- CTSA Administration

For RCTA administration, the contract costs are utilized from FY 2018/19 to FY 2020/21. The contract is currently limited to two line items, RCTA Administration and an amount up to \$10,000 for administering the ad revenue program and marketing based on the new advertising revenues. Based on the recommendations from the Chapter describing the RCTA Management and Peer Analysis, the RCTA Administration line item is increased by \$22,275 in FY 2021/22 in order to achieve minimum standard management full time employees (FTEs) per 10,000 vehicle revenue hours. For the rest of the financial plan time frame, the RCTA Administration costs are increased by 3% per year, the anticipated rate of inflation over the next five years.

While the RCTA Board has approved TMTP/Herron to manage the CTSA effort, there has not been a dollar amount associated in the management contract. There will need to be an amendment to the contract for TMTP/Herron to administer the travel training and ADA eligibility determination processes.

Fuel Costs

Fuel costs are based on the average fuel costs per revenue hour of operation in FY 2017/18 and inflated by 5% per year. Fuel costs have seen wide fluctuations in costs over the past 10 years, and it is anticipated that fuel costs will increase at a higher rate than average inflation over the next five years. The average fuel cost per revenue hour is multiplied by the total number of vehicle revenue hours provided for the fiscal year. Fuel costs are anticipated to be \$136,160 in FY 2019/20, and increase to \$172,000 in FY 2023/24.

Advertising, Marketing and Printing

The \$10,000 for ad revenue/marketing in management cost is for labor costs to conduct the marketing program recommended in Chapter 8. In FY 2018/19, \$14,500 has been budgeted for graphic design, advertising, and printing of public information materials. This figure has been inflated by 3% per year to FY 2023/24. In addition, the excess revenues above \$10,000 per years for the advertising revenue program can also be utilized for marketing campaigns.

Planning Studies

Two planning studies are recommended over the next five years. In FY 2019/20, a detailed fare analysis is recommended after the new DoubleMap management information system has at least six full months of data available. This is needed to provide sound recommendations on changes to the RCTA fare structure.

As will be explained in more detail in the Capital Expense section of this chapter, state regulations require a zero emission bus rollout plan for the transition to either electric buses or hydrogen fuel buses after the time frame of this Short Range Transit Plan. The funding will provide a framework for addressing this clean energy requirement.

OPERATING REVENUES

Table 58 provides a summary of the operating revenues between what is budgeted in FY 2018/19 and what is projected through FY 2023/24. The following is a discussion of the major funding sources for RCTA.

Table 58: Budgeted and Projected Operating Revenues

Operating Revenues	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Local Fares and Contributions						
Passenger Fares	\$ 150,000	\$ 139,330	\$ 139,330	\$ 139,330	\$ 139,330	\$ 139,330
Advertising	\$ 10,000	\$ 11,000	\$ 12,000	\$ 13,000	\$ 14,000	\$ 15,000
Low Carbon Transit Operations Program Free Fares	\$ 53,171	\$ 54,766	\$ 56,409	\$ 58,101	\$ 59,844	\$ 61,640
State Revenue Sources						
Local Transportation Fund Article 8*	\$ 525,396	\$ 397,860	\$ 528,859	\$ 606,043	\$ 654,515	\$ 701,138
Local Transportation Fund Article 4.5	\$ 30,000	\$ 32,673	\$ 33,163	\$ 33,661	\$ 34,165	\$ 34,678
State Transit Assistance	\$ 201,110	\$ 279,354	\$ 232,000	\$ 235,000	\$ 238,000	\$ 241,000
DNLTC State Planning Assistance			\$ 20,000		\$ 45,000	
Federal Revenue Sources						
Section 5311 Operating	\$ 163,897	\$ 167,175	\$ 172,092	\$ 175,534	\$ 179,044	\$ 182,625
Section 5311 (f)	\$ 125,000	\$ 197,521	\$ 199,496	\$ 201,491	\$ 203,506	\$ 205,541
Total Operating Revenues	\$ 1,258,574	\$ 1,279,679	\$ 1,393,349	\$ 1,462,159	\$ 1,567,405	\$ 1,580,952

* LTF funding projections beyond FY 2020/21 may not be sufficient and may require utilization of reserve funds or service cutbacks.

Fare Revenues

RCTA has a very complex fare structure based on local and regional routes that include different cash and pass fares for different travel between zones. The existing fare structure is included in Table 59 and Table 60.

There was insufficient data to provide detailed recommendations on how the fare structure might be revamped. The following are several of the important issues with the fare structure.

Table 59: Fare Chart - Cash Fares

Operating Expenses	Adults	Youth 6-18	65+ & Disabled
Crescent City			
Local Routes	\$1.25	\$1.00	\$0.60
Transfer to Local Route from any other route	free	free	free
College of Redwoods & HSU Students w/valid Student ID	free	free	free
Dial-A-Ride			
Same Day (if available)	\$5.00	\$5.00	
ADA Eligible w/1-Day Advance Reservation			\$1.75
Regional Routes			
1 Zone: within Smith River/Gasquet/Klamath/CC	\$1.25	\$1.00	\$0.60
2 Zones: - Smith River - CC, Gasquet - CC, Klamath - CC	\$2.00	\$1.50	\$1.00
3 Zones: - Smith River - Klamath, Gasquet - Smith River, Arcata	\$4.00	\$1.50	\$2.00
4 Zones: - Smith River - Orick Prairie Creek Zone	\$6.00	\$1.50	\$3.00
5 Zones: Smith River - Arcata, Gasquet - Arcata	\$10.00	\$10.00	\$5.00

Table 60: Fare Chart - Monthly Passes

Operating Expenses	Adults	Youth 6-18	Seniors & Disabled
Crescent City			
1 Zone - Local Routes	\$30.00	\$20.00	\$15.00
College of Redwoods & HSU Students w/valid Student ID	free	free	free
Dial-A-Ride Punch Pass	\$12.00	\$12.00	\$12.00
Regional Routes			
2 Zones: CC - Klamath, CC - Smith River, CC - Gasquet	\$50.00	\$35.00	\$25.00
3 Zones: Smith River - Klamath - DN County	\$50.00	\$35.00	\$25.00
4 Zones: Smith River - Orick, CC - Arcata	\$90.00	\$60.00	\$45.00
5 Zones: Smith River - Arcata	\$90.00	\$60.00	\$45.00

Farebox recovery is calculated by the amount of revenues from the farebox, plus locally generated revenue such as proceeds from bus advertising, divided by the total operating costs. RCTA has a farebox recovery requirement of 10%, as a rural agency. There is a significant declining trend in the systemwide farebox recovery ratio (Table 61).

Table 61: Farebox Recover Ratio

Year	Farebox Percentage
FY 2014/15	18.2%
FY 2015/16	17.1%
FY 2016/17	16.6%
FY 2017/18	11.4%

Unfortunately, the current data management system is inadequate to fully evaluate the causes behind the precipitous drop in the farebox recovery ratio. There are several known reasons that could partially explain the significant decline:

- RCTA fixed costs are rising significantly higher than the rate of inflation.
- The October 1, 2017 fare changes did not attract the additional ridership the changed were designed to. In particular, the \$30.00 fare for 4 and 5 zone trips from Smith River, Gasquet, and Crescent City to Arcata were reduced from \$30.00 to \$8 for four zone of travel for an adult fare and

from \$30.00 to \$10.00 for the adult fare for five zones of travel without an increase in ridership. Likewise, the new pricing for regional passes has not attracted many buyers.

- From FY 2016/17 to FY 2017/18 the total number of passengers and their fare revenues declined by 19%, a significant and impactful decline when RCTA fixed costs are increasing.

The decision to utilize all of the LCTOP monies for the free fare program enables RCTA to utilize all of the monies as local contribution in farebox recovery calculations. All of the advertising revenues cannot also be utilized as fare contributions. Based on the utilization of both advertising revenue and all LCTOP free fare revenues enables the projected farebox recovery ratio to be 16% in FY 2019/20 and 13.6% in FY 2023/24.

There is a need to completely overhaul the RCTA fare system, wipe the slate clean, and recommend a new fare structure with resulting policies on cash fares, multi-ride fare media, app-based fares on Token Transit, sales outlets, etc. This study is scheduled for the second half of 2020 after the new data management system is installed and has at least six full months of data. This might take the study recommendations into FY 2020/21.

Since the four and five zone cash fares appear to be very price inelastic, meaning that passengers pay the fares regardless of the price, it is recommended as an interim step that the following fare increases to the cash fare structure be made for regional cash fares for 4 and 5 zones of travel, as shown in Table 62.

Table 62: Recommended Regional Cash Fare Increase

	Effective Oct. 1, 2017			Recommended July 1, 2019		
	Adults	Youth 6-18	65+ & Disabled	Adults	Youth 6-18	65+ & Disabled
4 Zones: - Smith River - Orick Prairie Creek Zone	\$6.00	\$1.50	\$3.00	\$12.00	\$3.00	\$6.00
4 Zones: - Smith River - Orick, CC - Arcata, Gasquet - Orick	\$8.00	\$8.00	\$4.00	\$16.00	\$16.00	\$8.00
5 Zones: Smith River - Arcata, Gasquet - Arcata	\$10.00	\$10.00	\$5.00	\$20.00	\$20.00	\$10.00

The fare increase would double the fares in each of these categories, but still be substantially less than the flat fare of \$30.00 per trip prior to October 1, 2017. This

could also help to increase the appeal of monthly passes since cash fares will be higher.

There is not a reasonable basis to project fare revenues until the fare study is completed in FY 2020/21. Therefore, Table 58 shows that fares are constant at \$139,330 between FY 2019/20 and FY 2023/24. After the fare study is completed, these numbers can be updated.

State Revenue Sources

Local Transportation Fund

Local Transportation funds (LTF) are derived from ¼ cents of the sales tax. LTF revenues are therefore dependent on the sales tax revenues generated in Del Norte County. The amount of LTF funding available to RCTA in the past five years is summarized in Table 63 below.

Table 63: LTF Revenue - Actual & Projected

Year	LTF
FY 2015-16 (actual)	\$475,000
FY 2016-17 (actual)	\$483,196
FY 2017-18 (actual)	\$536,255
FY 2018-19 (projected)	\$545,936
FY 2019-20 (projected)	\$653,466

As the actual figures above show, the amount increased between FY 2015/16 and FY 2017/18. This reflects the incremental increase in sales tax revenue from modest growth in the Del Norte County local economy. The most recent projection for FY 2019/20 includes carryover funds that are not projected to be utilized in FY 2018/19.

The amount of LTF Article 8 Funding available for RCTA is a product of what the County Auditor's office provides as an estimate of available LTF projected amounts. In FY 2019-20 this amount was 684,032. With carryover and bicycle fund reserves accounted for, there is projected to be \$742,802 total LTF funds available in Del Norte County in FY 2019-20. After subtracting \$76,000 for DNLC administration and planning and \$13,336 in pedestrian and bicycle funding, there was a total 653,466 in total LTF funding available for RCTA.

DNLTC can subtract up to 5% of this available funding for the CTSA, which is \$32,673. This CTSA funding for RCTA is referred to as LTF Article 4.5 funding.

The balance of LTF funding for RCTA operations is what is known as LTF Article 8 funding, which results in \$620,793 available if all of the Article 4.5 money for the CTSA is utilized. Essentially, the available LTF Article 8 funding is what is available after the DNLTC administration, up to 2% bicycle funding, and up to 5% CTSA funding is subtracted.

For financial planning purposes, Table 58 utilizes LTF Article 8 funding after all other revenue sources are accounted for to balance revenues with expenses. In FY 2019/20, it is projected that \$397,860 will be utilized for RCTA operations. Of course, this is only a projection and if other funding sources do not meet their target, it will increase the projected amount. The remaining LTF Article 8 money can be utilized to provide a carryover to a reserve fund that can be utilized as a rainy day fund 1) to avoid service cutbacks during a recession or when or if federal funds are reduced and 2) to provide matching funds for capital procurements. The estimated operating and capital reserve is discussed more at the end of this chapter.

State Transit Assistance

The second source of TDA funding is State Transit Assistance (STA) Funds. STA was originally derived from the statewide sales tax on gasoline and diesel fuel. On March 22, 2010, STA funds were restored under a new legislative package known as the "gas tax swap." Designed to be revenue neutral, the tax swap replaces the sales tax on gasoline, and increases the sales tax on diesel fuel to partially supplement STA funds. Now STA funds come solely from the statewide sales tax on diesel fuel. Therefore, STA revenue to the region depends on diesel fuel prices and diesel consumption. There has been substantial variation in the availability of STA funding over the past ten years. The following is a summary of main STA funding available, prior to the approval and implementation of SB 1, funding that RCTA is utilizing for capital funding and is not included in this section.

Table 64: STA Revenue - Actual & Projected

Year	STA
FY 2015/16 (actual)	\$100,000
FY 2016/17 (actual)	\$121,026
FY 2017/18 (actual)	\$108,323
FY 2018/19 (projected)	\$201,000
FY 2019/20 (projected)	279,354

The increase in STA funding, which can be utilized for either operating or capital purposes, has shown significant potential increases from \$108,323 in FY 2017/18 to \$279,364 projected in FY 2019/20. The future of STA funding is very difficult to predict, so the financial plan takes a cautionary approach by projecting that STA funding will decline to \$232,000 in FY 2019/20, and then just increase \$3,000 per year thereafter.

Low Carbon Transit Operations Program

The Low Carbon Transit Operations Program (LCTOP) is one of several programs that are part of the Transit, Affordable Housing, and Sustainable Communities Program established by the California Legislature in 2014 by Senate Bill 862. LCTOP was created to provide operating and capital assistance for transit agencies to reduce greenhouse gas emissions and improve mobility with a priority on serving disadvantaged communities. The program is administered by Caltrans.

LCTOP is allocated based on population and percentage of local transit agency fare revenues to all transit fare revenues in the state. Caltrans must approve the use of LCTOP funds, and program guidelines indicate that the program must reduce greenhouse gas emissions. One of the more popular uses of LCTOP programs by rural transit agencies has been free transit programs. Historically, RCTA has utilized LCTOP funding for free fares for the College of the Redwoods.

In February 2019, after learning that the LCTOP allocations had increased by 60% since FY 2017/18, the RCTA Board approved that the majority of the allocation of \$53,171 would be utilized to continue and expand the Student Free Bus Program while setting aside \$20,000 to pay for 100% of the operating costs to

restore full Saturday service. Recent developments show that 100% of the funds will go to the free fare program. These funds utilized for the free fare program should be able to be counted towards farebox recover and is being confirmed with Caltrans. It should be noted that several areas of the state having been utilizing LCTOP monies for free fare programs and such agencies as the San Bernardino Council of Governments have accepted the use of LCTOP monies for free fare programs as local contribution for the purposes of calculating the farebox recovery ratio.

It is not known how much LCTOP might increase over the next five years, but the financial plan assumes a 3% increase per year over the next five years.

Federal Operating Funds

Federal Transit Administration 5311 & 5311 (f)

The purpose of Federal Transit Administration (FTA) 5311 (f) funding is to provide supplemental financial support for rural intercity transportation services. Caltrans administers FTA 5311 (f) funds and these funds are grant based. Historically, RCTA utilized FTA 5311 (f) capital grants for preventive maintenance, vehicle procurements, and the operating and maintenance facilities, which were eligible expenses. However, recently there has been a significant decline in FTA 5311 (f) funds and currently only operating expenses are eligible. The following Table 65 is the recent history of FTA 5311 (f) allocations to RCTA.

Table 65: FTA 5311(f)

Year	5311 (f)
FY 2015/16	\$300,000
FY 2016/17	\$300,000
FY 2017/18	\$122,823
FY 2018/19	\$158,186

FTA 5311 (f) provides funding for Routes 20 and 199. It is important to note that while funding essentially has been cut in half, the service levels on Route 20 and 199 have remained the same. It is projected that FTA 5311 (f) funding will increase to \$197,521 in FY 2019/20 and steadily increase to \$205,541 in FY 2023/24.

Section 5311 is a non-urbanized area formula funding program. This federal grant program provides funding for public transit in non-urbanized areas with a population under 50,000 as designated by the Bureau of the Census. FTA apportions funds to states for rural areas and Caltrans administers the funds in California. FTA 5311 funds can be utilized for either operating or capital purposes. Over the past four years, funding levels were \$152,825 and have increased steadily to \$163,897 in FY 2018/19. FTA 5311 funding is expected to increase from \$163,897 in FY 2018/19 to \$182,625 by FY 2023/14.

Operating Reserve Fund

As reported in Technical Memorandum #2: Phase I Findings report:

“Funding fluctuations are a fact of life for all transit systems. It is important to note that RCTA management has taken proactive steps to increase the operating reserves to a more robust level that could eliminate the need for service cutbacks in the future, increasing reserves from \$141,000 to \$349,000 in FY 2017/18. Having the reserve should enable RCTA to keep service levels the same if there is short-term recession that reduces sales tax revenue that help fund public transportation services.”

It is recommended that an operating reserve be maintained that includes both LTF and STA funds such that a minimum of 50% of the operating budget is maintained as an operating reserve so that funding shortfalls do not require service cutbacks in the short-term. With an operating budget of approximately \$1.2 million budgeted in FY 2018/19, this would require an operating reserve of \$600,000. However, RCTA should maintain the flexibility to utilize the operating reserve funding for local match for vehicle procurements if necessary.

The financial plan utilizes Article 8 LTF funds to balance revenues with expenses. Assuming growth of LTF funds at 3% per year, the fund reserve can grow if all of the LTF funds available to RCTA are not utilized in the operating budget. According to the DNLTC Statement of Fiduciary Net Position of June 30, 2018, there is \$58,770 in LTF and \$113,398 held in trust or \$172,168, which is equivalent to the operating reserve. Based on the financial plan, the following Table 66 is estimated as the operating reserve for subsequent years.

Table 66: Anticipated Operating Reserve

Year	
FY 2019/20	\$ 363,443.00
FY 2020/21	\$ 586,376.22
FY 2021/22	\$ 697,423.77
FY 2022/23	\$ 750,982.49
FY 2023/24	\$ 776,361.48

Since operating expenses are expected to be almost \$1.6 million, while the operating reserve is expected to increase to approximately \$636,000, under the current assumptions, the operating reserve would fall short of the goal of maintaining a 50% operating reserve with the existing service supply.

CAPITAL EXPENDITURES

Capital expenditures for Redwood Coast over the next five years can be categorized into four main categories:

- Vehicle Procurement
- Passenger Amenities
- Equipment and Security
- Operations and Maintenance Facility

Vehicle Procurement

Existing RCTA Bus Fleet

RCTA has an active fleet of 13 vehicles and an additional six buses in the inactive fleet.

The current peak pullout of buses is seven vehicles, providing six active buses as spares. This is a high spare ratio and there has been recent discussions on whether the total fleet could be reduced to 11 or 12 vehicles.

The current fleet has the following fleet mix:

- One four-passenger sedan (Class M)
- Seven medium size cutaway buses with 12-17 fixed seating capacity (Class B)
- Five large cutaway buses with 19-26 fixed seating capacity (Class E)

RCTA currently has three low floor buses in the fleet. It is highly desirable to have low floor buses in order to enable wheelchairs to board without a wheelchair lift and to enable seniors and disabled individuals to not climb stairs when they board the bus.

One of the large cutaways is in poor condition and two of the medium sized buses are in fair condition. The rest are in good or excellent condition.

The large cutaway in poor condition was supposed to be replaced in 2013/14 and is past due for replacement. Two of the medium sized vehicles are due for replacement this fiscal year and three of the medium sized cutaways were due for replacement in FY 2018/19.

Table 67: Redwood Coast Transit Fleet as of June 1, 2018

Fleet No.	Year	Chassis Make	Body Make	Fuel	Fixed Seats	Folding Seats	Wheelchair Positions	Length	Mileage	Condition	Original Replacement Schedule
210	2017	MV-1	MV-1	gas	4	0	1	15'	21,261	E	2023/24
220	2017	Ford	Eldorado	gas	12	4	2	22'	21,802	E	2023/24
221	2015	Ford	Eldorado	gas	18	8	3	24'	79,810	G	2021/22
285	2010	GMC 5500	Glaval	Diesel	19	6	2	31'	274,611	P	2013/14
286	2011	Ford	Glaval	Gas	14	4	2	25'	227,535	G	2017/18
288	2011	Ford	Glaval	Gas	10	6	2	22'	223,086	G	2017/18
289	2012	Chev	ARBOC	Gas	17	6	3	26'	167,386	F	2018/19
290	2012	Chev	ARBOC	Gas	17	6	3	26'	174,030	F	2018/19
291	2012	Chev	ARBOC	Gas	17	6	3	26'	136,663	F	2018/19
292	2013	Freightliner	Glaval	Diesel	26	4	2	37'	266,290	G	2019/20
293	2013	Freightliner	Glaval	Diesel	26	4	2	37'	280,841	G	2019/20
294	2017	Ford	Eldorado	Diesel	20	6	2	32'	25,796	E	2023/24
295	2017	Ford	Eldorado	Diesel	20	6	2	32'	25,880	E	2023/24

It should be noted that Bus 221 was obtained in 2018 from Caltrans when its original owner agency dropped its intercity service. This was a cost-effective vehicle procurement and RCTA should continue to be on the outlook for similar procurement opportunities.

Due to the harsh operating environment in Del Norte County, all revenue vehicles in the medium to large cutaway class are expected to have a useful life of six years. This is one full year less than comparable vehicle types in less challenging operating environments. All buses will need to be replaced by FY 2023/24, the end of the SRTP planning horizon. To maintain a 12-bus fleet going forward, RCTA will need to obtain funding and replace on average 2 buses per year.

As can be seen from Table 67 above, RCTA is behind schedule in replacing older buses in the fleet.

Desired Fleet Mix

As shown in Table 68, the desired mix of vehicle types is different than what RCTA has today. In the future, there is currently no need for the large 36-foot cutaway buses, as 31-32 foot buses should suffice. However, RCTA should monitor the implementation of the planned school tripper service as this could create a demand for having at least a couple extra large cutaways in the fleet. Six large cutaways are currently desired based on the service plan. However, if there is a need for service reductions in the future, this could change during the time frame of the SRTP. There is also a need for two wheelchair equipped sedans, similar to the existing MV I. Finally, the number of medium sized cutaway buses can be reduced from six to four buses, for a total of 12 vehicles.

Table 68: Redwood Coast Transit Fleet

Current	Length	QTY	Desired Fleet Mix	Length	QTY
Large Cutaways Type E	31-32'	3	Large Cutaways Type E	31-32'	6
Large Cutaways Type E	36-37'	2	Medium Cutaways Type B	22-26'	4
Medium Cutaways Intercity	24	1	Sedans Type M	15'	2
Medium Cutaways Type B	22-26	6			
Sedan Type M	15'	1			
Total		13			12

In December 2018, the California Air Resource Board approved the Innovative Clean Transit (ICT) Rule. The new transit fleet rule will require an increasing percentage of zero emission buses. The ICT rule for small transit agencies like RCTA do not become effective until January 1, 2026, beyond the planning horizon of the Short Range Transit Plan. Therefore, the fleet mix can continue to be gas or diesel buses. However, if financial incentives are provided to begin converting the fleet earlier, then RCTA could take advantage of the zero emission bus incentives.

Vehicle Procurement Schedule

Table 69 is a summary table of the planned bus procurement schedule between FY 2018/19 and FY 2023/24. Over the next six years, including this fiscal year, there is a need to replace 11 vehicles and add one new MV-1 or similar wheelchair accessible Type M sedan.

Table 69: Vehicle Procurement Schedule

Order FY	Type	Replace Bus No	1st Full Year In Service	Size Category	Standard/ Low Floor	Length Range	Fixed Seats	Wheelchair Positions	Estimated Cost
FY 2018/19									
	Replacement	289	2020	Medium/F	Low Floor	25-27	17	2	\$160,000
	Replacement	290	2020	Medium/F	Low Floor	25-27	17	2	\$160,000
FY 2019/20									
	Replacement	291	2021	Medium/F	Low Floor	25-27	17	2	\$164,800
	New		2021	Sedan/M	Low Floor	15	4	1	\$55,000
FY 2020/21									
	Replacement	285	2022	Large/E	Standard	31-32	19-20	2	\$169,950
	Replacement	286	2022	Large/E	Standard	31-32	19	2	\$169,950
	Replacement	288	2022	Large/E	Standard	31-32	19-20	2	\$165,000
FY 2021/22									
	Replacement	292	2022	Large/E	Standard	31-32			\$175,049
	Replacement	221	2023	Medium/F	Low Floor	25-28	17	2	\$169,744
FY 2022/23									
	Replacement	210	2024	Sedan/M	Low Floor	15	4	1	\$58,350
FY 2023/24									
	Replacement	294	2025	Large/E	Standard	31-32	19-20	2	\$175,049
	Replacement	295	2025	Large/E	Standard	31-32	19-20	2	\$175,049

Passenger Amenities

Improvements to bus stop amenities, including signage, information, benches and shelters are important to passenger convenience and comfort for the Redwood Coast Transit Authority.

There are 13 bus shelters installed at active RCTA bus stops in the Crescent City Area. First Transit has replaced glass with plexiglass in twelve bus shelters in the last eight months. Bus shelter maintenance is now part of the First Transit operations contract. Based on the August 2018 site visit, the existing bus shelters appear to be in good shape for the most part and are being maintained.



Both coach operators and passengers identified the need for adding new bus shelters. There is an identified need for new bus shelters along the Crescent City local routes and at key bus stops along the intercity routes.

The top priorities from both the passengers and coach operators within Crescent City include:

- Old Shop Mart Stop Green Route Pizza Hut
- Pacific and A - In progress. Installation will occur in 2019
- Urgent Care

A second tier of priority locations for new bus shelters include:

- Harding at Oregon
- Suburban Propane/RCTA Facility
- Shangri La
- Inyo & Murphy
- Dollar Tree
- Mail Room
- Wellness Center - In progress

As pointed out in the Dr. Shapiro report, there are few stops at local hotels and some hotels expressed interest in both having a bus stop and providing

information to their patrons. The Recommended Service Actions chapter of this Plan explores adding stops at local hotels to encourage tourist ridership.

There are few designated bus stops and no bus shelters along Route 20 and Routes 199, except when the routes operate on existing local route alignments in Crescent City and along Lake Earl Road. There is a designated bus stop at the Jedidiah Smith Redwood State Park Visitor Center on Route 199, and new stops at Prairie Creek State Park and the Redwoods National Park Visitor Center on Route 20. Criteria for new safe bus stop signs and shelters need to be identified and prioritized. There are several tourist locations that could utilize a bus stop sign, shelter, and RCTA service information. This would help to build tourism ridership. This was identified as an important first step to attract additional tourist riders in the Dr. Shapiro report.

Improved bus stops are a Tier One Priority for the RCTA Board. Based on Board input, the installation of two bus shelters per year should be a minimum and up to five per year could be a target depending on funding availability.

In order to streamline the local project management of bus stop sign and shelter installations the possibility of a Memorandum of Understanding (MOU) among RCTA, Del Norte County, and City of Crescent City has been discussed. At this writing, discussions are ongoing, but such a MOU would be an excellent partnership for RTCA to enter into, especially with the management team not residing locally.

RCTA is currently utilizing State of Good Repair (SB I) monies for bus stop improvements. This will provide an important funding source for bus stop improvements over the next five years. There are five bus shelter installations programed for the next two years.

Equipment and Security

RCTA has invested heavily in security in recent years utilizing CalOES monies. All buses have been equipped with modern video surveillance systems. Fencing and lighting on the exterior of the yard has been upgraded and electronic access gates installed. A new access road was constructed in 2017 to allow RCTA buses to access the yard via a signalized intersection. The remaining \$18,836 CalOES monies will be utilized in FY 2019/20 for 1) the purchase and

installation of silent alarm buttons to the DoubleMap vehicle locator system on RCTA buses; 2) upgrade to the electrical system to include hard-wired exist signs at the Williams Dr. transit facility; and 3) installation of an emergency generator at the maintenance and operations facility at the Williams Drive facility

Operations and Maintenance Facility Improvement

During the consultant site visit that included a stakeholder interview with the First Transit maintenance manager, there are four priorities identified for improving the operations and maintenance facility in the near future.

Replacement of Bay Doors

According to the First Transit maintenance manager, and based on personal observations by the consulting team, several of the bay doors in the maintenance facility are broken or have rotted from sea salt decay. There is a need to replace all of the bay doors in the maintenance facility.

Improve lighting

A site visit to the maintenance facility has shown that the lighting inside the shop area is substandard and needs to be significantly upgraded. It is particularly problematic during the winter months when natural light is not available.

Dedicated Bay space

The open floor plan of the maintenance facility does not allow sufficient heating during the winter months. There is a need for a dedicated bay space with insulated walls that would enable adequate heating when mechanics are working on a vehicle.

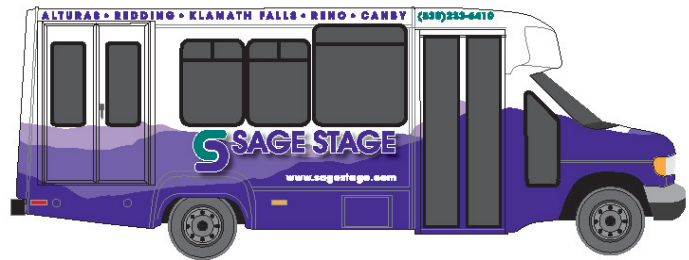
Building maintenance

There is significant rust and decay at the northwest corner of building. Overall, there needs to be an overhaul and upgrading of maintenance shop external walls over the next five years to ensure ongoing integrity and safety of the maintenance facility.

Bus Wrap Graphics

In Chapter 6 it was recommended that Redwood Coast Transit hire a graphic designer to work out a paint scheme that make the vehicles more visible, but conserves sufficient space for advertising on the buses. Since Redwood Coast Transit has different size buses, the specifications can be made. The paint scheme can be phased in as

Redwood Coast Transit replaces its fleet so that the paint scheme is part of the vehicle procurement. Therefore, these costs are included in the vehicle procurement costs.



Transit Center Improvements

The City of Crescent City is currently exploring various improvements to the circulation and transportation infrastructure at the intersection where the Cultural Center transit center stop is located. The passenger amenities at the transit center include only two shelters and minimal signage. Furthermore, there is no pull out for buses and so RCTA vehicles sometimes must deadhead before their first stop. Providing a pull out for buses would improve circulation and operations of transit vehicles, and provide a safe place for passengers to board. A pull out and improved signage and information would make the transit center more conspicuous, thereby raising the awareness of transit services. Another potential improvement is to have a human presence at the transit center. This person could give out information and sell transit tickets on a variety of local and regional systems. Upgrades to the infrastructure and a human presence could also serve to increase the perception of safety and security at the transit center.

FIVE-YEAR CAPITAL COSTS

Table 70 provides a framework for capital procurement over the next five years. As will be discussed in more detail in the next section, the timing of the

procurement may depend on the availability of revenue sources needed for the procurements.

Table 70: Capital Costs

Capital Costs	2018/19 Budgeted Rev.	2019/20 Projected	2020/21 Projected	2021/22 Projected	2022/23 Projected	2023/24 Projected
Bus Stop Improvements	\$35,290	\$36,349	\$37,439	\$38,562	\$39,719	\$40,911
Bus Replacements	\$320,000	\$164,800	\$504,900	\$169,744	\$58,350	\$350,097
Bus Rehabilitations		\$200,000		\$212,180		
New Vehicles		\$55,000				
Facility Improvements		\$270,000				
Total Capital Costs	\$355,290	\$726,149	\$542,339	\$420,486	\$98,069	\$391,008

CAPITAL REVENUES

State and Local Funding

Proposition 1B PTMISEA

As approved by California voters in the November 2006 general election, Proposition 1B enacts the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006. Statewide, this is a \$19.925 billion state general obligation bond that is meant to fund high priority projects. There are 16 different programs under Proposition 1B, and two directly benefit Redwood Coast Transit. The first is the Public Transportation Modernization, Improvement, and Service Enhancement Account Program (PTMISEA), with \$3.6 billion allocated statewide for the transit rehabilitation, safety or modernization improvement, capital service enhancements, or expansions including bus procurements. While most of these funds have been allocated, the 2019 Budget Act (SB 840) re-appropriated the remaining PTMISEA funds and extended the deadline for allocation until June 30, 2019 and June 30, 2020.

At the end of December 2018, the PTMISEA funding had a balance of \$646,927. There are currently allocations for bus replacements, bus stop improvements, and maintenance and operations facility improvements. RCTA still has flexibility

in re-allocating funding from these categories of expenses. In particular, the bus stop money was allocated prior to the availability of the State of Good Repair (SB1) funding. Due to the need for bus replacements, a recommendation for transferring \$159,000 from bus stop improvement to vehicle replacement has been considered and is in the process of being requested from the RCTA Board for approval in the near future.

Over the past 10 years, the formula based funding of PTMISEA provided a guaranteed funding source for capital improvement for rural transit systems like RCTA. Fortunately, RCTA has conserved these available funds for use over the next five years. Starting in FY 2019/2020, all \$596,000 available PTMISEA monies will be utilized for facility improvements to the maintenance and operations facility and as matching funds for replacement vehicles over the five-year SRTP.

Proposition 1B CalOES Security

The second source of the 2006 Proposition 1B funding is the Transit System Safety, Security, and Disaster Response Account, commonly referred to as CalOES. CalOES can be utilized for safety and security projects. In recent years, this CalOES funding has equipped the fleet with cameras and updated fencing and installed new electric gates at the yards. In the summer of 2019, RCTA will utilize \$18,836 in CalOES monies for 1) the purchase and installation of silent alarm buttons to the Geotab vehicle locator system on RCTA buses; 2) upgrade to the electrical system to include hard-wired exit signs; and 3) installation of an emergency generator at the maintenance and operations facility.

State of Good Repair (SB1)

Approved as part of SB1, the State of Good Repair (SGR) funds transit vehicle and infrastructure repair and replacement as well as service improvements. RCTA and the Del Norte Local Transportation Commission (DNLTC) are eligible for a formula share of this program if they submit nominated projects to the Caltrans Division of Rail and Mass Transportation for approval to be funded using SGR funds. RCTA has utilized available funding for bus shelter installation to date. However, as will be discussed in more detail below, SGR funds may need to be utilized for bus replacement funding if sufficient funding from federal funding sources are not available and/or PTMISEA are exhausted during the time frame of the short range transit plan.

In FY 2108/19, RCTA is anticipating the receipt of \$35,290 in SGR funding and these funds are planned to be utilized for the installation of new bus shelters. Over the five years of the Short Range Transit Plan, a total of \$230,948 will be utilized primarily for bus stop improvement, and in FY 2023/14, \$37, 968 will be utilized as local match for a bus replacement procurement. Overall, over the five-year planning horizon, \$230,948 in SGR funding would be utilized.

State Transit Assistance (STA)

This funding program is part of the Transportation Development Act funding and was reviewed previously in the operating revenue section above. RCTA has the option of utilizing STA funding for either operating or capital. Due to limited funding resources, utilizing STA funding for capital purposes is the last resort.

In the final year of the SRTP, a total of \$3,396 will be utilized to assist with local match for an FTA 5339 grant application for a vehicle replacement.

State Transportation Improvement Program

The State Transportation Improvement Program (STIP) is a multi-year capital improvement program of projects funded from revenues from the Transportation Investment Fund and other funding sources. STIP programming occurs every two years. RCTA has previously utilized STIP funding for the procurement of buses, utilizing the Public Transportation Account.

However, in the last STIP cycle, according the California Transportation Commission STIP guidelines, the Public Transportation Account had a “negative program capacity for the Public Transportation Account (PTA). This means that many of the transit projects currently programmed in STIP may either have to be delivered with other funds (if eligible) or be unprogrammed.”

An inquiry was made to Caltrans staff to determine if the upcoming new cycle that starts in December of 2019 will have an improved outlook for the Public Transportation Account. The response was not favorable as staff from the California Transportation Commission advised that “projects that are proposed in the STIP should be SHA or Federal eligible.” Therefore, no funding through STIP is assumed in the SRTP from STIP funding.

Federal Funds

Federal Transit Administration (FTA) Section 5339 (Bus and Bus Facilities Program)

The Federal Transit Administration (FTA) Section 5339 (Bus and Bus Facilities Program) provides funding for capital projects to replace, rehabilitate, and purchase buses and bus-related equipment, and to construct bus-related facilities. This program was established under Moving Ahead for Progress in the 21st Century (MAP-21), replacing the previous Section 5309 discretionary program established under the Safe, Accountable, Flexible, and Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). It was reauthorized as part of the Fixing America's Surface Transportation (FAST) Act in Section 3017 in 2015, with authorizations from federal fiscal years 2016 through 2020. For rural areas like Del Norte County, the Caltrans Division of Mass Transportation (DMT) administer a discretionary grant program. DMT administers these funding components to eligible sub-recipients which include: public agencies and private nonprofit organizations engaged in public transportation

In order to receive Section 5339 funding, projects must have a significant impact on desirable long-term outcomes for improving and maintaining California's buses and bus facilities so that the State's public transportation systems are in good physical condition and successfully accomplish their performance objectives. According to Caltrans, the current guidelines for selecting discretionary applications is based on vehicle miles and age of the vehicle.

RCTA has recently utilized past approval of 5339 funding to provide funding for ordering the replacement of buses 289 and 290, ARBOC low floor buses. RCTA currently has a pending FTA 5339 grant application for two bus rehabilitations and a replacement bus.

The past cycles of FTA 5339 funding didn't have an upper funding limit or maximum grant award. According to Caltrans staff, they currently "don't anticipate" such upper funding limits or maximum grant awards in the next funding cycles. However, after federal fiscal year 2020, funding will be subject to the federal reauthorization of transportation funding, including the 5339 program. It is not known what the federal role in bus replacement funding in rural areas will be beyond 2020.

Over the SRTP five-year planning horizon, \$956,103 in FTA 5339 would be required for vehicle replacement purposes, an average of less than \$200,000 per year for seven replacement buses.

Federal Transit Administration 5311(f): Intercity Bus

This funding program was described earlier for operating revenues. Historically, RCTA has utilized FTA 5311 (f) funding to replace buses that are eligible for the intercity bus program. In fact, buses 221, 285, 292 and 293, about a quarter of the fleet, were purchased with 5311(f) funding.

Capital funding under 5311 (f) is currently not available and is very unlikely to be available for the remaining term of FAST, the federal reauthorization. According to Caltrans staff: *“For the 5311(f) program, there is no plan to fund any capital project at this point due to lack of funding availability under the FAST-ACT appropriation. However, we cannot say that it will be a long haul due to legislative changes that can happen in Congress in the next transportation appropriations bill after FAST-ACT...”*

Due to the uncertainty of FTA 5311(f), over the five-year SRTP, no FTA 5311 (f) funds are programmed in the SRTP.

Federal Transit Administration 5310

This Federal Transit Administration 5310 funding program provides grant funds for capital, mobility management, and operating expenses for projects that meeting the needs of seniors and individuals, exceed Americans with Disabilities Act requirements, or improve access to fixed-route service where non-profits are not provided and other public transit providers are eligible recipients. The next call for project will be for Federal FY 2019 and will be for two or three years, depending funding availability.

RCTA has previously not applied for FTA 5310 funding. Over the next five years, applications would be submitted for the second MV-1 type vehicle (sedan, class M), a replacement MV-1 sedan, and a medium cutaway low-floor bus replacement for the demand response service.

In the last cycle for FTA 5310, there were no matching funds required for vehicle procurement. While the guidelines for the new cycle have not been released, the assumption is that no matching funds will be required for FTA 5310

procurement. Over the five-year SRTP planning horizon, the Capital Plan would utilize \$283,094 in 5310 funds for procurements related to Dial-A-Ride services.

Capital Reserve Fund

There are two funding sources that provide carryover funding that are restricted to capital procurements: 1) PTMISEA and 2) State of Good Repair (SB1). At year end in FY 2018/19, it is anticipated that \$596,000 will be in reserve for PTMISEA funding and another \$37,968 will be in reserve for SB1. Over the next five years, all of the capital reserve fund will be utilized for procurements. Once the existing capital reserve funds are exhausted, PTMISEA particularly, the Operations Reserves fund will likely have to be used to help support local match for capital projects unless new funding is secured from another source.

Summary of Capital Revenues

Table 71 provides an estimate of how funding could be provided for the necessary capital procurements discussed earlier. As discussed above, only PTMISEA and CalOES funding is assured. All other funding sources other than State Transit Assistance funding are discretionary and grant-based. The capital revenue plan in Table 5 is therefore provided as a best case scenario, which assumes all of the grants submitted are approved and implemented.

However, given the uncertainty of funding, RCTA management will need to be flexible in adapting when grants are not approved. The following provides overall guidelines for funding, with back-up contingencies if funding applications are not successful.

- The core funding for capital procurements should be FTA 5339 grant applications. While discretionary, the aging of the RCTA fleet with vehicle being utilized well beyond their useful life should help in scoring high on the selection criteria.
- FTA 5310 should be applied for to fund Dial-A-Ride vehicles. Since there are no human service agencies that can provide this type of service and RCTA Dial-A-Ride goes well beyond what is required for ADA Complementary ADA Paratransit service, RCTA should score high on competitive grant applications. However, this funding is not assured.

- PTMISEA should be utilized in the short-term for desperately needed facility improvements, which leaves mostly sufficient PTMISEA for matching funds for FTA 5339 procurements.
- State of Good Repair (SB1) monies should continue to be utilized for bus stop improvements. However, the current balance of \$37,968 should be held as a contingency if matching funds are required. In Table 71, the best case scenario, the \$37,968 is utilized for the procurement in FY 2023/24.
- State Transit Assistance (STA) funding should be utilized as capital funding of last resort. However, if discretionary grant applications are not successful, and after PTMISEA funds are exhausted, it may require more STA funding to be set aside. In Table 71, the best case capital revenue plan, only \$3,936 in STA funding is needed the final year of the Short Range Transit Plan.

Table 71: Capital Revenues

Capital Revenues	FY 2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
	Budgeted	Projected	Projected	Projected	Projected	Projected
State Revenue Sources						
State Transit Assistance						\$3,936
PTMISEA						
Bus Replacement/Bus Rehabilitation	\$79,000	\$123,564	\$100,980	\$85,158		\$36,298
Facility Improvements		\$250,000				
State of Good Repair (SB1)	\$35,290	\$36,349	\$37,439	\$38,562	\$39,719	\$78,879
CalOES grant		\$18,836				
STIP						
Federal Funding Sources						
Section 5339	\$241,000	\$242,400	\$403,920	\$309,783		\$280,078
Section 5310		\$55,000		\$169,744	\$58,350	
Total Capital Revenues	\$355,290	\$726,149	\$542,339	\$603,247	\$98,069	\$399,190
Balance of Capital Reserves, Year End						
PTMISEA	\$596,000	\$222,436	\$121,456	\$36,298	\$36,298	
State of Good Repair	\$37,968	\$37,968	\$37,968	\$37,968	\$37,968	

COMPOSITE PROFILE OF OPERATING AND CAPITAL COSTS AND REVENUES

Table 72 on the next page provides a composite summary of the operating costs, operating revenues, capital costs, capital revenues, and fund balances over the next five years. Between FY 2019/20 and FY 2023/24, there will be a total of 9,636,644 in total operating and capital over the five- year time frame. It will require an equal amount of operating and capital revenues.

Table 72: Composite Profile of Operating and Capital Costs and Revenues

	FY2018/19	FY 2019/20	FY 2020/21	FY 2021/22	FY 2022/23	FY 2023/24
Operating Costs						
Operations and Maintenance Contract	\$ 924,636	\$ 990,453	\$ 1,058,113	\$ 1,117,508	\$ 1,165,098	\$ 1,210,460
Management Contract	\$ 84,159	\$ 103,317	\$ 115,348	\$ 135,793	\$ 139,062	\$ 142,421
Fuel	\$ 176,000	\$ 136,160	\$ 148,647	\$ 156,080	\$ 163,884	\$ 172,078
Other Operating Costs	\$ 48,300	\$ 49,749	\$ 71,241	\$ 52,779	\$ 99,362	\$ 55,993
Total Operating Costs	\$ 1,233,095	\$ 1,279,679	\$ 1,393,349	\$ 1,462,159	\$ 1,567,405	\$ 1,580,952
Operating Revenues						
Fares and Advertising	\$ 160,000	\$ 150,330	\$ 151,330	\$ 152,330	\$ 153,330	\$ 154,330
Local Transportation Fund	\$ 555,396	\$ 430,533	\$ 562,022	\$ 639,703	\$ 688,681	\$ 735,816
State Transit Assistance	\$ 201,110	\$ 279,354	\$ 232,000	\$ 235,000	\$ 238,000	\$ 241,000
Other State Funding	\$ 53,171	\$ 54,766	\$ 76,409	\$ 58,101	\$ 104,844	\$ 61,640
Federal Funding	\$ 288,897	\$ 364,696	\$ 371,588	\$ 377,025	\$ 382,550	\$ 388,166
Total Operating Revenue	\$ 1,258,574	\$ 1,279,679	\$ 1,393,349	\$ 1,462,159	\$ 1,567,405	\$ 1,580,952
Capital Costs						
Vehicle Procurement/Rehabilitation	\$ 320,000	\$ 419,800	\$ 504,900	\$ 556,973	\$ 58,350	\$ 350,097
Bus Stop Improvements/Amenities	\$ 35,290	\$ 36,349	\$ 37,439	\$ 38,562	\$ 39,719	\$ 40,911
Facility Improvements		\$ 270,000				
Total Capital Costs	\$ 355,290	\$ 726,149	\$ 542,339	\$ 595,535	\$ 98,069	\$ 391,008
Capital Revenues						
PTMISEA	\$ 79,000	\$ 373,564	\$ 100,980	\$ 85,158		\$ 36,298
Federal 5339	\$ 241,000	\$ 242,400	\$ 403,920	\$ 309,783		\$ 280,078
Federal 5310		\$ 55,000		\$ 169,744	\$ 58,350	
Other Capital Funding		\$ 18,836				\$ 3,936
Total Capital Costs	\$ 355,290	\$ 726,149	\$ 542,339	\$ 603,247	\$ 98,069	\$ 399,190
Fund Balances						
PTMISEA (Capital Only)	\$ 596,000	\$ 222,436	\$ 121,456	\$ 36,298	\$ 36,298	
SB1 State of Good Repair (Capital Only)	\$ 37,968	\$ 37,968	\$ 37,968	\$ 37,968	\$ 37,968	
TDA LTF and STA (Capital or Operating)	\$ 348,945	\$ 363,443	\$ 586,376	\$ 697,424	\$ 750,982	\$ 776,361

Appendix A: Sample Travel Training Pre-Travel Interview Form and Waiver

ASSIGNED TO: _____ DATE: _____ TRAINING PREFERENCE: INDIVIDUAL GROUP EITHER

Travel Training Program

Pre-Travel Interview

Trainee: _____ Interview Date: _____ Interviewer: _____

Home Phone: _____ Cell Phone: _____

Address: _____ Email: _____
STREET CITY ZIP CODE

Emergency Contact: _____ Phone:- _____
NAME RELATIONSHIP

(Answering the following questions will help us provide you with quality training.)

BACKGROUND

1. Have you ever ridden a bus before? Yes No When _____
Where did you go? _____
What did you like most about your experience? _____
2. Is there a bus stop near where you live? Yes No Can you walk to it? Yes No
3. How do you get around now? Drive Family & Friends Dial-a-Ride
Other: (PLEASE EXPLAIN) _____
4. Where would you like to go on the bus? _____

PHYSICAL/MEDICAL

1. Which of these devices do you use to get around? (CHECK ALL THAT APPLY)
 Eye Glasses Contact Lenses Cane Walker Wheelchair/scooter
 Hearing Aid Service Animal Other: (PLEASE EXPLAIN) _____
2. How long can you comfortably travel or walk before needing a break? _____
3. Are there any **PHYSICAL, MEDICAL, EMOTIONAL** or other conditions you want us to know about as we prepare for your training?

Date, time, location to meet trainee: _____

Trainer Name: _____ Phone: _____

Notes: _____

Travel Training Consent & Authorization Form

I, _____, hereby agree to participate in the _____
(please print)

Travel Training Program and . . .

- I hereby give permission for _____ to provide travel training based on the individualized goal and plan established by the Trainee and _____.
- I understand that travel training involves walking within the community, crossing intersections, and riding buses in all types of weather.
- I also understand that _____, and its employees, agents, contractors and/or volunteers, and the Trainer, make no promise that I will be able to use public transportation independently upon completion of the _____ Travel Training Program.
- I have had the opportunity to discuss the _____ Travel Training Program with the Trainer and to ask questions.
- I understand and agree that the decision to use public transportation alone or without assistance after completion of the _____ Travel Training Program rests with me as the Trainee.
- I understand and agree that _____ will not be financially responsible for my participation in the Travel Training Program.

I hereby waive and release _____, its employees, board members, contractors, agents, and volunteers and the Trainer for any damages or injuries I sustain while participating in the _____ Travel Training Program, **except with respect** to damages, injuries or other liabilities caused by the gross negligence or intentional misconduct of the Trainer and/or _____, its employees and/or its agents. If any provision of this agreement is held to be unlawful, void or for any other reason unenforceable, then that provision shall be deemed severable from this Agreement and shall not affect the validity and enforceability of any remaining provisions.

TRAINEE SIGNATURE

DATE