



LAKE COUNTY/CITY AREA PLANNING COUNCIL

Lisa Davey-Bates, Executive Director
(707) 263-7799 / Fax 463-2212
www.lakeapc.org

367 North State Street, Suite 206
Ukiah, CA 95482

SOCIAL SERVICES TRANSPORTATION ADVISORY COUNCIL (SSTAC) AGENDA

DATE: **Tuesday, August 11, 2015**
TIME: **1:45 p.m.**

PLACE: **Umpqua Bank – Community Room**
803 11th Street
Lakeport, California

1. Call to Order and Introductions
 - a. Introduction for the New Mobility Coordinator, Karl Parker
2. Approval of SSTAC Meeting Minutes
 - a. May 12, 2015 SSTAC Meeting Minutes
3. SSTAC Membership – Status of the membership list for 2016
4. Update on Lake Transit Authority (LTA) meetings (Mark)
 - a. May 13, 2015 LTA Meeting Minutes
 - b. June 10, 2015 LTA Draft Meeting Minutes
 - c. August 12, 2015 LTA Agenda
5. Update on Lake Transit projects and grants (Mark)
 - a. Transit Development Plan update and Marketing Plan
 - b. Coordinated Human Services Transportation and Public Transit Plan Update (Jesse)
 - c. Transit Energy Use Reduction Plan
 - d. CTSA Update
 - e. NEMT Implementation: Pay Your Pal Volunteer Program (Karl)
6. Update on Human Services Transportation Programs
 - a. Live Oak Transportation Project coordinated by the Area Agency on Aging (Tracy)
 - b. People Services
 - c. Other programs and plans
7. Update on State and Federal Grant Programs and Projects
 - a. Active Transportation Program (ATP) (Jesse)
 - b. Sustainable Transportation Planning Grant (Lisa)
8. Discussion of issues and/or concerns of the members of the SSTAC
 - a. Lessons learned from the emergency response effort for the Rocky Fire

9. Public Input
10. Date for next meeting
11. Announcements/Good of the Order
12. Adjourn SSTAC meeting

PUBLIC EXPRESSION

Any member of the public may speak on any agenda item when recognized by the Chair for a time period, not to exceed 3 minutes per person and not more than 10 minutes per subject, prior to the Public Agency taking action on that agenda item.

AMERICANS WITH DISABILITIES ACT (ADA) REQUESTS

To request disability-related modifications or accommodations for accessible locations or meeting materials in alternative formats (as allowed under Section 12132 of the ADA) please contact the APC office at (707) 263-7799, at least 72 hours before the meeting.

Date posted: 8/5/15

List of Attachments:

- Agenda Item #2a: May 12, 2015 Draft meeting minutes*
- Agenda Item #4a: May 13, 2015 Lake Transit Authority meeting minutes*
- Agenda Item #4b: June 10, 2015 Lake Transit Authority Draft meeting minutes*
- Agenda Item #4c: August 12, 2015 Lake Transit Authority Agenda*
- Agenda Item #5a: Transit Development Plan Executive Summary*
- Agenda Item #5b: Coordinated Human Services Transportation and Public Transit Plan Executive Summary*



LAKE COUNTY/CITY AREA PLANNING COUNCIL

Lisa Davey-Bates, Executive Director
www.lakeapc.org

367 North State Street, Ukiah, CA 95482
Administration: Suite 204 ~ 707-234-3314
Planning: Suite 206 ~ 707-263-7799

SOCIAL SERVICES TRANSPORTATION ADVISORY COUNCIL (SSTAC) MEETING Draft Meeting Minutes

Tuesday, May 12, 2015
1:45 p.m.

Lake Transit Authority
Conference Room
9240 Highway 53
Lower Lake, California

Present: Ilene Dumont, Wanda Gray, Kaye Bohren, Tracy Thomas, Mark Wall, Rae Eby-Carl, Joel Marin

Absent: (N/A)

Also Present: Nephele Barrett, Jesse Robertson

1. Call to order

Ilene Dumont called the meeting to order at 1:56 PM.

2. Approval of SSTAC Meeting Minutes

Tracy Thomas, made a motion to accept the minutes from the December 9, 2014 SSTAC meeting. Kaye Bohren seconded the motion. The motion passed on a unanimous vote.

3. SSTAC Membership – Consideration and Recommendation to the Lake APC Regarding the SSTAC Membership

The SSTAC has an existing vacancy for a potential transit user over age 60, which needs to be filled. Wanda also noted that two appointments will expire in October 2015: Frank Parker/Social Service Provider for the handicapped, and Tracy Thomas, a transportation provider. Tracy Thomas recently joined the SSTAC as a replacement for the now retired Pat Grabham. Tracy will seek to be reinstated. Wanda will speak with Frank to find out if he would like to seek reappointment or if a replacement needs to be recruited. Wanda recommended switching Kaye from her appointment as potential transit user-handicapped to potential transit user over age 60 in order to recruit a person with a mobility-impaired handicap. The SSTAC is currently lacking perspective on ADA issues and wheelchair-user needs.

Mark Wall suggested recruitment methods, which included sending notices to senior centers and the Department of Rehabilitation. Recruitment could take place in May, June and July, with interviews and the selection process to take place in August. Approval from the APC Board would take place in September and service would begin in October.

4. Introduction of Unmet Needs Process

Nephele Barrett reported that the Board approved the definitions for unmet transit needs, which she then read. The stated task for the day was to list recommendations for consideration by the APC Board:

- Dial-a-Ride service from Clearlake Oaks to Clearlake – this request was determined by LTA to duplicate existing services. Fixed route service is currently available to connect the

two areas and the residents of Eskaton that made the request have an existing stop conveniently located to them. Wanda suggested that the motivation for door-to-door service may have been safety-related, considering behavioral incidents on the fixed route service.

- The bus stop at the Lakeport Safeway request has recently been provided and is no longer an unmet need.
- Medical trips from Clearlake to St. Helena and Sutter Health: this request would serve individuals in outlying areas by providing non-emergency medical transportation. LTA has a pending agreement with Sutter Lakeside that will be considered for approval at the May 13 Lake APC Board meeting. Mark Wall expected that the agreement will be approved by the APC Board and that this need will be met.
- Eastbound service to Spring Valley and points east: An LTA connection to Spring Valley was determined to be unreasonable to meet, due to too little demand. This request includes an interest in creating a connection to Cache Creek Casino and the Central Valley. By coordinating with Yolo Bus, hourly connections to downtown Sacramento would provide access to Davis and the Sacramento airport, which may generate more demand and meet multiple needs. Toll credits could be used as matching funds to establish a new intercity bus route. LTA will explore the possibility of adding a connection with Yolo bus during the next fiscal year.
- Establishing an NEMT hub for LTA at the Live Oak Senior Center: This was determined to be an unmet need as riders in the Clearlake Oaks area are outside the LTA-Sutter Lake Health Service area. Additional funding would be needed for Live Oak Senior Center in order to expand their existing service. LTA will explore the possibility of acquiring additional funds to provide the proposed service.
- Non-Emergency Medical Transportation in outlying areas was determined by LTA staff not to be an unmet need. Mark Wall stated that LTA needs to develop a policy that prevents LTA from giving out free rides to organizations that have the ability to pay. Ilene Dumont cautioned that LTA's policy's ensure that service is adequate to prevent customers from falling through the cracks. Mark Wall clarified that funding is available for NEMT that is not currently being tapped and that LTA exercise greater vigilance in the future to prevent LTA's budget from being impacted unnecessarily. On May 13, 2015, the Board will be asked to approve a NEMT contract that will allow LTA to seek reimbursement for NEMT trips. The SSTAC recommends that the finding for Unmet Needs request #6 be determined to be unreasonable to meet at this time. LTA will continue to explore options to meet this request.

Other requests that did not fall under the TDA guidelines for the unmet needs process included:

- A transit shelter at the jail: LTA will work with the jail to install a bus shelter;
- Improved mileage reimbursement rate for volunteer drivers: the low reimbursement rate is considered to be an obstacle to recruiting volunteers. Resolving this issue is one of the tasks for the new Mobility Coordinator and should be resolved during the 2015-16 fiscal year.
- ADA improvements at fixed-route transit stops have been a long-standing need. An update to the Lake County Passenger Facilities Plan is needed to provide better information about the cost, funding, and priority for bus stop development. The solution is to encourage local agencies and Caltrans to include accessibility improvements, if feasible, when streets/roads projects are adjacent to transit stops.

- Senior Centers should take steps to become eligible sub-recipients of FTA grant funds. LTA and the APC should work with the senior centers to determine a plan of action if senior centers are interested in becoming grant applicants for FTA 5310 funds.
- A transit stop is needed at the Kmart in Lakeport. LTA will budget for a new stop during the 2015-16 Fiscal Year.

Wanda made the motion to approve the revised findings. Kaye Bohren seconded the motion and the motion passed, with Mark Wall abstaining from the vote.

5. Update on Lake Transit projects and Grants

a. Transit Development Plan Update and Marketing Plan

The Transit Development Plan is nearly complete. Mark has been reviewing sections as they are completed. He noted that the Succession Planning Chapter is very good.

- The Coordinated Human Services Transportation and Public Transit Plan Update is expected to be completed in June.
- LTA has applied for three intercity bus grant applications to fund operations for a proposed restructuring of existing routes. An existing route, which spans from St Helena to Ukiah, has been carved into three segments. The separate route designations will enable LTA to collect more operational funding for providing the same service. A fourth application was submitted to maintain the existing service if the applications for the three segmented routes aren't awarded.
- A fifth grant will give LTA the ability to replace buses.
- The Transit Energy Use Reduction Planning project completed a kick-off meeting and tour of the LTA facility. The meeting was attended by Westlake Petroleum, PG&E, and the Air Resources Board. Some of the initial recommendations for improving the energy efficiency of the LTA facility and operations were highlighted. The final recommendations will be provided when the report is completed in June.

6. Update on Human Services Transportation Programs

- The Live Oak Senior Center reports that it not using the vehicle as much as anticipated. Wanda recommended organizing activities, such as shopping trips, to spur higher ridership.
- The Lucerne/Alpine Senior Center reported a lack of drivers: a recent job search yielded 7 applicants, four of whom voluntarily removed themselves from the applicant pool when they received notice that they would be required to submit to drug and alcohol testing. One of the remaining three applicants was arrested the preceding weekend for suspicion of driving under the influence. The senior center has concerns about the cost of training new and/or prospective employees. A discussion about training identified Paratransit Services training requirements (8 hours per year), new driver training requirements (170 hours), and the 5310 requirement for Sensitivity Training. LTA does not currently provide training to the senior centers.

7. Update on State and Federal Grant Programs and Projects

Jesse Robertson gave an update of the Active Transportation Program, noting that much of Lake APC's staff time has been devoted to that effort, as of late. Lake APC intends to submit two grant applications: one for sidewalk, bike lanes and transit stop improvements in the City of Clearlake; and a multi-use path in Middletown. Once those applications are submitted on June 1, Lake APC will resume work on developing an Active Transportation Plan for Lake County, which is expected to address a "First and Last Mile" component to address access to transit. LTA has expressed an interest in participating in the planning process to the extent needed.

8. Discussion of issues and/or concerns

Mark Wall has set a “Provider’s meeting” date of June 9, 2015 to increase information received from the senior centers. The meeting will take place in Lower Lake at the LTA building.

Mark announced that the new Mobility Manager’s job has been given to Carl Parker.

A call was made to appoint a new co-chair. Tracy Thomas received the only nomination. Michelle Dibble made a motion to appoint Tracy as the new co-chair; Wanda seconded.

7. Public Input

No comments received.

8. SSTAC Meeting Schedule

- a) The proposed calendar of meetings for the 2015-16 fiscal year (see attached) was approved by unanimous vote.
- b) The next SSTAC meeting will be on August 11, 2015, at the Umpqua conference room in Lakeport.

9. Announcements

No announcements.

10. Adjourn SSTAC meeting

The meeting adjourned at 3:35 pm.

Respectfully Submitted,

DRAFT

Jesse Robertson, Senior Planner



LAKE TRANSIT AUTHORITY

Minutes

May 13, 2015

9:00 a.m.

Location: South Lake County Fire Protection District, 21095 Highway 175, Middletown, California

Present

Jim Comstock, Supervisor, County of Lake
Jeff Smith, Supervisor, County of Lake
Bruno Sabatier, City Council Member, City of Clearlake (Alternate)
Russell Perdock, City Council Member, City of Clearlake (Arrived late)
Stacy Mattina, City Council Member, City of Lakeport
Martin Scheel, Mayor, City of Lakeport
Chuck Leonard, Member at Large
Marsha Wharff, Member at Large

Absent

None

Also Present

Mark Wall, Transit Manager, Lake Transit Authority
Wanda Gray, Paratransit Services
Lisa Davey-Bates, Admin. Staff - Lake County/City Area Planning Council (APC)
Alexis Pedrotti, Admin. Staff- Lake County/City Area Planning Council (APC)
Tiffany Ortega, Sutter Lakeside Hospital
Dante DiAmicis, Member of the Public

1. Call Meeting to Order

Chairperson Wharff called the meeting to order at 9:02 am.

2. Roll Call

Alexis Pedrotti called roll. Members present: Comstock, Smith, Sabatier (Alternate), Mattina, Scheel, Leonard and Wharff. Absent: Russell Perdock

3. Public input on any unmet transit need or any other item within the jurisdiction of this agency, but which is not otherwise on the above agenda.

Dante DiAmicis, member of the public wanted to bring to the Board's attention a couple opportunities that he has been made aware to help provide service to the Santa Rosa area. Mendocino Transit Authority has now announced that they will be operating a second run from Ukiah to Santa Rosa. This will help to connect to the south, and he believes LTA just needs to help spread the word. The other opportunity will be the train that is supposed to be running by 2017 to Cloverdale. Dante suggested possibly doing a \$10 run as done in the past to Cloverdale; he believes this would also help to connect the areas.

Mark clarified for the Board that Mendocino Transit Authority (MTA) has received a 5311(f) grant for the addition of the new service. The service has not happened yet, but Mark reassured the Board that he has already been coordinating with them and will look at all available opportunities for the LTA.

4. Approve Minutes of April 8, 2015

Director Scheel made a motion to approve the April 8, 2015 Lake Transit Authority Meeting Minutes. The motion was seconded by Director Comstock and carried unanimously.

5. Approval of Agreement between Sutter Lakeside Hospital and Lake Transit Authority for Non-Emergency Medical Transportation Services

Mark Wall introduced Tiffany Ortega from Sutter Lakeside Hospital and welcomed any questions the Board may have for her. This agreement will be the first Non-Emergency Medical Transportation agreement for the program, which Mark has been working on this for some time. LTA's first priority will be to work with our transportation services and getting people on the transit service, then working with senior centers to fill the role of the mobile clinic the hospital was operating in the past, getting them over to the hospitals.

There is also the 5310 vehicle that was originally going to Middletown Senior Center, but unfortunately the center decided they couldn't afford to operate it. For now the vehicle will be used for additional NEMT trips. Mark has met with People Services, Live Oak Senior Center and the Lucerne Senior Center and discussed how they will function and properly pick up people and get them over to Sutter Lakeside.

This agreement includes a rate schedule, which gives an idea of how the process will work. Mark noted that LTA has New Freedom grant money through the end of the calendar year. With the Mobility Coordinator position beginning June 1st, the first job will be to secure more funding and get Medical funded, which will also help to recover some costs. Mark also noted this agreement will be exciting and will begin to provide transportation next month.

Director Russell Perdock arrived at 9:09 am.

Director Scheel questioned the process for exceeding the \$60,000 threshold. Mark noted this can be discussed with the Hospital and amended if need.

Tiffany Ortega, Sutter Lakeside Hospital, mentioned that Mark and Wanda have been such a pleasure to work with and their goal is to provide as much service as possible. The hospital never wants to see a patient not get medical attention because of lacking transportation service. The hospital realizes they can't do everything and it is great to partner with LTA whom specializes in transportation.

Director Mattina made a motion to approve the agreement between Sutter Lakeside Hospital and Lake Transit Authority as the CTS/A for Non-Emergency Medical Transportation Services, and authorizes the Transit Manager to execute the agreement. The motion was seconded by Director Leonard and carried unanimously. Full Roll Call: 8 ayes – Comstock, Smith, Sabatier (Alternate), Perdock, Mattina, Scheel, Leonard and Wharff. 0 Abstain, 0 Absent.

6. Approval of Resolution No. 2014-15-3 Authorizing the Federal Funding Under FTA Section 5339 (49 U.S.C. Section 5339) With California Department of Transportation

Mark Wall, Transit Manager reported this is a new grant funding program offered through Caltrans. Beginning this first year, there will be a certain amount of funding allocated to the State of California. Caltrans has decided to take the approach of allocating the same amount of money to all rural areas. Each rural agency will receive approximately \$138,000 to purchase a vehicle. Mark is hoping in the future as this program continues there will be more options. This year funding will replace the Intercity Bus.

Director Leonard made a motion to approve Resolution 2014-15-3 Authorizing the Federal Funding Under FTA Section 5339 (49 U.S.C Section 5339) with California Department of Transportation. The motion was seconded by Director Scheel and carried unanimously.

Full Roll Call: 8 ayes – Comstock, Smith, Sabatier (Alternate), Perdock, Mattina, Scheel, Leonard and Wharff. 0 Abstain, 0 Absent.

7. Transit Development Plan Executive Summary and Draft Plan Download

Mark explained that he included the short Executive Summary to the Transit Development Plan and Marketing Plan, however he also explained that the entire document was over 282 pages long. Unfortunately, this large of a document restricts sending via email and printing costs are very outrageous. Since this document is being presented and adopted at the next board meeting, he is requesting that it be distributed by PDF Download. The document currently resides on the LTA Website at www.laketransit.org and will work with APC Staff to get it uploaded to the Lake APC Website at www.lakeapc.org as well. The printing costs of this document for one copy would total \$175.30; Mark would really like to save that expense if the PDF Download could suffice. Mark does however plan to have an original printed for the grant requirements and the file.

Director Comstock made a motion to approve the 2015 Lake County Transit Development and Marketing Plan be distributed as a PDF download on the www.laketransit.org and www.lakeapc.org websites. The motion was seconded by Director Mattina and carried unanimously.

8. Update: Fowler v. County of Lake, et. Al (Case No. CV412464)

Mark asked the lawyer if it would be allowable to present this item in open session, it would be allowed with no negative comments on ruling. Mark believes the ruling was pretty positive, if LTA wishes to run shuttles up Mt. Konocti again, they may once the statements are final. The court ordered the County of Lake's attorney to file a draft statement of decision by 5/12/15, if there are no arguments within the fifteen days of the statement, it will be final. Tentatively, the shuttles may be running again by May 27, 2015.

9. Transit Manager's Report

Grant Submittals – Last month Mark introduced Joe Rye, whom is helping to develop grant applications in coordination with Mark. Since Joe has been hired LTA has been able to submit more grant applications this year than in the past. Mark also reminded the board of the revised strategy approach they intend to take with the grant submittal for the Intercity Bus applications. Since the grant funding has a cap of \$300,000, they intend to split the routes into two grant applications. Mark believes they are both eligible projects, and if they are both approved it will help by adding an additional \$300,000 to the budget. Receiving this additional funding it will allow for financial flexibility and allow to back fill some other grants.

While Joe worked on completing the Intercity Bus applications, Mark worked on an application that will continue existing grant funds. Once the first two Intercity Bus applications go to the review committee, LTA will know whether they will need to proceed with the existing grant funding application to fall back on. At a minimum LTA will get existing grant funding. Mark also completed the annual apportionment grant as well.

Mark quickly noted that Joe was surprised by the amount of work rural agencies had to put in for these small amounts of funding versus the Urban areas.

Passenger Conduct Rules Update – Mark noted there was article published in the paper, they have begun trainings for supervisors so they can be authorized to issue citations. LTA will be issuing warnings to riders that do not follow the rules. Moving forward.

Director Leonard was curious if the rider will be required to sign citation, Mark noted it will be required, but may not always happen depending on the rider's behavior at the time.

Energy Use Reduction Plan –The Consultant has continued gathering a substantial amount of data, they have held a Technical Advisory Committee (TAC) and Community Advisory Committee (CAC) Meeting. The CAC and TAC will meet again in June. The consultant has completed an audit of the building and has provided ways to begin saving money.

Coordination Plan Update – Mark is hoping this plan will be complete by June in coordination with the Transit Development Plan.

10. Paratransit Services Report

Wanda reported ridership is still steadily increasing for the month of March; the ridership went over 30,000 passengers. However, April did slow down, probably a result from spring break. LTA continues to recruit new drivers, while trying to keep in mind they will be cutting service shortly. Wanda also attended the Job Fair in Lakeport, very pleased with the coordination of the event.

Wanda reported for the service period of March and April there were 23 reportable incidents, and of these incidents there were 3.46 hours of disrupted staff time and 2 of these 23 required Law Enforcement/ Emergency Medical Assistance.

Wanda apologized that the customer comment grid was missed in the packet.

Wanda noted she has been working on timing reviews for the routes, remodeling the break room and attended many meeting for the Transit Development Plan, the Transit Energy Use Reduction Plan, as well as with Sutter Lakeside Hospital.

11. Announcements –

Mark shared a very touching eulogy honoring Marguerite Sheklian. . Mark met her over 30 years ago when she served on the citizens' Transit Advisory Committee in Visalia. Through the years he has worked with her as she volunteered on city and county transit committees, and elsewhere. Marguerite had recently passed away and Mark was missing her funeral while attending the Board meeting and just wanted to share her amazing journey with others. He described her as a person who overcame disabilities from polio to be a leader, an educator, caregiver, volunteer, and transit user who always gave more than she received.

12. Adjourn – the meeting was adjourned at 9:35 a.m.

Respectfully Submitted,

Alexis Pedrotti
Administrative Assistant



LAKE TRANSIT AUTHORITY

DRAFT Minutes

June 10, 2015

9:00 a.m.

Location: Lamkin-Sanchez Operations Center, 9240 Highway 53, Lower Lake, California

Present

Jim Comstock, Supervisor, County of Lake
Jeff Smith, Supervisor, County of Lake
Russell Perdock, City Council Member, City of Clearlake
Stacy Mattina, City Council Member, City of Lakeport
Chuck Leonard, Member at Large
Marsha Wharff, Member at Large

Absent

Martin Scheel, Mayor, City of Lakeport
Denise Loustalot, City Council Member, City of Clearlake

Also Present

Mark Wall, Transit Manager, Lake Transit Authority
Wanda Gray, Paratransit Services
Lisa Davey-Bates, Admin. Staff - Lake County/City Area Planning Council (APC)
Nephele Barrett, Admin. Staff- Lake County/City Area Planning Council (APC)

1. Call Meeting to Order

Chairperson Wharff called the meeting to order at 9:04 am.

2. Roll Call

Nephele Barrett called roll. Members present: Comstock, Smith, Perdock, Mattina, Leonard and Wharff. Absent: Denise Loustalot and Martin Scheel.

3. Public input on any unmet transit need or any other item within the jurisdiction of this agency, but which is not otherwise on the above agenda.

Dante DiAmici, member of the public, spoke regarding the marketing survey. He suggested that rather than gather such extensive input from members of the public and stakeholders, LTA should consider including public representatives and other stakeholders on the Board. Mark explained that the Social Services Transportation Advisory Council is an advisory committee to LTA and includes riders, social service providers, and other stakeholders.

Mary Ellen spoke on behalf of Alcoholics Anonymous. She explained that the local AA would like to provide information on buses. There are many recovering alcoholics in Lake County and they often will use transit because they've lost the ability to drive. Having AA information on buses will let those people know about the program. She stated that AA can't ask for the advertising fee to be waived because they are self supporting and can't accept contributions from outside the fellowship. They can't take services for free that have a cost to others. She explained that their budget is low, but they may be able to afford the cost of \$10 per month for one year for one bus, but not multiple buses. If the board would consider decreased rates for

such groups, they would be able to reach more people. She provided an example of information displayed on buses in San Mateo.

Director Wharff explained that because it wasn't on the agenda they couldn't discuss the matter today, but that it could be placed on a later agenda.

Mark clarified that the fee of \$10 per month is a reduced rate for non-profit advertisers. The Board agreed that this should be agendaized at a later meeting. Director Leonard commented that the presentation was informative and suggested that Mary Ellen come back at a later meeting when it can be agendaized and they can discuss it further. Mary Ellen said she would leave information on the program with Mark.

4. Approve Minutes of May 13, 2015

Motion by Director Leonard, seconded by Director Comstock, and carried unanimously to approve the May 13, 2015 Lake Transit Authority Meeting Minutes.

5. 2015 Transit Development Plan & Marketing Plan

Mark Wall explained that the document is available on the web due to the size.

Cliff Chambers was present from Mobility Planners to present the plans. He explained that one of most important parts of a Transit Development Plan (TDP) is the financial plan. Other key components to be discussed include a service plan, marketing plan and succession plan.

LTA will have several key challenges Over the next 5 years, including keeping up with needs. Of riders surveyed, 47% had incomes below \$10,000 and 55% don't have a license or car. JARC funding is coming to an end, and recovery of ridership after the labor strike is a continuing effort. Funding is a continuing challenge, although LTA has one of the lowest operating costs per hour, allowing more service to be provided for less money. Succession also must be addressed in the event of Mark's retirement.

The financial plan included 3 scenarios: a worst case scenario, best case scenario and a scenario utilizing the best estimate of anticipated funding.

Operating revenues are estimated to remain fairly flat. Cliff discussed different factors affecting this. One of the most critical factors is the renewal of the operations and maintenance cost contract. Minimum wage changes will also be a big impact. Operating costs are expected to increase from \$2.9 million to \$3.2 million by 2019/20. Vehicle service hours, currently at 47,000, will need to be decreased by 4400 hours in FY 15/16.

Mr. Chambers explained that additional information is contained in the full plan. He explained that new service in Clearlake has provided more direct service for riders. Ridership has now fully recovered after the strike. In looking at the system as a whole, the following priorities were developed: 1) Weekday service on Routes 10, 11 and 12 from 7 a.m. to 6 p.m., (2) Saturday service from 9 a.m. to 7 p.m. on Routes 10 and 11, (3) Weekday shoulder hours between 6 and 8 p.m. on Routes 10, 11, and 5, (4) Sunday service (most desired passenger improvement) and (5) Late evening service after 9 p.m. (least productive service). Several service reductions are recommended for FY 15/16 including the last two runs on Route 5, Route 12 late evening service, Route 12 Saturday service, and the last two late evening runs on Route 8.

Longer range considerations if funding is available include exploring a student fee program with Yuba College. These programs are popular nationwide. All students pay a mandatory fee and all

can ride transit as much as they want. Cap and trade can be used to fund a pilot program for this. Another consideration would be a local circulator route in Lakeport, which could be funded for approximately \$80,000.

Dial a ride performance has increased significantly since the last TDP. Productivity has dropped and fewer passengers are using the service. The JARC funded Nite Rider service hasn't paid off. One factor affecting dial a ride performance is that same day service is provided, which requires a driver to be available all the time. Many services require reservations. Also, fares increased to \$2.50 and \$3.00 for same day service. In addition, improvements to regular service have encouraged people to use that instead of dial-a-ride. Mr. Chambers identified several recommendations for Dial-a-Ride for 2015/16. These included eliminating Nite Rider service, reduce service area, limit eligibility to those certified as ADA eligible and/or age 65 and over, and requiring next day advanced reservations.

Mr. Chambers described recent milestones on regional routes. He explained that priorities had been established for these as well. The priorities are as follows: (1) consistent service every two hours on 1/8 between 6 a.m. and 6 p.m. westbound and 8 p.m. eastbound on weekdays, (2) two hour service Saturdays from 8 a.m. to 6 p.m., (3) hourly service during peak periods on Routes 1/8, (4) late evening service to 11:20 p.m. on Routes 1/8, and (5) Sunday service on regional routes. It is recommended to eliminate the last two evening runs on Route 1 in both directions. Long term considerations for regional routes include combining Routes 1 and 8 if Lakeport circulator service was available.

Mr. Chambers explained that the purpose of the marketing plan purpose is to increase ridership. The first objective is visibility. Branding, including improved signage and consistent vehicle design, will maximize visibility. Ease of use is another objective. Availability of passenger information can be improved through Google Transit, Route Shout, and social media. More information could also be provided at bus stops. Gatekeeper relationships are another objective. Having a mobility manager will improve this. Community based marketing, including ongoing outreach with partners and social service agencies, is critical. Partnerships with colleges and other agencies are also important. Finally, ridership special promotions, such as a summer youth pass program, are key.

Mr. Chambers emphasized the importance of succession planning. He encouraged Board members to read Chapter 10 of the plan which provides resources that can be used if/when Mark decides to retire. Part of the low operating cost is due to low administrative costs, which are about 1/4 of normal administrative costs.

Options for succession are to keep status quo with a contracted manager, hire a full time transit manager as an employee, modify the scope of the APC contract, or for Lake County to hire a transit manager. Chapter 10 discusses all of these options. Mark has a lot of skills and knowledge. When he is replaced, a similar skill set will be needed.

Mark mentioned that same day service for dial-a-ride is a result of how the buses are available.

Director Wharff asked if approving the plan also means that the recommendations are approved. Mark said that approval would primarily be for the financial information. Other issues will be further discussed at a later time. Director Leonard commented that the presentation was very helpful.

Lisa Davey-Bates asked if the TDP should also be approved by regional agency due to grant requirements. She and Mark determined that they should.

Motion by Director Comstock, seconded by Director Smith and approved unanimously to adopt the Transit Development Plan, with the understanding that approval does not apply to specific recommendations.

6. Fiscal Year 2015/16 Lake Transit Authority Budget

Mark stated that the budget actually decreased this year due to the additional needs for APC Planning, but expects that this will be a onetime thing. He explained that two budget options were being presented—a base level budget based on the amount of funding that can be counted on in 15/16 and a maximum funding budget.

The budget is slightly less than the estimated actual for FY 14/15 and approximately \$200,000 less than the 14/15 budget due to the loss of JARC funding. The base level budget provides funding for the services that are most productive and has retained the daytime improvements that were made through the JARC grant. Some evening service is retained as well, but essentially evening services after 6 or 7 p.m. will come to an end.

The maximum funding budget is based on 5311 f funding being split between two grants. Mark explained that he has turned in 3 applications for this program. One application asked for continuance of existing service. Two new applications split the service in two—one including Calistoga/Clearlake/Northshore and the second for Clearlake/Lakeport/Ukiah. This will provide the same services, but splitting them will allow LTA to exceed the individual project funding cap of \$300,000 annually. Both projects meet the program objectives. This budget produces a reserve of \$260,000 and retains more of the evening service. The results of the grant application won't be known until later this month, but before July 1. Mark recommended that the Board adopt the base budget. If both grant applications are successful, then the action can be changed at next meeting.

*Director Mattina made a motion to approve the base level FY 2015/16 Lake Transit Authority budget as submitted. The motion was seconded by Director Perdock and carried unanimously.
Full Roll Call: 6 ayes – Comstock, Smith, Perdock, Mattina, Leonard and Wharff. 0 Abstain, 2 Absent.*

7. Set Public Hearing Date to Receive Input Regarding Proposed Service Reductions

Mark read comments received from Melanie Presley. In her comments, Ms. Presley stated that she depends on Route 5 to get home from college. Cutting back on buses and times will negatively affect students and employees. Mark explained that the proposed service changes will occur close to the start of the fall semester. He will distribute a press release to inform students and other members of the public of the changes

By consensus, the Board set the hearing for August 12, 2015. Director Wharff requested staff provide route maps at the hearing. Mark explained that the level of cuts will be determined based on the results of the FTA 5311(f) grant applications. If multiple grants are received, fewer services will be cut. Mark said he would contact the college to explore the idea of partnering with them to maintain service. The Board discussed the location of the hearing.

Director Comstock made a motion to hold the public hearing in the Lower Lake/Clearlake area. The motion was seconded by Director Leonard and carried unanimously.

LTA staff will contact the City of Clearlake regarding using the City Council Chambers for the hearing.

8. 2014/15 Third Quarter Operating Statistics and Financial Summary Report

Mark explained that little has changed since his report last quarter. Ridership is better than it has been, but still below peak levels. Revenue hours are at an all time high, but these will likely be cut. Passengers per hour are up slightly from last year, and costs per passenger and costs per hour are down. However, these will likely go up next year with fewer hours. LTA is doing well financially, with revenues ahead of projections. Fuel costs are half of that projected. Maintenance costs have been somewhat higher due to needed engine rebuilds.

9. Transit Manager's Report

Update: Fowler v. County of Lake, et al.– Fowler: Mark reported that they are very close to reaching a final settlement. Judgment is expected within the next week or so.

Passenger Conduct Rules Update – Mark noted that staff is still moving forward on this. Although it is very important, other priorities have taken precedence in the last month.

Energy Use Reduction Plan – Mark reported that a meeting of the Citizens Advisory Committee was taking place at 1:30 and invited Board members to attend. The Technical Advisory Committee, which includes suppliers and other stakeholders would take place at 3:30.

Coordination Plan Update – Mark had hoped that the plan would be presented at this meeting. It is now in final draft form, but was only received Monday, so will be on the next agenda.

Director Wharff mentioned that she recently followed behind a bus with an advertisement for Twin Pines Casino that was in very bad condition. Mark said that he would check into the matter.

10. Paratransit Services Report

Wanda Gray introduced Carl Parker, the new Mobility Manager, and described Mr. Parker's background, which included working as an LTA driver.

Carl thanked the Board and explained that he has been working on the proposal for the "Pay Your Pal" program. He explained that he would like to explore ways to encourage people who don't typically ride transit to do so.

11. Announcements – There were no announcements.

12. Adjourn – the meeting was adjourned at 10:13 a.m.

Respectfully Submitted,

DRAFT

Nephele Barrett
Program Manager

AGENDA
LAKE TRANSIT AUTHORITY

DATE: August 12, 2015
TIME: 9:00 a.m.
PLACE: Lake Transit Authority
Clearlake City Hall
14050 Olympic Drive
Clearlake, CA

1. Call Meeting to Order.
2. Roll Call.
3. Public input on any unmet transit need or any other item within the jurisdiction of this agency, but which is not otherwise on the above agenda.
4. Approval of Minutes of June 10, 2015.
5. Public Hearing: Service Modifications and Reductions
6. Fiscal Year 2015/16 Lake Transit Authority Budget, Revision No. 1
Review the proposed LTA budget revision and consider adoption.
7. Agreement for Transit Manager Services
Review and consider approval of the 2015/16 Transit Manager Contract
8. Authorize the Transit Manager to prepare and execute Medi-Cal Transportation Provider documents.
9. Transit Manager's Report
 - Rocky Fire Activities
 - Update on Energy Use Reduction Plan and ARB Advanced Bus Policy
 - Update on CTSA NEMT Program
10. Announcements
11. Adjourn

Any member of the public may speak on any agenda item for a time period, not to exceed 3 minutes per speaker or 10 minutes per agenda item, prior to the Public Agency taking action on that agenda item.



Transit Development Plan & Marketing Plan

For Lake County/
City Area Planning Council

Final Report

June 2015



In coordination with



Executive Summary

Lake Transit Authority (LTA) last developed a Transit Development Plan (TDP) in September 2008. The primary purpose of the TDP is to guide the development of Lake Transit services in order to provide improved mobility for Lake County residents and visitors over the next five years. In this TDP update, a Marketing Plan has been added. This is a summary of the Transit Development Plan and Marketing Plan.

Recent History of Lake Transit

There have been a number of changes to Lake Transit services over the past several years. These changes provide an important context in order to understand the fluctuations in performance as shown in Figure ES-1.

Fares were increased in February 2012 toward the end of FY 2011/12. The overall base local fare was increased to \$1.25 and the regional fares for seniors and disabled individuals were increased to \$2.25. After a public hearing on February 12, 2014, additional fare changes were approved by the LTA Board. A key change was the reduction of the regional route discount fare for passengers who are elderly or have disabilities from \$2.25 to \$1.50. \$1.50 was the discounted fare for regional routes prior to the February 2012 fare increase.

Labor strife issues led to the disruption of Lake Transit service in August 2013 and service resumed on September 3rd, 2013.

Expanded services were implemented in the Clearlake area on September 23rd, 2013 with three daytime routes and two late evening routes that extended hours to 11:00 pm. An evening Dial-A-Ride service, the Nite Rider, was implemented in the Lakeport area in May 2014.

Gas prices have fluctuated greatly. High gas prices helped to increase ridership in 2011 and 2012. Lower gas prices have appear to be a contributing factor to dampening ridership growth recently.

Land use changes such as the re-location of Mendocino College added running time without adjustments being made to the schedule. A detailed evaluation of schedule adherence in February 2014 found that buses were on-time at scheduled timepoints just 66% of the time compared to the 95% standard adopted as part of the 2008 TDP. The analysis also found that 7% of buses departed before the published schedule timepoint.

Figure ES-1 Systemwide Lake Transit Performance

	FY 2010/11	FY 2011/12	FY 2012/13	FY 2013/14	FY 2014/15*
Base Statistics (Annual)	Actual	Actual	Actual	Actual	Projected
Ridership	326,874	395,013	362,217	294,761	335,328
Service Hours	38,566	38,897	38,530	40,900	46,704
Service Miles	827,853	837,584	825,967	824,040	917,392
Fare Revenue	\$ 462,095	\$ 558,762	\$ 581,060	\$ 512,638	\$ 562,328
Operating Costs	\$ 2,307,731	\$ 2,443,883	\$ 2,464,431	\$ 2,595,824	\$ 2,932,772
Performance					
Passengers/Service Hour	8.48	10.16	9.40	7.21	7.18
Passenger/Service Mile	0.395	0.472	0.439	0.358	0.366
Average Fare/Passenger	\$ 1.41	\$ 1.41	\$ 1.60	\$ 1.74	\$ 1.68
Farebox Recovery	20.0%	22.9%	23.6%	19.7%	19.2%
Cost/Service Hour	\$ 59.84	\$ 62.83	\$ 63.96	\$ 63.47	\$ 62.79
Cost/Passenger Trip	\$ 7.06	\$ 6.19	\$ 6.80	\$ 8.81	\$ 8.75
Subsidy/Passenger Trip	\$ 5.65	\$ 4.77	\$ 5.20	\$ 7.07	\$ 7.07

*Annualized based on 1st quarter 2014/15 statistics

All of these factors resulted in a projected increase in service supply from 38,566 vehicle service hours in FY 2010/11 to a projected total of 46,704 in FY 2014/15. Ridership peaked at 395,013 in FY 2011/12, but declined 25% to 294,761 in FY 2013/14 after the labor strife and service disruption. In FY 2014/15, based on the first quarter 2014/15 results, ridership is expected to increase back to about 335,000, just above the ridership in FY 2010/11. Despite an increase in fares, fare revenues are projected to be at the same level in FY 2014/15 as they were in FY 2011/12, but with a higher fare per passenger of \$1.68. Cost containment has been excellent with the cost per vehicle service hour increasing at less than the California Consumer Price Index.

Overall, Lake Transit has gone through some difficult times in the past couple of years. However, there have been some significant improvements in mobility options implemented with JARC funding which the first three quarters of 2014/15 performance results indicate are starting to pay off with ridership growth. Expanded service on Routes 1/8 with additional runs to the North Shore and service until 11:00 pm was implemented in January 2015. Efforts have been made to improve schedule adherence as expanded service is implemented.

Key Challenges Over the Next Five Years

There has been positive momentum for Lake Transit in FY 2014/15. The Transit Development Plan and Marketing Plan is meant to provide a proactive framework for addressing the important challenges facing Lake Transit from now through FY 2019/20.

The greatest ongoing challenge is the need for public transportation in Lake County. An onboard survey of passengers found that nearly half (47%) have incomes of less than \$10,000

per year. Another 23% have incomes between \$10,000 and \$14,999. Of the adults riding Lake Transit, 55% have no license and no car and another 25% have a license and no car.

44% of the Lake Transit ridership depends on the service to get to and from school or work. Another 17% use Lake Transit to get to medical appointments. 26% of the riders surveyed utilized the service to get to and from shopping.

Like many other counties, Lake County is getting grayer. The age cohort between 65 and 74 years old is expected to increase by 65% between 2010 and 2020 and residents 75-84 are expected to increase by 33%. As the aging population is no longer able to drive, some seniors will increasingly depend on Lake Transit fixed route and demand response services for their daily mobility.

A second major challenge will be to maintain the momentum of the service level improvements that have been enabled by the JARC grant. The JARC funding ended in FY 2014/15, and the challenge will be to sustain those expanded services that have demonstrated sufficient ridership response to warrant continuation of the service improvement. As mentioned previously, there has been positive momentum in FY 2014/15 and being able to retain expanded services will be part of the challenge.

A third primary challenge will be recovering ridership that was lost in FY 2013/14. Ridership dropped by 25% between FY 2011/12 and FY 2013/14. Gaining ridership back will require improved customer satisfaction, service reliability, and services that meet the needs of a very transit dependent population. Falling gas prices will make the task even more challenging. An attribute that Lake Transit can control is providing dependable transportation for those who need it. There is significant work to be done in providing improved service reliability. Services need to be designed with the customer in mind and drivers need to be trained and monitored to ensure that buses do not leave early from a timepoint.

In FY 2013/14, Lake Transit relied on federal funding for 31% of its operating revenues. Federal funding is derived from the federal gas tax that funds both the Highway Trust Fund and the Mass Transit Account. With Congressional inaction in finding a sustainable solution to dwindling resources, both the Mass Transit Account and Highway Trust Fund will run out of funding in May 2015. How and if Congress addresses this issue may or may not impact Lake Transit, but dealing with the uncertainty of federal funding could be a prevalent challenge over the next five years.

Finally, the Transit Manager has worked for Lake Transit since 1996. Towards the end of the TDP five-year planning horizon, it is possible that the Transit Manager will retire. There is a need for a succession plan from the existing arrangement when the Transit Manager retires or is no longer available to contract with Lake Transit to provide transit management services.

The subsequent chapters of the TDP and Marketing Plan are all intended to address one or more of the above challenges.

Financial Framework

In order to address the financial challenges, three scenarios were developed to provide a bracketing of possible financial outcomes. The assumptions for each scenario are detailed in Chapter 11.

Pessimistic Scenario: The assumptions utilized in the pessimistic scenario are as the name implies. The assumptions are not the worst-case scenario, but provide a reasonable lower end bracket for operating revenues.

Best Estimate Scenario: The best estimate scenario would maximize the use of transit funding sources to achieve the highest potential transit service levels in Lake County. The best estimate scenario uses assumptions based on currently available information or historical precedent.

Maximum Funding Scenario: The maximum funding scenario assumes that both federal, state and LTF funding assumptions turn out to be better than expected.

A summary of the outcomes of the financial scenarios is shown in Figure ES-2. The Best Estimate Scenario indicates that operating revenues will remain generally flat between FY 2015/16 and FY 2019/20 at around \$2.9 to \$3.0 million per year. JARC funding will end in FY 2014/15, which is responsible for a drop in federal funding in the table. Expected growth in Local Transportation Funds from the sales tax are expected to make up some of the difference as is growth in ridership and fare revenues. However, the Best Estimate Scenario projection is that operating revenues will be \$2.86 million in FY 2015/16 and will be just \$3.10 million in FY 2019/20.

At the same time, operating costs per vehicle service hour are expected to increase to \$69.82 per vehicle service hour in FY 2015/16 due to the decline in vehicle service hour, and increased costs for mobility management, and facility security. In FY 2019/20, with anticipated increases in administrative costs, the cost per vehicle service hour could climb to \$80 per vehicle service hour.

A primary conclusion from the evaluation of the financial scenarios is that the Best Estimate Scenario, with the revenue sources that are known to be available in 2015, will not be sufficient to retain the service improvements that the JARC funding has enabled. There will be a need to reduce vehicle service hours from approximately 47,000 to 42,000 vehicle service hours in FY 2015/16, a reduction of 5,000 vehicle service hours. It points to the need to pursue as many of the Maximum Funding Scenario revenue sources as possible.

In 2015/16, the Best Estimate Scenario would require the following service reduction to achieve the 5,000 vehicle service hour reduction:

- Route 5 cuts the last two runs of the evening, ending service at 9 pm
- Elimination of Route 12 evening service after 9 pm
- Elimination of Route 12 Saturday service
- Elimination of Nite Rider service
- Reduction of Clearlake Dial-A-Ride service to ADA Paratransit and seniors 65 and older
- Reduction of Lakeport Dial-A-Ride service to ADA Paratransit and seniors 65 and older
- Reduction of Route 1 and 8 late evening runs, eliminating the last two runs in each direction.
- Reduction of a deadheading run on Route 4

Figure ES-2 Financial Scenario Summary

	FY 2014/15	FY 15-16	FY 16-17	FY 17-18	FY 18-19	FY 19-20
	Projected	Projected	Projected	Projected	Projected	Projected
1. Fares						
Pessimistic		\$ 513,619	\$ 506,239	\$ 498,969	\$ 491,808	\$ 484,755
Best Estimate	\$ 555,299	\$ 551,738	\$ 554,112	\$ 562,405	\$ 577,041	\$ 592,072
Maximum Funding		\$ 594,947	\$ 699,660	\$ 856,157	\$ 936,490	\$ 1,022,854
2. Partnerships						
Pessimistic		\$ 69,031	\$ 73,235	\$ 75,432	\$ 77,695	\$ 80,026
Best Estimate	\$ 71,102	\$ 71,102	\$ 73,235	\$ 75,432	\$ 77,695	\$ 80,026
Maximum Funding		\$ 96,747	\$ 146,584	\$ 196,664	\$ 231,997	\$ 267,597
3. Local/State						
Pessimistic		\$ 926,095	\$ 953,496	\$ 975,813	\$ 998,378	\$ 1,021,410
Best Estimate	\$ 1,373,756	\$ 1,505,339	\$ 1,556,015	\$ 1,608,071	\$ 1,661,529	\$ 1,716,656
Maximum Funding		\$ 1,783,083	\$ 1,876,150	\$ 1,973,841	\$ 2,076,385	\$ 2,184,078
4. Federal						
Pessimistic		\$ 540,056	\$ 385,858	\$ 393,275	\$ 400,916	\$ 408,785
Best Estimate	\$ 885,667	\$ 731,944	\$ 674,862	\$ 686,108	\$ 697,691	\$ 709,622
Maximum Funding		\$ 771,424	\$ 937,496	\$ 954,370	\$ 972,089	\$ 990,693
5. Total Operating Funds						
Pessimistic		\$ 2,048,801	\$ 1,918,828	\$ 1,943,490	\$ 1,968,797	\$ 1,994,976
Best Estimate	\$ 2,885,824	\$ 2,860,122	\$ 2,858,224	\$ 2,932,016	\$ 3,013,957	\$ 3,098,376
Maximum Funding		\$ 3,246,201	\$ 3,659,890	\$ 3,981,032	\$ 4,216,960	\$ 4,465,222

The Maximum Funding Scenario includes the following additional funding resources that Lake Transit should pursue. Once these initiatives are successful, they can move from the “what if” Maximum Funding Scenario to the Best Estimate Funding, the known funding sources:

1. In FY 2016/17, funding from FTA 5311(f) and Toll Credits increase from \$300,000 to \$600,000 based on two separate applications from Routes 4 and 7 and Routes 1 and 3.¹
2. Partnership funding includes both Medi-Cal funding and a Yuba College Student fee program. Medi-Cal funding is for eligible trips through an agreement with the Lake County Department of Health. A pilot program is being recommended for a Yuba College Student fee program. Initially, the money that Lake Transit receives from the Cap and Trade program would be utilized to fund the first year of the program. It would enable Yuba College students to ride Lake Transit when they present their Student ID card. After service improvements are made, and after one year of implementation and evaluation, Yuba College students would be asked to vote for a student registration fee to match available Cap and Trade funding. Partnership funding increases from \$96,247 in FY 2015-16 to \$267,597.
3. Significantly more Local Transportation Funds are available for Lake Transit. This is based on a 4% growth rate of LTF funds, and a significant reduction in the “off the top” monies that are currently legitimately taken by Lake APC and assumes, for example, no bicycle funding allocations from LTF funds.

In the Best Estimate Funding scenario, none of the desired improvements in Lakeport, including a Lakeport circulator bus, expanded route 1/8 service to Konocti Vista Casino, and Sunday services desired by passengers are feasible with known available financial resources. Many of these service improvements could be feasible if elements of the Maximum Funding Scenario are successful.

Action Plan Summary by Plan Year

The following chapters provide significant details on transit needs, individual route assessments, priorities for service levels by types of service, as well as a detailed marketing plan. The following is the recommended action plan by year to guide the development and promotion of Lake Transit service through FY 2017/18. Each year has relevant transit management actions, service level actions, fare actions, marketing plan actions, and capital actions as appropriate based on the details in subsequent TDP and Marketing Plan chapters.

¹ Between the Draft and Final TDP and Marketing Plan, LTA has submitted a grant application to Caltrans that, if approved, could move approval and implementation of this recommendation in FY 2015/16.

FY 2014/15

Transit Management Actions

- Adopt the Transit Development Plan and Marketing Plan. This is a blueprint for service planning, transit management and marketing actions. Individual elements will be brought to the LTA Board for approval before implementation.
- With Paratransit Services, rewrite all Lake Transit schedules utilizing the extensive RouteMatch data to provide a data-driven approach to establish appropriate intervals between timepoints. The consulting team employed such an approach to the expanded Route 1/8 schedule that was implemented in January 2015, and a similar approach needs to be utilized for all routes. This would address many of the schedule adherence issues highlighted in subsequent chapters, and make Lake Transit services much more reliable.
- Ensure that all transfer connections have reasonable times for connections to both other Lake Transit Routes and external services such as Greyhound. This may require upgraded driver scheduling of vehicles, commonly called “runcutting” by Paratransit Services.
- Plan for updated improved schedules for implementation in September 2015.
- Incorporate adopted minimum and target performance standard charts from Chapter 3 into the Lake Transit Annual Report. This will enable the LTA Board to graphically see how systemwide performance is meeting adopted performance standard and what the performance trends are.
- Begin Mobility Management program. After a RFP procurement process, Paratransit Services was awarded a contract to provide the Mobility Programs Coordinator position.
- Submit separate FTA 5311(f) applications for Routes 1 and 3 and Routes 4 and 7.

Service Planning Actions

- The expanded Route 1/8 schedule with additional runs to North Shore and expanded evening service was implemented in January 2015.

Capital Actions

- Order two FTA 5311(f) replacement buses with luggage compartments.

FY 2015/16

Transit Management Actions

- Develop a systemwide listing of prioritized bus stop improvements. Develop a detailed database of bus stop locations, photographs, and current needs. RouteMatch data at the stop level should be utilized to discern where boarding and alighting patterns justify

shelters, benches, and information panels. Many bus stop improvements will require upgrades to ADA Paratransit services, and a civil engineering firm should be utilized to estimate grading, drainage, concrete pad requirements, and relevant costs. Estimated costs of bus stops in the high volume category will be prioritized based on a balance of boarding activity, upgrade feasibility, and costs. Develop a capital improvement program for implementation. Amend the TDP Capital Plan to reflect the five-year bus stop improvement program.

- Mobility Manager initiates steps with the Lake County Department of Health Services for approving eligible Lake Transit trips at Medi-Cal Administrative Activity. The objective is to execute an agreement with Department of Health Services by March 1, 2016. Develop implementation action plan.
- Procurement of Operations and Maintenance Contract.
- Utilizing RouteMatch data from May 2016, evaluate schedule adherence for all routes systemwide and compare to performance standards. Take corrective action as necessary.

Service Planning Actions

- In adjusting the September 2015 schedules, optimize drop off and pick up of both Yuba College and Mendocino College students in the proposed September 2015 schedule change.
- In the September 2015 schedule change, eliminate Route 12 Saturday service, which is very unproductive.
- Reconfigure Route 5 as a flex-route for evening service in Clearlake. Coordinate with Yuba College peak evening class end time at 8:20 pm. Reduce runs from four to three in order to enable flex stops.
- In writing September 2015 schedule changes, provide an additional run on Route 4 Eastbound between the existing 10:45 am and 2:00 pm runs.

Fare Actions

- Meet with Yuba College administration and student body representatives to discuss a one-year pilot program for a student fee program. Essentially, Low Carbon Transit Operations Program (LCTOP) funds, new California "Cap and Trade" funds, would be utilized to fund the first year pilot program. The first year would help determine the ridership demand for such a program, with all of the JARC expanded and evening services in place. Based on follow-up surveys of participating students, the utilization patterns and financial implications of a permanent student fee program would be evaluated. In the initial discussion with Yuba College, it would be made clear that a second year program and beyond would need to be a partnership with adopted student fees matching LCTOP funds.

Marketing Plan Actions

- With implementation of September 2015 schedule changes, consider conversion to a single guide. Update passenger information guide.
- Implement schedule information panels at key passenger activity centers:
 - Clearlake
 - Ray's
 - Lakeshore & Old Highway 53
 - Austin Park/City Hall
 - Burns Valley Mall
 - Yuba College
 - Lakeport
 - 3rd & Main
 - Mendocino College
 - KMART
 - Sutter-Lakeside Hospital
 - Middletown – Hwy 29 & Young St.
 - Kit's Corner
- Purchase and develop information displays and distribute prior to September 2015 schedule change.
- Implement target marketing campaign in advance of September 2015 schedule change.
- Update website with September 2015 changes.



Capital Plan Actions

- Incorporate fleet recommendations from the Energy Use Reduction Plan and amend recommended TDP procurement schedule.
- Order nine replacement buses.
- Conduct Bus Stop Improvement Study.
- Conduct feasibility study for Clearlake Transit Center.

FY 2016/17 Actions

Transit Management Actions

- Evaluate financial implications of Yuba College student fee program. Conduct intercept survey of Lake Transit passengers at Yuba College. Evaluate feasibility and student fee structure for vote by Yuba College student body.
- Investigate feasibility of expanding student fee program to Mendocino College.
- Implement Medi-Cal Administrative Activity Program.

Service Planning Actions: Best Estimate Financial Scenario

- None

Service Planning Actions: Maximum Funding Scenario

- Implementation of Sunday service on all routes except for Routes 12, 2 and 4A

Fare Actions

- LTA Board approves pilot student fee program for implementation in September 2016 or January 2017, depending on how quickly a memorandum of understanding between Yuba College and Lake Transit can be executed.

Marketing Plan Actions

- Target marketing campaign for Sunday service implementation (Maximum Funding Scenario).
- Continue ongoing outreach and promotion to key stakeholders.

Capital Plan Actions

- Conduct land acquisition for Clearlake Transit Hub.
- Order seven replacement transit buses.
- Implement first phase of bus stop improvement plan.

FY 2017/18 Actions

Transit Management Actions

- Evaluate Yuba College Student fee program.
- Work towards mileage reimbursement program (Coordinated Plan).
- Incorporate target and minimum performance standards and performance into Annual Report. Make service adjustments as necessary.

Service Planning Actions: Best Estimate Financial Scenario

- Eliminate Route 5.
- Reduce evening services on Route 1/8.
- Terminate Nite Rider service.

Marketing Plan Actions

- Update passenger guide and website to reflect service changes (Best Estimate Financial Scenario).

Capital Plan Actions

- Conduct design and environmental Work for Clearlake Transit Center.
- Implement second phase of bus stop improvement plan.

Service Monitoring

Chapter 3 includes a very detailed discussion of recommended minimum and target performance standards. Figure ES-3 is a summary of the key systemwide minimum and target performance standards. We recommend the performance standards be incorporated into the Lake Transit Annual Report.

Figure ES-3 Recommended Minimum and Target Performance Standards

Performance Standard: Systemwide	Minimum Standard	Target Standard	FY 2014/15 Performance
Cost Per Vehicle Service Hour	\$75.00	\$65.00	\$62.79
Farebox Recovery Ratio	15%	20%	19.2%
Passenger Per Vehicle Service Hour	7.0	10.0	7.18
Operating Cost per Passenger	\$10.00	\$8.00	\$8.75
Administrative Cost/Total Op. Costs	15%	10%	6.3%

Succession Planning

During the time frame of the five-year Transit Development Plan, it is possible that the existing Transit Manager of Lake Transit Authority will retire. There is a need for a transition plan from the existing arrangement with the contract Transit Manager for when he retires or is no longer available to provide the transit management services. Chapter 10 provides a detailed evaluation of the options available to Lake Transit Authority. The following is a brief summary of the key findings.

Lake Transit Authority contracts for transit management services. The Transit Manager contract is a continuously renewable agreement that has been on a year-to-year basis since it was competitively procured in 1996. Each year the contract terms includes the scope of work, level of effort, and increases in the rate per hour which has typically been adjusted based on the California CPI.

The outsourcing for Executive Director of Lake Transit Authority, the Transit Manager and the Operations and Maintenance contract has resulted in a very cost-effective Lake Transit service with a very low overall cost per vehicle service hour when compared to other California rural transit systems. For four small rural transit agencies with contracted operations, the average administrative cost per vehicle service hours was \$16.64 and Lake Transit's was just \$4.02 per vehicle service hour. For contracted operations, the average administrative cost of four rural transit agencies was 22% and Lake Transit's was just 6.3%.

Interviews were held with three well known Transit Managers who work for California rural transit agencies. There was strong consensus on the four most important skills and experience for a rural Transit Manager:

- Government experience with Federal contracting and compliance requirements
- Administrative and political skills of managing a joint powers authority
- Procurement skills, the most important of which are generally bus procurements and contracting for the operations and maintenance contractor
- Experience budgeting and financial planning

All Transit Manager peers pointed to the compensation package as critically important in recruiting a qualified Transit Manager. This includes a competitive salary and excellent health and retirement benefits.

There are essentially four main categories of organizational options for the Transit Manager:

1. Keep the status quo, and contract for a part-time or full-time Transit Manager with a management firm or independent contractor.
2. Hire a full-time employee of the Lake Transit Authority and provide CalPERS retirement and health benefits.
3. Modify the scope of work of the Lake APC Administrative and Fiscal Services contract to provide Transit Manager position as part of the current or future contract.
4. Lake County hires the Transit Manager.

There are no recommendations made on the organizational option but pros and cons for each of the above options are provided as a resource to the Lake Transit Authority. Insights from the three peer Transit Managers are also provided.

June 2015

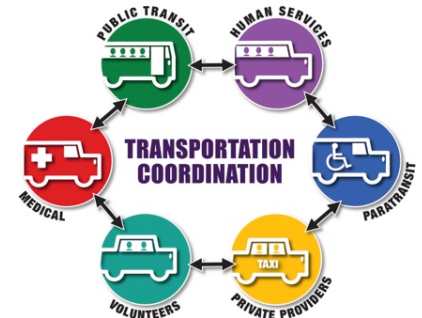
Lake County 2014-2015 Coordinated Public Transit–Human Services Transportation Plan



Prepared for:



Lake County/City Area Planning Council
Ukiah, California



Prepared by:



In Coordination With:

TRANSIT MARKETING, LLC
MOBILITY PLANNERS, LLC

This Page Intentionally Left Blank



Lake County 2014-2015 Coordinated Public Transit – Human Services Transportation Plan

Table of Contents

Executive Summary v
 Purpose and Backgroundv
 Context for 2014-2015 Lake County Coordinated Planvi
 Transportation Resources..... viii
 Mobility Needs and Gaps.....x
 Coordination Opportunities to Address Gapsxi

1.0 Introduction..... 1
 1.1–Federal Statute and Requirement.....1
 1.2–Key Themes from Lake County’s 2008 Coordinated Plan2
 1.3–Approach to This Coordinated Plan5

2.0 Context..... 7
 2.1–Lake County Target Population Characteristics7
 2.2–Lake County Distribution of Transit Services and Persons.....13
 2.3–Summary.....17

3.0 Transportation Resources 19
 3.1–About Lake Transit Authority19
 3.2–Intercity Bus and Rail22
 3.3–Human Services Transportation23
 3.4–Veterans Transportation Services.....25
 3.5–Transportation Resource Inventory25
 3.6–Summary.....31

4.0 Mobility Needs and Gaps 33
 4.1–Coordinated Plan Outreach Efforts33
 4.2–Agency and Consumer Interview Findings.....34
 4.3–A Survey of Medical Service Referrals to Out-of-County Destinations43
 4.4–Discussion of Out-of-County Medical Service Referral Survey.....53
 4.5–Summary.....59

5.0 Coordination Opportunities to Address Gaps 61
 5.1–Framing the Coordinated Plan.....61
 5.2–Strategies and Projects to Address Gaps63
 5.3 Summary of 2014 Coordinated Plan Update Goals, Strategies and Projects Matrix.....86



6. Implementation Approach for Addressing Lake County Mobility Gaps..... 91
Transportation Coordination Institutional Issues.....91
Priority Strategies and Projects List.....92

Appendices 95
Appendix A – Non-Emergency Medical Transportation E-Survey.....95

List of Executive Summary Exhibits

EXHIBIT ES-2, LAKE COUNTY DENSITY OF OLDER ADULT POPULATION VII
EXHIBIT ES-3 LAKE TRANSIT SERVICES MAPS.....IX
EXHIBIT ES-5, LAKE COUNTY NEMT SURVEY - OUT-OF-COUNTY MEDICAL REFERRALSXI
EXHIBIT ES-6, LAKE COUNTY 2014-2015 COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION
PLAN GOALS, STRATEGIES AND POTENTIAL PROJECTS.....XIII

List of Tables

TABLE 2-1, LAKE COUNTY ADULT POPULATION, UNDER AGE 658
TABLE 2-2, LAKE COUNTY ADULT POPULATION, OVER AGE 659
TABLE 2-3, LAKE COUNTY VETERANS POPULATION10
TABLE 2-4, LAKE COUNTY RESIDENTS WITH LIMITED ENGLISH PROFICIENCY, U.S. CENSUS.....11
TABLE 2-5, LAKE COUNTY HOUSEHOLD VEHICLES.....12
TABLE 2-6, LAKE COUNTY MEANS OF TRANSPORTATION TO WORK.....12
TABLE 3-1 LAKE TRANSIT INVENTORY MATRIX.....27
TABLE 3-1 LAKE TRANSIT INVENTORY MATRIX, CONTINUED28
TABLE 4-1, LAKE COUNTY NEMT SURVEY OF OUT-OF-COUNTY REFERRALS - RESPONDENTS44
TABLE 4-2, LAKE COUNTY NEMT SURVEY- REFERRAL DESTINATIONS50
TABLE 4-3, LAKE COUNTY NEMT OUT-OF-COUNTY SURVEY - COMMENTS OFFERED52
TABLE 4-4, EXISTING OUT-OF-COUNTY TRANSIT CONNECTIONS, FALL 201457
TABLE 5-2, SAMPLE REPORTING -- EXCERPT FROM TCRP REPORT 164: MOBILITY MANAGER GOALS AND
PERFORMANCE MEASURES FOR VETERAN TRANSPORTATION PROJECTS69
TABLE 5-3, LAKE COUNTY COORDINATED PLAN GOALS, STRATEGIES AND POTENTIAL PROJECTS87
TABLE 6-1, LAKE COUNTY COORDINATED PLAN PRIORITY STRATEGIES LIST.....93

List of Figures

FIGURE 1-1, LAKE COUNTY TARGET POPULATIONS.....7
FIGURE 2-2, POPULATION WITHIN ¼ MILE OF LAKE TRANSIT ROUTES14
FIGURE 2-3, DENSITY OF LOW INCOME POPULATION15
FIGURE 2-4, DENSITY OF POPULATION 65 YEARS AND OLDER.....16
FIGURE 3-1, LAKE TRANSIT SERVICES MAPS20
FIGURE 3-2, LAKE COUNTY TRANSPORTATION SERVICE TYPES.....26
FIGURE 4-2, LAKE COUNTY NEMT SURVEY – TYPES OF RESPONDENTS.....44
FIGURE 4-3, LAKE COUNTY NEMT SURVEY – AVERAGE DAILY CASELOAD.....45
FIGURE 4-4, LAKE COUNTY NEMT SURVEY – WHERE PATIENTS LIVE46
FIGURE 4-5, LAKE COUNTY NEMT SURVEY – FREQUENCY OF REFERRALS46
FIGURE 4-6, LAKE COUNTY NEMT SURVEY - OUT-OF-COUNTY REFERRALS.....48
FIGURE 4-7, LAKE COUNTY NEMT SURVEY – WHICH COMMUNITIES?.....49
FIGURE 4-8, LAKE COUNTY NEMT SURVEY – APPOINTMENTS HOW FAR IN ADVANCE?51



FIGURE 4-9, LAKE COUNTY NEMT SURVEY - OUT-OF-COUNTY REFERRALS:51
FIGURE 4-10, LAKE COUNTY NEMT SURVEY - AWARENESS OF AND FAMILIARITY WITH LAKE TRANSIT53
FIGURE 4-12, LAKE TRANSIT ON-BOARD SURVEY, MEDICAL TRIP PURPOSES BY ROUTE55
FIGURE 5-1 LITTLE HOUSE WHEELS VOLUNTEER TRANSPORTATION WEB MESSAGES76
FIGURE 5-2, TRIP VOLUNTEER DRIVER REIMBURSEMENT PROGRAM MODEL.....80
FIGURE 5-3, NEW CTAA RESOURCE FOR MEDICAL TRANSPORTATION82
FIGURE 5-4, SAMPLE WAY-FINDING TRIP PLAN FROM TRINITY COUNTY.....85



This Page Intentionally Left Blank

Lake County 2014 Coordinated Public Transit – Human Services Transportation Plan

Executive Summary

Purpose and Background

Federal Statute

Chapter 1 presents the statutory requirements of this Coordinated Public Transit-Human Services Transportation Plan. In 2005, Congress recognized within its transportation legislation the *Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users* (SAFETEA-LU, Public Law 109-059) that there should be meaningful planning and communication between America’s public transportation sectors and its human service systems. SAFETEA-LU established a new transportation planning requirement that focused on transportation-disadvantaged populations. It required that a Coordinated Public Transit-Human Service Transportation plan be developed and linked it to three grant programs: Job Access and Reverse Commute (Section 5316); the Enhanced Mobility of Older adults and Individuals with Disabilities capital program (Section 5310); and the New Freedom grant program (Section 5317).

In 2012, authorizing legislation, *Moving Ahead for Progress in the 21st Century* (MAP-21, Public Law 112-141) included numerous relevant changes. MAP-21 repealed both the Job Access and Reverse Commute and New Freedom programs. It retained and strengthened the 5310 program for enhanced mobility, restating the requirement of the Coordinated Plan and continuing modest funding support for the strategies and projects recommended through the Coordinated Plan process.

The significant change introduced by MAP-21 per FTA Circular 9070.1G (pp. V-1) lies in the fact that projects supported by 5310 funds must be “projects in the Coordinated Plan,” not simply derived from it, as had been the case under earlier SAFETEA-LU direction.

Priorities from 2008 Coordinated Plan

Lake County’s first Coordinated Public Transit-Human Services Transportation Plan, prepared in 2008 in response to SAFETEA-LU requirements, identified four highest-ranked priorities:

- Increasing frequency of Lake Transit;
- Extending hours of service of Lake Transit;
- Developing a Lake Transit capital replacement program; and
- Initiating a pilot program with a consolidated transportation services agency (CTSA) and involving local senior services to provide transportation to seniors.

Second tier priorities included:

- Seeking new partnerships to develop transportation options, including with local casinos;
- Initiating travel training programs;
- Promoting public transit awareness;
- Developing designated bicycle lanes;
- Increasing mileage reimbursement rates for volunteer drivers and care givers;
- Providing subsidies for discounted passes for fixed route and paratransit;
- Allowing for more individualized, door-to-door and door-through-door services; and
- Working to advocate for more transit funding.

Context for 2014-2015 Lake County Coordinated Plan

Chapter 2 of this Coordinated Plan update documents population changes among Lake County’s older adults, persons with disabilities, and persons of low income help to focus this Coordinated Plan. Additionally, veterans and persons of limited English proficiency are among the groups whose mobility concerns are of interest to the Plan.

Lake County’s overall population has continued to grow, at 10 percent since 2000, to now just over 64,000 persons. Eight in ten (82%) of these residents live within a ¼ mile of existing Lake Transit routes, reflecting that local public transit is traveling at and near the bulk of the county’s population.

...Exhibit ES-1, Changes in Lake County Target Populations

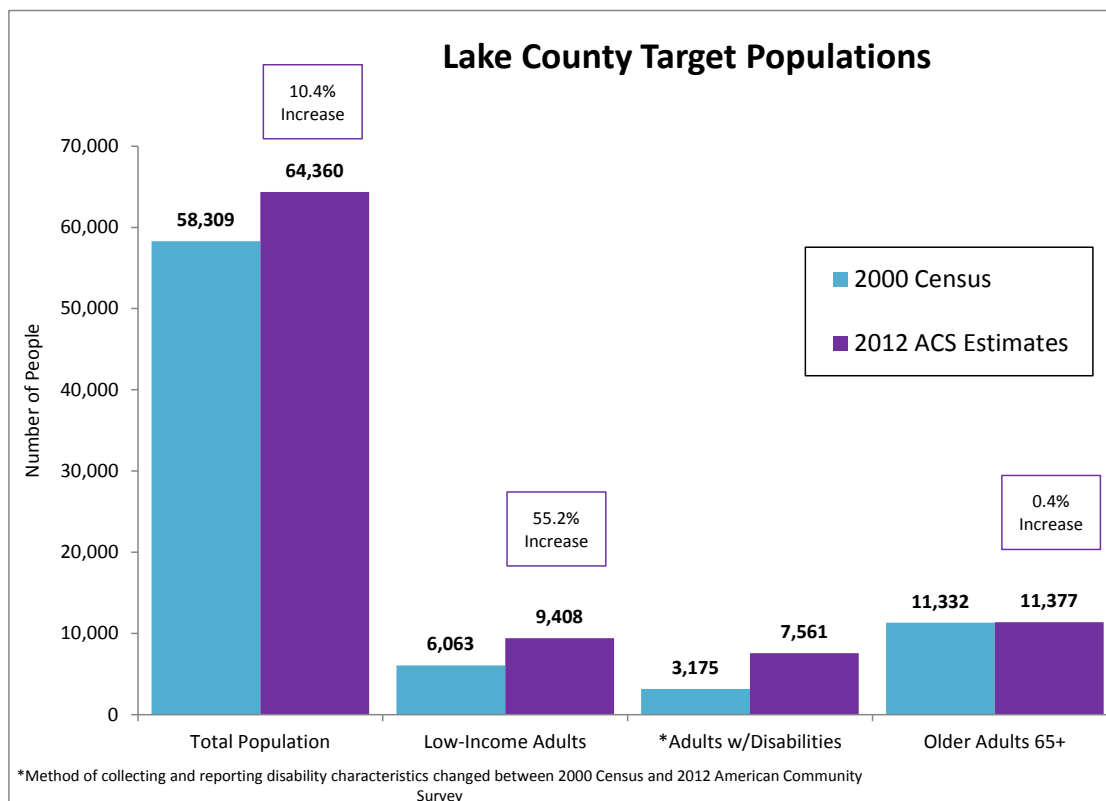
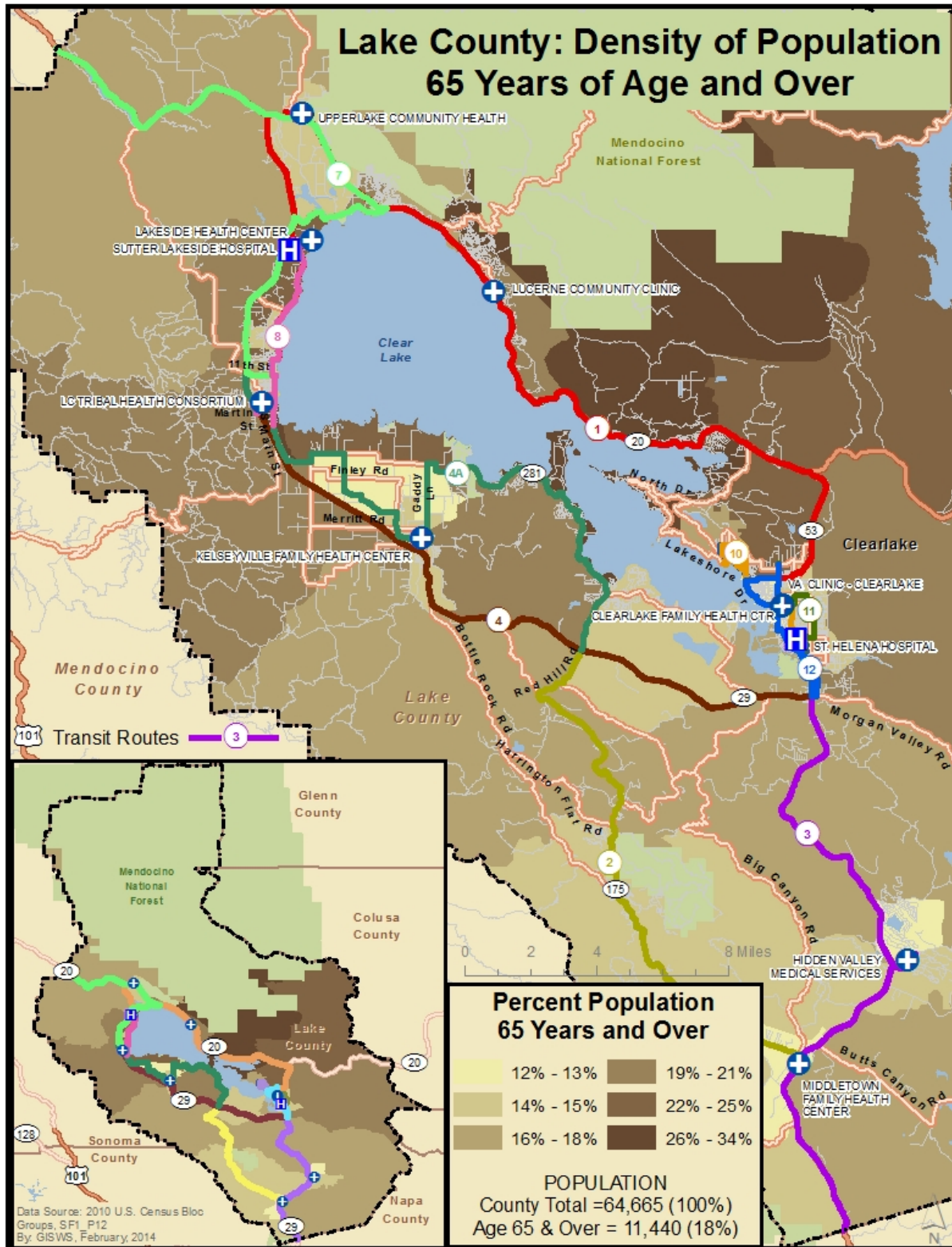


Exhibit ES-2, Lake County Density of Older Adult Population



The population of older adults, a group of about 11,000 persons, is not growing, with less than a half-percent increase and a slightly smaller proportion of the county's residents at almost 18 percent, rather than 19 percent as in 2000. Older adults, while distributed throughout the county, show highest concentrations on the North Shore, between Lucerne and Clearlake. Shown in Figure ES-2 following, these and other maps are included in Chapter 2 of the Coordinated Plan.

Persons with disabilities are now measured differently from the 2000 Census methodology and so cannot readily be compared. For 2012, 7,500 adults and 4,700 older adults reported some type of functional disability to the U.S. Census (19 percent of all residents). Among these, persons with an ambulatory difficulty were a smaller subset of almost 6,900 persons, or about 10% of the county's population.

The low-income population in Lake County grew by 55% in the wake of the 2008 recession. The communities of Clearlake and Lucerne, and the surrounding areas, are home to the highest concentrations of low-income persons.

Veterans in Lake County are 11 percent of the county's residents (almost 7,200 persons) and the largest group among them, or about four in ten, are Vietnam-era veterans. Those of limited English proficiency are largely Spanish speakers, 3,150 persons or 5% of the population.

Transportation Resources

Chapter 3 reports on the resources available to move older adults, persons with disabilities, and persons of low income around Lake County and to destinations outside the county.

Lake Transit Authority's public transportation program is central to meeting the mobility needs of the target populations. At the time of writing, Lake Transit operates 11 routes within Lake County, two of which provide regional service to Ukiah in Mendocino County and Calistoga and Deer Park in Napa County. Lake Transit Authority's Dial-A-Ride program is available in the Clearlake, Lower Lake and Lakeport communities, with reservation priority given to persons with disabilities.

The inventory of public transit services provides additional detail about reservations, service area, operating hours, and fares scale of the programs in terms of number of vehicles or number of trips provided when this information could be obtained.

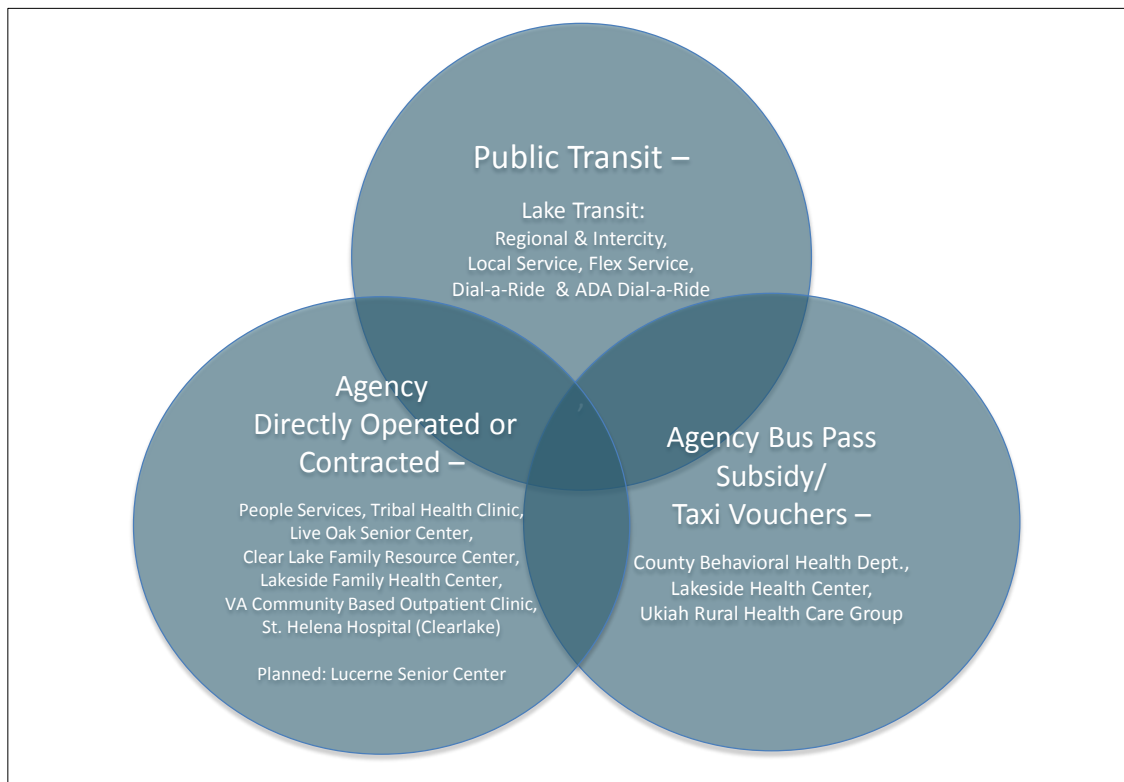
Human service transportation programs are numerous and include directly operated or contracted transportation, volunteer driver programs, veterans and tribal specific programs and bus pass subsidies for client travel.

Figure ES-3 following presents the Lake Transit routing framework across the county and connecting to adjacent counties. Figure ES-4 following depicts the interrelationship of various transportation programs in Lake County that help to address mobility needs of older adults, persons with disabilities and persons of low income. The three general types of publicly operated public transportation are identified: 1) agency-operated transportation, 2) either directly operated or under contract to another entity; and 3) agency bus pass purchase or subsidy of transportation.

Exhibit ES-3 Lake Transit Services Maps



Exhibit ES-4, Transportation Resources Available to Coordinated Plan Target Populations in Lake County



Mobility Needs and Gaps

Chapter 4 presents a wealth of findings from interviews with agency stakeholders and with consumers in focus groups. Additional input was received from an agency survey exploring out-of-county medical referrals. Twenty agency interviews plus a four-consumer focus group involved about 50 persons in identifying mobility needs and gaps. Selected responses from the Lake Transit on-board survey are reported.

Interviewed stakeholder and focus group themes around mobility needs included:

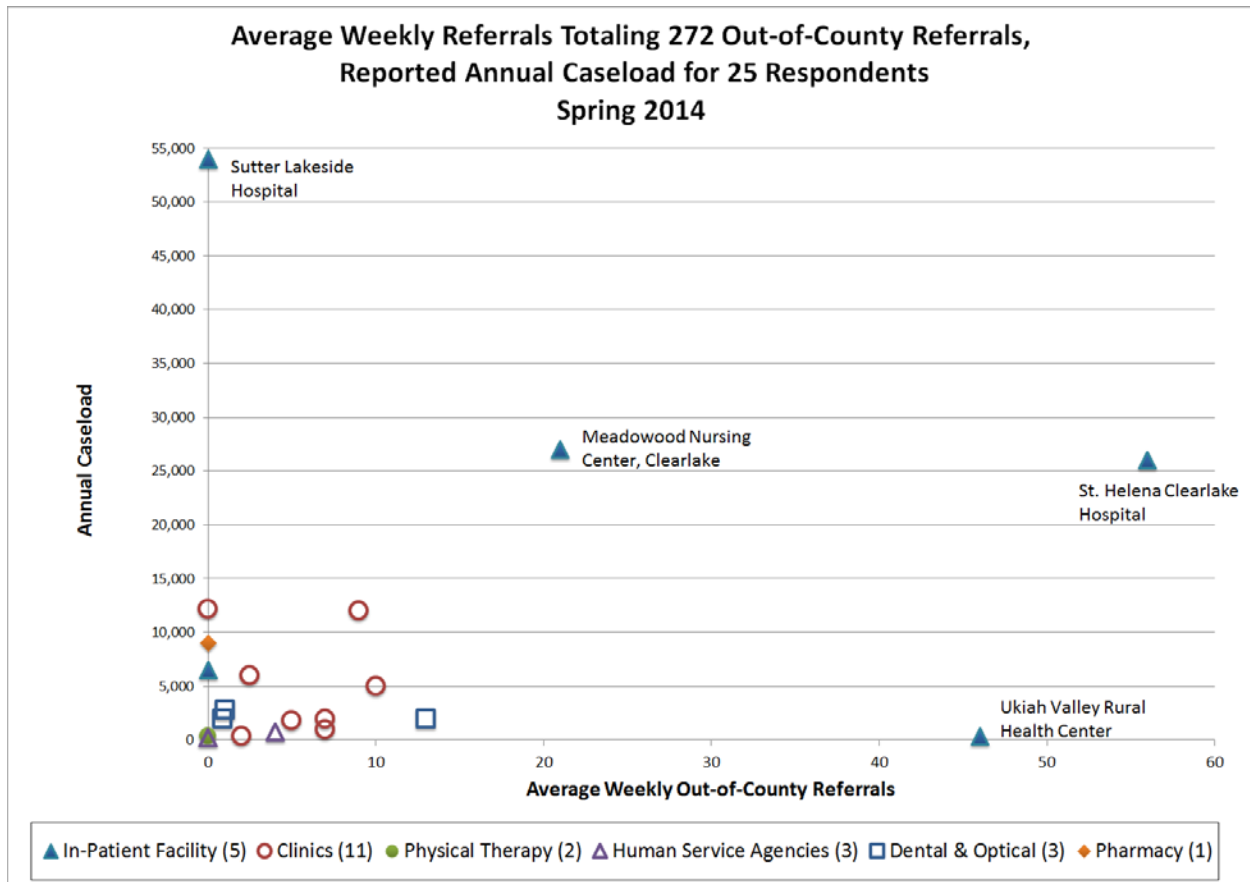
1. **Good awareness** of Lake Transit services among key stakeholders;
2. **High levels of need for transportation** and additional options for selected Lake County residents;
3. **Non-emergency medical transportation** needs were most commonly reported.
4. **Geographic pockets** in the county have limited transportation and high needs, including North Shore residents living in the hills and the Spring Valley community, the Elem Indian community and Scott's Valley Ranch;
5. **Bus stop signage, amenities, and path-of-access** concerns limit riders' access to and knowledge of existing Lake Transit services;
6. **Lake Transit service changes** were not well known at the time of these interviews, including the Night Riders service on the North Shore and expanding evening service in Clearlake.
7. **Fare affordability** was of concern to a number of groups;
8. **Mobility management** strategies were of interest and include several transportation programs currently operating, or planned for operation by senior centers and human service organizations, with transportation partnerships among various parties in place or conceivable; and
9. **Transportation information needs** include some difficulty reading Lake Transit schedules, knowing where to catch buses or connecting between different routes and a need to address limited-English-proficient populations.

An additional 25 organizations responded to a coordinated survey effort between Lake County Health Services Department and Lake City/County Area Planning Council to identify and quantify out-of-county medical referral trip needs. This non-emergency medical transportation (NEMT) out-of-county survey effort is also reported in Chapter 4.

The out-of-county medical trips' survey documented referral patterns that are presented in Figure ES-5. Eight in ten of the responding health care organizations are making out-of-county patient referrals weekly, totaling 272 average weekly referrals by these 25 organizations.

Of those providing referral estimates, St. Helena Clearlake Hospital and the Ukiah Valley Rural Health center are reporting almost 60 and 45 weekly referrals, respectively. The bulk of responding organizations are referring to out-of-county medical appointments steadily but fewer than ten times weekly. Top out-of-county destination cities were: Santa Rosa (84%), Ukiah (76%), Oakland and San Francisco (56%); St. Helena/ Deer Park (44%); Sacramento (40%); and Willits (36%).

Exhibit ES-5, Lake County NEMT Survey - Out-of-County Medical Referrals



There are existing, meaningful Lake Transit connections to Ukiah, St. Helena/ Deer Park and to Santa Rosa. Connections into San Francisco and Oakland via Mendocino Transit’s CC Rider are possible once daily via Lake Transit’ Route 7 but are not feasible via Route 3 through St. Helena/ Deer Park. It is also clear that medical personnel have general awareness of Lake Transit but very limited understanding of how to use its services within the county or to make out-of-county connections.

Key messages from this out-of-county medical trips survey are:

- Defined referral patterns exist that could be further met by enhanced transit connections for both Lake County and to out-of-county destinations.
- Health care professionals need medical-trip specific information, both within Lake County and to out-of-county destinations.
- Additional transportation options are needed for out-of-county medical destinations.

Coordination Opportunities to Address Gaps

Chapter 5 considers the findings of mobility needs and gaps for the Coordinated Plan’s target groups to craft strategies of response. Three goals provide the framework for response, with eight strategies and

numerous potential projects identified. These strategies and potential projects identified present opportunities for coordination within Lake County, in the context of:

- Goal # 1 extends the work undertaken for Lake Transit’s Short Range Transit Plan, including the development of its new marketing plan, ensuring that important existing public transportation is sustained and enhanced and ensuring that safe and responsive public transportation continues.
- Goal #2 supports the structures and activities by which to extend coordinated transportation projects in Lake County.
- Goal #3 focuses on specific requirements to build an effective and sustainable non-emergency medical transportation capability for Lake County residents.

Chapter 6 presents a discussion of the prioritization of these goals and their implementing strategies, also discussing some institutional leadership challenges to be addressed.

First, it is important that the Lake County/City Area Planning Council and Lake Transit assume appropriate leadership roles for the recommendations of this Coordinated Plan. By no means does this mean that all of the recommended strategies and potential projects are the responsibility of these two organizations. But certainly, because of their respective organizational missions, it is appropriate that leadership in addressing Coordinated Plan recommendations be assumed by them.

Secondly, building mobility management capabilities in Lake County are critical to moving various other strategies and projects forward. A Mobility Manager position will provide a focal point for getting the right partners to the table. It provides staffing to help secure needed funding. This position and the accompanying functions will establish a countywide “to do” list that helps to realize the Coordinated Plan’s recommendations for addressing mobility needs and gaps.

Finally, “interested, willing and able” partners must be sought. These will include the human services and transportation-providing organizations that contributed to this Coordinated Plan. It will likely include new partners that are yet to be identified. The coordinated service options and support services envisioned by this document require champions – “interested, willing and able” entities who can work together to improve mobility for Lake County’s older adults, persons with disabilities, persons of low income, and veterans.

Figure ES-6 following presents these goals and the strategies by which these goals can be implemented. Also identified is the level of prioritization developed through this Plan process for each strategy:

- *top ranked- critical priority* to be implemented at the earliest opportunity; and
- *second ranked-high priority* to be implemented when funding and other considerations can be addressed.

The listing of potential projects in Exhibit ES-6 suggests the type and range of projects by which these Coordinated Plan eight strategies and its three overarching goals can be realized.



Exhibit ES-6, Lake County 2014-2015 Coordinated Public Transit-Human Services Transportation Plan Goals, Strategies and Potential Projects

GOALS	STRATEGIES	POTENTIAL PROJECTS
<p>Goal #1 - Support, Maintain, and Enhance Lake County Public Transportation Services</p>	<p>1.1 Enhance and improve public awareness of and access to Lake County public transportation services through a comprehensive public information and bus stop improvement program.</p> <p>PRIORITY 1 - Critical</p>	<p>1.1.1 Implement the SRTP’s anticipated marketing plan, as funding allows, to increase rider and non-rider awareness and understanding of services among Coordinated Plan rider groups, including persons of limited English proficiency.</p> <p>1.1.2 Consider web-based information portals that will incorporate specialized transportation services, as well as provide trip planning for Lake Transit’s fixed route.</p> <p>1.1.3 Seek funding for and implement a bus stop improvement program of improved stop signage, bus stop amenities (including shelters and lighting) and paths of access that support the mobility needs of older adults, persons with disabilities and persons of low-income.</p> <p>1.1.4 Establish a bus stop maintenance program that could both provide local employment and help to maintain the visibility, attractiveness and safety of Lake Transit bus stops, as funding allows.</p>
	<p>1.2 Implement SRTP-recommended service improvements as funding allows and where minimum performance standards can be met.</p> <p>PRIORITY 2 - High</p>	<p>1.2.1 Implement improved local circulator service in Lakeport; improved evening service on the North Shore and other such improvements, as funding allows, to improve the mobility of the Coordinated Plan’s target populations.</p> <p>1.2.2 Ensure that inter-city routes make timely connections to regional and out-of-county services.</p> <p>1.2.3 Monitor service performance under revised schedules to ensure that services remain timely and reflect published schedules and/or revised schedules.</p>
	<p>1.3 Pursue and secure funding to support, maintain, improve safety and enhance the Lake County public transportation network.</p> <p>PRIORITY 1 - Critical</p>	<p>1.3.1 Seek discretionary and other funding for eligible projects related to inter-city services, safety of transit users and pedestrians, elderly and disability population services and other specialized transportation that Lake Transit can feasibly, cost-effectively operate, while ensuring that its minimum performance standards are met.</p> <p>1.3.2 Establish local complete streets ordinances that support “first and last mile” connections to transit, also promoting and increasing safety for active transportation bicyclists and pedestrians.</p>



GOALS	STRATEGIES	POTENTIAL PROJECTS
<p>Goal #2 - Build Capacity for Specialized Transit Alternatives, Including Formalizing a Consolidated Transportation Services Agency (CTSA) appropriate to Lake County.</p>	<p>2.1 Integrate the Mobility Programs Coordinator position so that it can be a focal point for implementing the Coordinated Plan goals and strategies.</p> <p>PRIORITY 1 - Critical</p>	<p>2.1.1 With the new Mobility Programs Coordinator position, in conjunction with Lake Transit management, develop a work plan to prioritize key tasks and activities including but not limited to grant writing, MOU development, project development and implementation, monitoring and technical assistance, as well as reporting on outcomes.</p> <p>2.1.2 Provide necessary technical assistance to partners, as may be required by FTA funding participation, to ensure FTA compliance.</p> <p>2.1.3 Develop grants and seek funding for an additional two-year cycle for the Mobility Programs Coordinator.</p>
	<p>a. Define the CTSA model that is appropriate and sustainable for Lake County.</p> <p>PRIORITY 2 - High</p>	<p>2.2.1 Undertake a study of alternatives for Lake County CTSA structure and operating responsibilities that will most effectively extend scarce resources and promote partnerships with key County agencies.</p> <p>2.2.2 Develop recommendations for implementing a Lake County CTSA to accommodate its funding realities, organizational and operating constraints and builds upon existing partnerships within the County.</p>
	<p>b. Seek new partnerships with interested, willing, and able agencies and organizations that can promote awareness of public transit and participate in projects addressing transportation needs and gaps.</p> <p>PRIORITY 2 - High</p>	<p>2.3.1 Support, maintain and enhance the role of Lake County’s Senior Centers in providing specialized transportation.</p> <p>2.3.2 Develop and strengthen working relationships towards creation of new projects with mobility partners that may include but not limited to: People First, the Tribal Health Consortium, the Department of Public Health and the VA Community-Based Outpatient Clinic, among others.</p> <p>2.3.3 With Lake Transit, develop capabilities for a Trip Brokerage that could receive trip requests and to coordinate service delivery.</p> <p>2.3.4 Develop partnerships with other special focus entities on projects of mutual interest, such as with: representatives of Wine Growers Association, Lakeport Economic Development Department, County Economic Development Department and Konocti Regional Trails.</p>



GOALS	STRATEGIES	POTENTIAL PROJECTS
<p>Goal #3. Develop Sustainable Non-Emergency Medical Transportation Solutions</p>	<p>3.1 Develop near and long-term non-emergency medical transportation (NEMT) alternatives that will address NEMT trip needs both within Lake County and to out-of-county destinations, including enhanced transit connections, special shuttle or life-line services, brokered trip provision across multiple providers, use of targeted mileage reimbursement and other such initiatives.</p> <p style="text-align: right;">PRIORITY 1 - Critical</p>	<p>3.1.1 Actively pursue MediCal transportation support opportunities by developing County Public Health Department discussion of MediCal vendor options for Lake Transit.</p> <p>3.1.2 Identify those NEMT trips that can be better served on Lake Transit by some modification of the existing schedule (such as betting timing with Greyhound) and communicate that.</p> <p>3.1.3 Consider defining and implementing specialized lifeline shuttles to key out-of-county NEMT destinations on a once or twice-weekly basis, if funding for such services can be identified.</p> <p>3.1.4 Pursue other funding opportunities, include Section 5310 projects such as NEMT shuttle services or mileage reimbursement projects.</p>
	<p>3.2 Develop way finding and trip specific improvements or information tools to support travel to key NEMT destinations within and beyond Lake County.</p> <p style="text-align: right;">PRIORITY 2 – High</p>	<p>3.2.1. Identify special needs stop improvement projects within Lake County, such as at Clearlake St Helena Hospital, which will help Coordinated Plan target groups’ better and more safely use Lake Transit for medical trip purposes.</p> <p>3.2.2 Prepare “way finding” tools and other travel training strategies that help riders, agency personnel and health care staff understand how existing Lake Transit services can serve some in-county and out-of county NEMT needs.</p>



This page left intentionally blank