

# Nevada County Transportation Commission

## Transit Development Plan Update

In Association With:  
Community Action Partners

### Western Nevada County FY 2010/2011 to FY2014/2015

### Final Report



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The recommendations contained in this report are not mandates and may or may not be considered by the Transit Services Commission (TSC) as future changes and/or options for enhancing the transit systems in western Nevada County are explored. Implementation of the recommendations are at the discretion of the TSC upon determining that they are applicable to our own unique set of circumstances, that their viability is realistic, and that there is a reasonable probability of sustainable success.

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# Executive Summary

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The Western Nevada County Transit Development Plan Update (TDP) provides a vision and specific recommendations for the development of local public transportation service in western Nevada County.

## Purpose of Transit Development Plan

This is an update to the Transit Development Plan for Western Nevada County, prepared by LSC in October 2008. Since the release of the 2008 TDP, transit agencies throughout the nation, including Nevada County, have experienced severe funding shortfalls due to falling revenues that typically support public transportation services. The primary objective of the TDP update is to adopt a service plan that matches available revenues. A second objective and emphasis of the TDP update is to determine how mobility management and the partnerships it fosters can expand mobility options beyond traditional public transportation services.

A TDP is utilized by funding agencies to support both operating and capital funding requests. It is designed to enable the Transit Services Commission (TSC) to monitor performance and guide financial stewardship of Gold Country Stage and Telecare services.

## Existing Conditions

Western Nevada County transit services are provided through a joint powers agreement executed on October 28, 2003, between Nevada County, the City of Grass Valley, and Nevada City. The Nevada County Transit Services Division (TSD) is responsible for the oversight of the two public transit systems operating in Western Nevada County, and reports to the Transit Services Commission (TSC), made up of two members of the Board of Supervisors, one Grass Valley representative, one Nevada City representative, two at-large representatives appointed by the County, and one at-large representative appointed jointly by the two cities. The TSD operates one of the transit programs and contracts with Gold Country Telecare, Inc. for the other program. The two programs are:

- Gold Country Stage (GCS) which is a fixed-route program operated directly by the TSD using County employees. Gold Country Stage provides regularly scheduled fixed-route bus service to Grass Valley, Nevada City, and surrounding communities. Regional service is provided to Auburn. Seven routes operate Monday through Friday from 5:50 am to 6:50 pm. No Saturday or Sunday service is provided.

- Gold Country Telecare, Inc. (“Telecare”), which is a private nonprofit agency that provides door-to-door demand response services for Americans with Disabilities Act eligible individuals under contract to the TSD.

Western Nevada County has had to make service cutbacks in traditional public transportation services due to severe declines in funding sources. Budgeted revenues for operating public transportation services in Nevada County have declined from \$3.8 million in FY 2008/09 to \$2.4 million for FY 2010/11, which started July 1, 2010. In response, the Transit Services Commission reduced service levels and routes to match available revenues. Two service changes in May 2009 and May 2010 have focused on protecting core services in the more populated areas of Nevada City and Grass Valley that have generated the most ridership. The number of vehicle service hours provided by Telecare and Gold Country Stage have declined from the 54,063 vehicle service hours provided in FY 2007/08 to the budgeted number of 28,677 vehicle service hours in FY 2010/11. While it is too soon to tell what the impacts of the May 2010 service changes will be, it is safe to say that the overall reduction of vehicle service hours have had a substantial effect on the mobility options available to western Nevada County residents.

## **Development of Two Plan Scenarios**

Due to economic uncertainties, two plan scenarios were developed: base case scenario and partial recovery scenario. The base case scenario assumes that the service plan implemented on May 24, 2010 remains in place. In this scenario, the current economic environment does not improve and transit revenue challenges persist. In the base case scenario, the existing supply of 12,477 vehicle service hours for Gold County Stage declines slightly to 11,678 vehicle service hours due to the fact that operating costs are increasing faster than available revenues. The performance of the May 24, 2010 service changes would be monitored. If services are not achieving minimum performance standards, route and schedule changes would be made within the available vehicle service hours. The emphasis would be maintaining reasonable levels of services in the core Gold Country Stage service area.

The partial recovery scenario also assumes that the economy improves over the next five years, with a partial recovery generating 90% of the sales tax revenues (Local Transportation Funds) generated in FY 2007/08. The partial recovery scenario assumes that a mobility management plan consensus process is successful in developing programs and grants to expand the mobility choices for western Nevada County residents. In the partial recovery scenario, total vehicle service hours for Gold Country Stage and Telecare increases to 35,028. This is a very modest partial recovery compared to the 54,063 vehicle service hours provided in FY 2007/08.

## **Mobility Management Rationale**

Development of mobility management strategies was an emphasis of the TDP Update. Mobility management strategies have been employed in both public and private agencies to expand transportation choices by providing a wider array of cost-effective mobility options for their residents. Mobility management has several key principles:

- Matches services to market needs without a bias to a particular mode.
- Provides flexibility to meet mobility needs. Combines traditional public transportation with non-traditional service delivery, and other modes such as expanded usage of dial-a-ride services, subsidized use of taxis, facilitating increased usage of bicycles, and increased walking opportunities.
- Focuses on customer service and community orientation.
- Maintains a cost-effective cost per passenger.
- Uses collaborative partnerships to leverage resources and engender local ownership.
- Fills mobility gaps not served by traditional public transportation.
- Utilizes entrepreneurial management with leadership of key person(s).

The central rationale for mobility management is to improve mobility options for residents and employees of western Nevada County. By filling mobility gaps not served by traditional public transportation, focusing on the customer and improving cost per passenger served, the strategies can help to mitigate the service reductions in Gold Country Stage and Telecare services that were necessitated by budget shortfalls.

The TDP consultant team organized and promoted a Community Mobility Summit in February 2010 to solicit input on ideas that might be incorporated into the Transit Development Plan. Consultant team ideas were also presented based on an evaluation of existing services, market needs from review of documents, discussions with Telecare, Gold Country Stage and Nevada County Transportation Commission. A total of 32 community stakeholders attended. A follow-up workshop was held in April 2010. Participants commented on a working paper on mobility management strategies tailored to Western Nevada County that was developed based on comments received during the February 2010 workshop.

## **Summary of Key Findings and Recommendations**

The following are the key findings and recommendations presented in the Transit Development Plan. For brevity, not all findings and recommendations in the full report are presented.

1. *Routes 1, 3, and 4 in the core area of Grass Valley and Nevada City exceed performance standards. Routes 2 and 6 fall below performance standards.* Service reductions have been strategically made to retain a strong core of services in the Grass Valley and Nevada City area. Routes 1, 3, and 4 all exceed the minimum and target standards, with 13 passengers per hour or above. Routes 2, 6, and 8 averaged just 7.1 passengers per hour, below the minimum standard of 8.0 passengers per hour. The reason that Routes 2, 6, and 8 statistics are combined in monthly reports is that the service was operated with one bus. Route 2 had particularly low productivity in a sample in January 2010 in which it had less than 4 passengers per vehicle service hour. Changes have been made to Route 2 and Route 8 is now part of Route 3. Frequencies on both Routes 1 and 3 were reduced from every 30 minutes to every 60 minutes. It is too soon to tell since the May 2010 changes were implemented what the impact will be on performance.

Recommendation 1A: Continue to monitor route performance to determine if the May 2010 route changes are meeting minimum performance standards. Consider corrective actions as recommended in Chapters 4 and 5 if routes do not meet minimum performance standards.

2. *In the base case scenario, with conservative assumptions, expenses for public transportation services would increase at a higher rate than revenues over the next five years.* Declines in ridership and corresponding fare revenues, the assumed loss of State Transit Assistance funds, and the growing percentage of fixed administrative costs to total costs are several factors responsible for a budget deficit. Holding service levels constant, the deficit between revenues and expenses would be \$153,000 in FY 2011/12 and would grow to an annual deficit of \$282,000 by FY 2014/15. The past few years have seen the need to continually reduce vehicle service hours to balance expenses with available revenues. These recent trends are not sustainable.

Recommendation 2A: There is a need to reconsider governance practices for public transit service delivery in western Nevada County. The base case scenario results points to the need for considering options to reduce overall administrative costs. With a declining number of vehicle service hours and relatively high fixed administrative costs, the percentage of administrative costs to total costs has continued to increase. The objective of the review of governance practices should be to minimize administrative costs in order to provide as much fixed-route transit and paratransit services as possible to provide mobility options, particularly for individuals who cannot drive or cannot afford an automobile. Competitive contracting for the combined operation of Gold Country Stage and Telecare could also be considered as means of reducing overall operational costs.

**3. *Telecare has developed mobility management programs that have expanded the mobility choices of seniors and the disabled in Western Nevada County.***

Three exemplary mobility management programs have been developed by Telecare to expand mobility options for seniors and the disabled:

- T.H.E. Van Program (**T**ransportation for **H**ealth and **E**nrichment) provides low-cost transportation for seniors and persons with disabilities to specific, pre-scheduled healthcare related services in western Nevada County. Low-cost transportation is provided to specific, qualified health related services that require multiple visits weekly or monthly (i.e.: cardiac-rehab, outpatient treatments, physical therapy, etc.). T.H.E. Van Program has historically been funded by United Way and The PASCO Foundation and private donations to Gold Country Telecare. A recent grant from the Federal Transit Administration (FTA) 5317 New Freedom was received to support the program.
- Gold Country Telecare has been expanded and the name changed from the Neighbor-to-Neighbor Volunteer Driver program to the Telecare Volunteer Driver Program. This door-to-door, arm-through-arm service provides transportation to the elderly and individuals with disabilities seeking to maintain their independence, dignity and connection to their community. Rides are available for ambulatory riders 24 hours a day, 7 days a week, anywhere riders would like to go, as long as Telecare can match them up with a volunteer driver.
- Sunday demand response service is provided to seniors 60 and over. Rides are available to all Sunday activities within Telecare's western Nevada County service area. Destinations can include church, special events, social activities, shopping, restaurants, etc. The Program is a subsidy program funded by the Area 4 Agency on Aging.

Recommendation 3A: Build upon the strong mobility management foundation to expand the mobility options to those without access to an automobile for the trip they need to make. A collaborative process, called Mobility Action Partners, is being formulated by the Transit Services Manager that will consist of key stakeholders in western Nevada County. A primary goal of the consensus process is to define elements of an application for FTA 5316 and/or 5317 funding to further support mobility management.

Recommendation 3B: While the collaborative process with key stakeholders will formulate their own recommendations, the following are the TDP consultant recommendations for consideration by the Mobility Action Partner process:

1. Provide an incentive to Telecare for further implementing mobility management strategies in the contract between Nevada County and Gold Country Telecare. The incentive would be to provide matching funds up to a

specified maximum for obtaining grants or implementing programs that expand the mobility choices of the senior and disabled population. If this recommendation is adopted, it would require an amendment to the current contract between Nevada County and Telecare.

2. Expand the eligibility in the Telecare contract to seniors 65+. Non-ADA eligible individuals who qualify based on age and not on disability would be able to utilize Telecare as a feeder service to and from Gold Country Stage routes and not from origin to destination.

3. Consolidate Gold Country Stage and Telecare services from Lake Wildwood and Penn Valley into a single route-deviation route. There is currently service duplication between Grass Valley, Lake Wildwood and Penn Valley. Implementation obstacles would need to be overcome.

4. Consider utilization of taxis for supplemental service when Telecare is not operating. There are numerous examples in the transit industry where subsidized taxi service is provided when the ADA Paratransit service is not operating to provide a mobility option for seniors and disabled individuals in the community.

5. Establish a progression of lifeline service to the North San Juan and North Columbia communities. Chapter 5 provides the Mobility Action Partners with four distinct service delivery options for implementing restored service.

6. Establish a bicycle library program. The bicycle can be checked out like a library book, a liability waiver can be collected at checkout, and the bike can be returned anytime. The LibraryBikes.org program of the City of Arcata, California has loaned over 4,000 bicycles with this system.

7. Determine the best approach for a community ridesharing program. The Mobility Action Partners should review the potential ridesharing products and services and determine which application(s) are best suited to western Nevada County. Start-up and implementation costs could be included in a FTA 5316 grant application.

*4. The partial recovery scenario enables Gold Country Stage and Telecare to increase vehicle service hours from the 2010/11 budgeted levels of 28,677 vehicle service hours to 34,756 vehicle service hours in FY 2014/15. The modest increase in vehicle service hours is enabled by partial recovery of Local Transportation Funds and successful grant applications with required 50% matching funds to implement mobility management strategies.*

Recommendation 4A: If revenues are available to restore and expand services, the following is the recommended priority order in which they should occur:

1. School tripper service coordinated in cooperation with the school districts. A school tripper is open to the general public but is targeted at routes that are coordinated with school bell times. One route operating two hours in the morning and two hours in the afternoon is recommended. To be effective, the specific route and schedule development should be done in collaboration with interested middle schools and Nevada Union High School.
2. Restoration of Saturday service for Gold Country Stage. Due to funding shortfalls, Saturday service was cut in May 2009. The cost of Saturday service for three buses (assumes core routes 1, 3, and 4 only) operating 8 hours is approximately \$85,000 per year. ADA Paratransit service would also be required by Telecare on Saturdays. For the transportation-disadvantaged population, restoring Saturday service would provide mobility for work, shopping, social and recreation trips. It would fill an important mobility gap.
3. Telecare consolidated operation on Route 6. There is significant overlap and duplication of service between Gold Country Stage and Telecare services to Lake Wildwood and Penn Valley. If Telecare were to operate Route 6 in a route deviation mode, ADA Paratransit service would not be required. With the marginal cost per hour of Telecare being \$45.32 compared to Gold Country Stage's \$71.63, even with the expansion of daily hours to 8 hours compared to 4.75 daily hours presently, there is an estimated net reduction of subsidy required by approximately \$8,000 per year. There are several implementations issues that would need to be resolved before this route deviation service could be implemented.
4. Lifeline service to North San Juan and North Columbia. This alternative assumes that taxi service to North San Juan does not prove to be viable. Route 10 previously provided service to North San Juan and North Columbia with five daily round trips. The route had overall low ridership and was eliminated with the service reductions in May 2009. The recommended initial service plan to restore service to North San Juan and North Columbia would provide two round trips twice per week as a lifeline public transportation service at an estimated annual cost of approximately \$30,000 annually.
5. Restoration of 30-minute service on Route 1. Route 1 service levels were reduced from 60 minutes to every 30 minutes on May 24, 2010. At that time, a 1X express between Grass Valley and Nevada City was added to the schedule. One reason this service restoration ranks as low as it does is that riders currently do have an existing option, albeit a less convenient option. Another reason is the high relative subsidy required (\$167,000).

6. Providing commuter service to Sacramento. Providing commuter service to Sacramento is a carryover recommendation from the 2008 TDP. It is the last in priority based on the criteria described above, because of the high relative subsidy required (\$277,000) and that the service would mostly serve choice riders, those individuals that have access to an auto but choose to ride Gold Country Stage.

5. *Telecare does not have access to the capital funding resources necessary to fund vehicle replacements in a timely manner.* A total of fifteen Telecare buses need be replaced over the next five years with an expected cost of \$961,900. The traditional source of funding for Telecare vehicle replacement has been FTA 5310, which is statewide competitive procurement. Telecare was also recently successful in obtaining a Congestion Mitigation Air Quality grant to replace two vehicles this fiscal year.

Recommendation 5A: It is recommended that the Transit Services Division procure and own the Telecare vehicles and provide them to Gold Country Telecare for use in paratransit service. It is a very common practice in the transit industry for the public entity such as the Transit Services Division of Nevada County to make public transit vehicles available to private contractors to operate contracted service, with the provision that the buses be properly maintained with periodic random inspections. Capital funding is available from the PTMISEA program for vehicle replacements and some money will also be available from the State Transit Assistance (STA) in the partial recovery scenario. The contract between the Transit Services Division and Gold Country Telecare would need to be amended to reflect the change in bus procurement.

6. *The Transit Services Division has not had a policy for establishing and sustaining an ongoing operating reserve.* Recent funding shortfalls have caused the Transit Services Division to reduce service levels and raise fares. While the funding shortfalls have been unprecedented and required corrective action, there have been historical fluctuations in transit revenues due to economic conditions and the state budget.

Recommendation 6A: Establish an ongoing policy of maintaining 10% of operating revenues in an operating reserve fund. Funding sources such as TDA's LTF and STA funds can be rolled over from year to year and can be utilized for maintaining an operating reserve. Federal funds cannot be utilized for this purpose.

# Chapter 1: INTRODUCTION

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## STUDY OBJECTIVES

The Western Nevada County Transit Development Plan Update (TDP) provides a vision and specific recommendations for the development of local public transportation service in western Nevada County.

This is an update to the Transit Development Plan for Western Nevada County, prepared by LSC in October 2008. Since the release of the 2008 TDP, transit agencies throughout the nation, including Nevada County, have experienced severe funding shortfalls due to falling revenues that typically support public transportation services. The primary objective of the TDP update is to adopt a service plan that matches available revenues. A second objective and emphasis of the TDP update is to determine how mobility management and the partnerships it fosters can expand mobility options beyond traditional public transportation services.

A TDP is utilized by funding agencies to support both operating and capital funding requests. It is designed to enable the Transit Services Commission (TSC) to monitor performance and guide financial stewardship of Gold Country Stage and Telecare services. The TDP:

- Establishes goals, objectives, and performance standards.
- Provides service plan and fare recommendations.
- Provides guidelines for implementation of mobility management strategies.
- Establishes a detailed operating and capital financial plan.

## PROFILE OF EXISTING SERVICES

Gold Country Stage provides regularly scheduled fixed-route bus service to Grass Valley, Nevada City, and surrounding communities. Regional service is provided to Auburn. Seven routes operate Monday through Friday from 5:50 am to 6:50 pm. No Saturday or Sunday service is provided.

The County of Nevada Transit Services Division administers a door-to-door paratransit service for persons who are unable to use the fixed route bus system, as mandated by the Americans with Disabilities Act. The demand response service is operated under contract to Nevada County by Gold Country Telecare.

A more detailed description of existing services and performance is provided in Chapter 2.

**Gold Country Stage implemented several route changes and service level reductions on Routes 1 and 3 on May 24, 2010. It is too early to determine the impact of these changes on overall performance**

## **TRANSIT DEVELOPMENT PLAN UPDATE: AREAS OF EMPHASIS**

Western Nevada County has had to make service cutbacks in public transportation services due to severe declines in funding sources. The first area of emphasis is to develop a sustainable service and funding plan such that Gold Country Country Stage can be operated efficiently and effectively within available resources.

The table below summarizes the primary funding sources for the Gold Country Stage.<sup>1</sup> The bottom line is that the budgeted revenues for operating public transportation services in Nevada County have declined from \$3.8 million in FY 2008/09 to \$2.4 million for FY 2010/11 which starts July 1, 2010. All figures presented below are in millions.

<u>Source</u>	<u>08/09</u>	<u>09/10</u>	<u>09/10 (Revised)</u>	<u>10/11</u>
<b>Sales Tax (LTF)</b>	<b>\$2.33</b>	<b>\$2.16</b>	<b>\$1.70</b>	<b>\$1.70</b>
<b>Fed Funds (FTA)</b>	<b>\$0.33</b>	<b>\$0.35</b>	<b>\$0.35</b>	<b>\$0.35</b>
<b>Fares</b>	<b>\$0.38</b>	<b>\$0.34</b>	<b>\$0.33</b>	<b>\$0.26</b>
<b>Gas Tax (STA)</b>	<b>\$0.40</b>	<b>\$0.00</b>	<b>\$0.00</b>	<b>\$0.00</b>
<b>Miscellaneous</b>	<b>\$0.22</b>	<b>\$0.03</b>	<b>\$0.17</b>	<b>\$0.03</b>
<b>Contracts</b>	<b>\$0.16</b>	<b>\$0.07</b>	<b>\$0.06</b>	<b>\$0.05</b>
<b>Total</b>	<b>\$3.82</b>	<b>\$2.95</b>	<b>\$2.61</b>	<b>\$2.39</b>

One-quarter cent of the statewide sales tax generated in Nevada County is utilized to subsidize public transportation services and is called the Local Transportation Fund (LTF). Significant reduction in LTF revenues, from \$2.3 million to a projected \$1.7 million, coupled with the elimination of gas tax revenues (STA funds) through 2009, reduced the available revenues for transit from \$3.8 million to \$2.6 million.

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<sup>1</sup> Source of information and table are from the March 17, 2010 Power Point presentation to the TSC.

A second area of emphasis is to explore, discuss, and evaluate mobility management options. While there is no way to completely mitigate the service reduction impacts on current transit riders in western Nevada County, mobility management provides alternative mobility options to better manage and coordinate services while at the same time expanding options with nontraditional modes. A Mobility Summit was held to solicit input from key stakeholders in western Nevada County. A detailed working paper was developed that provides an array of options that has been incorporated in Chapter 4.

## **REPORT OVERVIEW**

Chapter 2 provides a detailed description and recent performance of Gold Country Stage and Telecare services.

Chapter 3 is a refinement of the Goals, Objectives and Performance Standards presented in the 2008 TDP update.

Chapter 4 describes the mobility management options for western Nevada County.

Chapter 5 is the Gold Country Stage and Telecare service plan for the next five years. A base case scenario assumes no revenue enhancements over the next five years. A partial recovery scenario assumes revenue enhancements and enable public transportation to have a modest partial recovery in western Nevada Count. Priorities are provided for reinstating service if and when revenues increase.

Chapter 6 is the financial plan. It provides details on the assumptions for both the base case and partial recovery scenarios. For both scenarios a profile of the service supply recommendation over the next five years is provides, Details on operating expenditures and revenue forecasts are provided for both scenarios. Finally, a detailed capital plan with expected expenditures and revenues is provided for both scenarios.

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## Chapter 2: PROFILE OF EXISTING SERVICES

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Western Nevada County transit services are provided through a joint powers agreement executed on October 28, 2003, between Nevada County, the City of Grass Valley, and Nevada City. The Nevada County Transit Services Division (TSD) is responsible for the oversight of the two public transit systems operating in Western Nevada County, and reports to the Transit Services Commission (TSC), made up of two members of the Board of Supervisors, one Grass Valley representative, one Nevada City representative, two at-large representatives appointed by the County, and one at-large representative appointed jointly by the two cities. The TSD operates one of the transit programs and contracts with Gold Country Telecare, Inc. for the other program. The two programs are:

- ♦ Gold Country Stage (GCS) which is a fixed-route program operated directly by the TSD using County employees.
- ♦ Gold Country Telecare, Inc. (“Telecare”), which is a private nonprofit agency that provides door-to-door demand response services under contract to the TSD.

This chapter provides a profile of existing services for the Gold Country Stage and Telecare. Gold Country Stage implemented route changes and service level reductions on May 24, 2010 in order to address decreases in funding levels. It will take several months to determine the impacts of these service changes on performance.

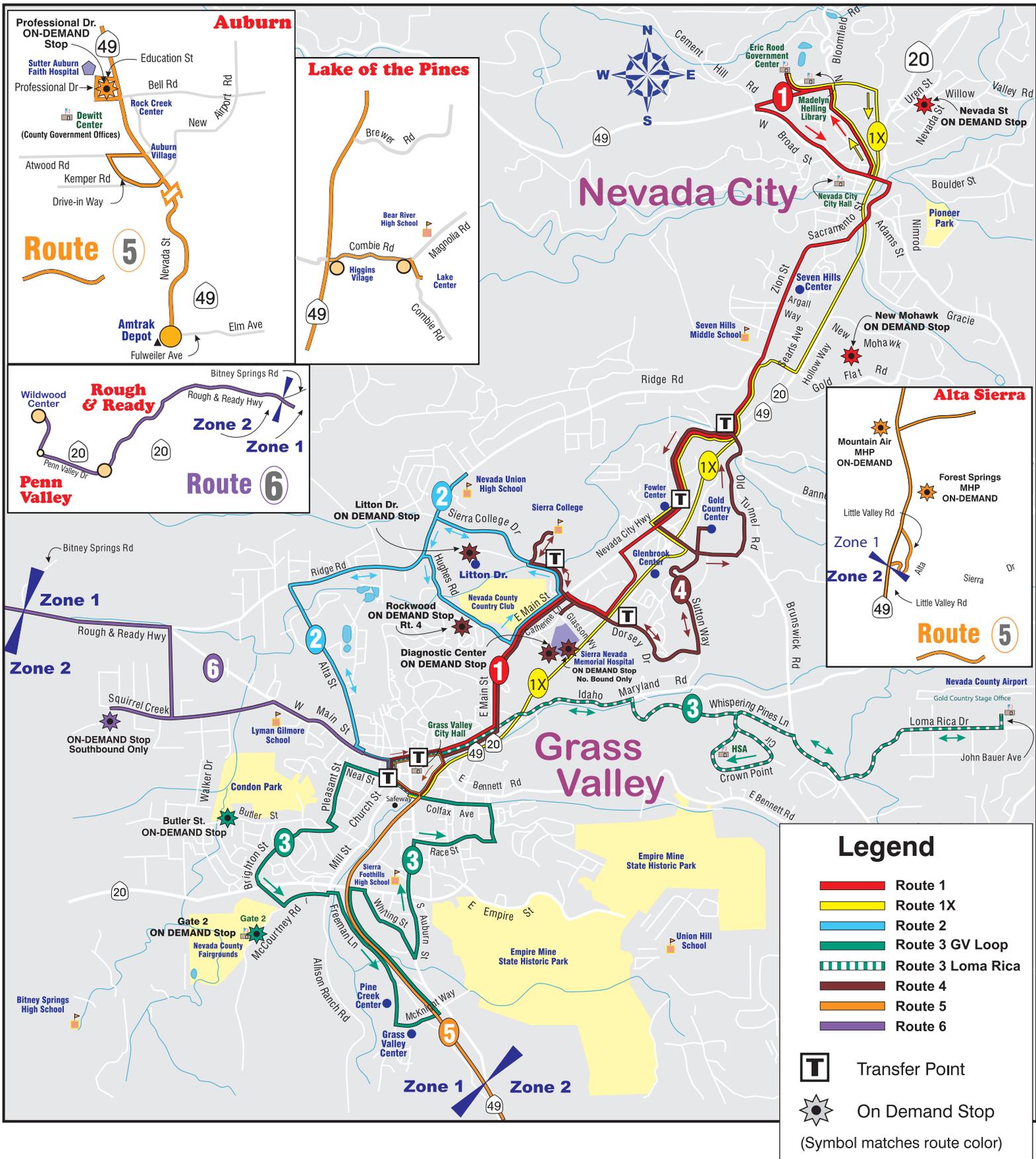
### Gold Country Stage Operating Characteristics

The GCS is a fixed-route transit service that connects population, commercial, and employment centers throughout Western Nevada County. GCS is operated by the Transit Services Department (TSD), which reports to the Transit Services Commission. GCS is funded and managed under a Joint Powers Agreement between Nevada County and the cities of Grass Valley and Nevada City.

GCS operates 7 routes that serve the Nevada City/Grass Valley area, unincorporated western Nevada County, and along the SR 49 corridor between Auburn and Nevada City, as shown on Exhibit 2-1. Service is provided on weekdays from 5:50 am to 6:50 pm. The routes total about 65 vehicle service hours pre-May 24, 2010 and about 44 vehicle service hours after.

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# Exhibit 2-1 Gold Country Stage Fixed Route Map, May 2010



The average weekday passenger count for all the routes combined is 790, with about 12.2 passengers per revenue hour (see Exhibit 2-2). It is uncertain if current ridership levels will be maintained with the recent service reductions. As of May 24, 2010, Route 8 has been absorbed into Route 3 with a new schedule to Loma Rica.

**Exhibit 2-2. July 1, 2009 - June 30, 2010 Weekday Route Statistics**

Routes	May 4 '09 Veh. Svc.. Hours	May 24 '10 Veh. Svc.. Hours	Total Boardings	Average Weekday Passengers	% of Total Passengers	Psngrs per Veh. Svc. Hour
<b>Route 1</b>	23.83	12.50	75,974	301.5	38%	13.2
<b>Route 3</b>	10.92	4.35	41,761	165.7	21%	16.5
<b>Route 4</b>	10.92	10.95	37,715	149.7	19%	13.2
<b>Route 5</b>	10.17	8.50	21,734	86.2	11%	8.3
<b>Route 2.6.8</b>	8.80	7.65	21,783	86.4	11%	9.6

### Route by Route Descriptions

#### **Route 1:Nevada City**

This route originates in downtown Grass Valley at the Church and Neal Street transfer center, and terminates at the County Government Center in Nevada City. Major stops include the Hills Flat area, Fowler Center, Seven Hills Business District, Nevada City transfer point, downtown Nevada City and the Eric Rood Government Center. One bus operates throughout the day, providing service every 60 minutes from 6:25 am to 6:25 pm.

Route 1 has the most service hours of any GCS route with 12.5 hours. It ties for second in productivity with 13.2 passengers per service hour. It ranks first for the average daily number of passengers carried with 302, between July 2009 and June 2010.

#### **Route 1X: Nevada City Express**

Route 1X is a new route implemented in May 2010. The route starts at Safeway on Neal St in Grass Valley and runs along Highway 49 for the bulk of the route, with a short deviation to the Fowler Center. The route eventually terminates at the Eric Rood Government Center in Nevada City. Three trips are provided weekdays at 9:24 am, 1:24 pm, and 5:24 pm.

The route serves stops in Grass Valley in the northbound direction towards Nevada City, and then has non-stop service when returning southbound to Grass Valley. The route does not have performance data available at this time.

## **Route 2: Ridge Road**

Route 2 operates service between Grass Valley and Nevada City via Ridge Road with service originating at the Church and Neal Streets transfer center and the Sierra College transfer point. Hourly service is provided Monday through Friday from 7:30 am to 4:55 pm. Major stops along this route include downtown Grass Valley, Sierra College, and Nevada Union High School. The route continues on as Route 3 when reaching the Church and Neal transfer point.

The route was previously combined with routes 2, 6, and 8 and the data indicates this combination of routes has about 9.6 passengers per service hour. The combination of routes also carried about 87 passengers on average.

## **Route 3: Grass Valley Loop, Loma Rica**

Route 3 commences and terminates at the Church and Neal Street transfer point in Grass Valley. This route serves the lower Grass Valley area every 60 minutes from 7:00 am to 5:23 pm. Additionally, four trips at 8:25 am, 10:25 am, 12:25 pm and 3:25 pm on Route 3 continue from Church and Neal to serve Whispering Pines Lane and Loma Rica Drive, which was previously served by the now discontinued Route 8. Major stops include downtown Grass Valley, Condon Park, Nevada County Fairgrounds, Gold Country Senior Center, Bitney Springs High School, Pine Creek Shopping Center, Sierra Foothills High School, Memorial Park, and Safeway. The four Loma Rica Drive trips serve stops including PRIDE, Crown Point Circle, Nevada County Airport, and the Gold Country Stage offices.

Route 3 runs 6.35 revenue hours a day including the Loma Rica runs that were previously route 8. Route 3 ranks second in passengers carried with 166, and first in performance with 16.5 passengers per revenue hour. These ridership numbers are sure to change now that service was roughly cut in half on May 24<sup>th</sup>, 2010.

## **Route 4: Brunswick Basin**

This route operates service between Grass Valley and Brunswick Basin, with service originating at the Church Street and Neal Street transfer point going to the Fowler Center in Nevada City. Hourly service is provided at these points from 6:30 am to 4:30

pm. Along this route major stops include downtown Grass Valley, Safeway, Sierra College, Sierra Nevada Memorial Hospital, Glenbrook Shopping Center, Gold Country Shopping Center, and the Fowler Center.

Route 4 was the only route that kept service hours intact after the May 24<sup>th</sup>, 2010 service cuts. The route currently runs about 11 revenue hours a day. It ranks third by passengers carried with 150/day on average, and ties for second in performance with 13.2 passengers per service hour.

### **Route 5: Auburn**

Route 5 provides intercity service between Grass Valley and Auburn via SR 49. Route 5 makes five trips per day, two in the morning and three in the afternoon. Route 5's operating hours are from 5:50 am to 6:50 pm. Major stops along this route include downtown Grass Valley, Alta Sierra, Lake of the Pines, Higgins Village, Lake Center, Rock Creek Center, Auburn Village, and the Amtrak Depot.

Route 5 currently runs 9.3 revenue hours after two runs were cut from the May 2009 schedule. The route carries about 86 average daily passengers, and ranks last in performance with only about 8 passengers per revenue hour.

### **Route 6: Penn Valley**

Route 6 originates from the Church and Neal Streets transfer point in Grass Valley and serves the Rough and Ready and Penn Valley communities towards the west via the Rough and Ready Highway. The route ends at Wildwood Center in Penn Valley and returns to Grass Valley. Service is provided from 6:55 am to 6:45 pm. There are five trips in the eastbound direction and four trips in the westbound direction. The last eastbound trip from the Wildwood Center runs express to Church and Neal in Grass Valley. Major stops along this route include the Lyman Gilmore School, Rough and Ready, and the Wildwood Center.

The route runs about four service hours a day. See route 2 for combined performance indicators as no individual data is available for route 6. An onboard survey was conducted on the GCS fixed-route buses from November 3<sup>rd</sup> to 5<sup>th</sup>, 2009 as part of the Gold Country Stage Public Outreach Project conducted by Majic Consulting. 167 surveys were collected throughout the course of the day. A random stratified example of 41 runs on each route was produced. Key findings of the survey are summarized below. Since this survey was conducted, service changes have altered the GCS system, cutting frequencies and some of the route lengths.

## Summary of Recent Gold Country Stage Performance

Gold Country Stage, like other California transit systems, has been hit hard by the difficult economic situation currently permeating the nation. Since FY 08/09 GCS has been forced to cut service to cover budget shortfalls. However, fixed costs have stayed roughly the same, so total operating cost performance indicators have ballooned. Farebox recovery has hovered near 10% over the last four years. System level performance, such as passengers per service hour, has been consistently around 11 passengers an hour. See Exhibit 2-3 below for a complete table for comparison over the last four fiscal years.<sup>1</sup>

<b>Exhibit 2-3: GCS Performance Between FY 2006/07 and FY 2010/11</b>				
	<b>FY 2006/07</b>	<b>FY 2007/08</b>	<b>FY 2008/09</b>	<b>FY 2009/10</b>
<b>GCS FIXED ROUTE</b>	<b>Actual</b>	<b>Actual</b>	<b>Actual</b>	<b>Projected</b>
<b>Base Statistics</b>				
Passengers	311,180	337,381	302,490	198,965
Vehicle Service Hours	28,156	29,097	25,632	17,955
Vehicle Service Miles	537,800	586,734	490,144	309,733
Operating cost	\$2,382,789	\$ 2,639,604	\$ 2,465,396	\$2,035,332
Fare Revenues	\$247,378	\$ 277,622	\$ 266,216	\$231,331
<b>System Performance Indicators</b>				
Operating cost/revenue service hr.	\$ 84.63	\$ 90.72	\$ 96.19	\$ 113.36
Operating cost/passenger	\$ 7.66	\$ 7.82	\$ 8.15	\$ 10.23
Operating cost/mile	\$ 4.43	\$ 4.50	\$ 5.03	\$ 6.57
Passengers/ service vehicle hour	11.1	11.6	11.8	11.1
Passengers/ service mile	0.58	0.58	0.62	0.64
Farebox recovery ratio	10.4%	10.5%	10.8%	11.4%

Source: NCTC TDP FY 06/0 and FY ,07/08 . Nevada County Transit Svcs Commission FY 08/09 and FY 2009/10. Costs based on adopted cost model in 2008 Transit Development Plan.

## Key Findings of GCS Fixed-Route Survey, November 2009

Majic Consulting conducted an onboard survey in November 2009 as part of the Public Outreach Program prepared for the Nevada County Department of Public Works. Below is a summary of the relevant results.

When asked about motivations for taking GCS, the vast majority (86%) of survey respondents indicated that having no car available is the most important motivator when

<sup>1</sup> It is noted that the operating costs through FY 2009/10 utilize the cost model that was developed in the 2008 TDP update. In Chapter 6, a new cost model is recommended and, if adopted, would be utilized in future calculations.

choosing to ride GCS. 'Getting there in a predictable time' was second most important, with 82% indicating that riders are pleased with the on-time performance of GCS. If GCS was not available, nearly half (47.5%) of current riders would walk to their destination, and 14% would not make the trip. The remaining respondents would try to get a ride or bike.

There were slightly more female respondents, with 53% vs. 47% male. An equal number of respondents listed their ages as between 25 and 44 as listed their ages as between 45 and 64, at 29.4% each. These two age groups comprised the highest percentages, followed by those aged 18 to 24, which comprised 16.3%. Respondents aged 65 and older trailed just behind, comprising 15%. The narrow age profile of those between 14 and 17 years old accounted for fewer than 10%, while no respondents were 13 years or younger. 70.6% of respondents earned less than \$20,000 in combined total annual income. Only 13% reported incomes over \$40,000.

Most respondents (70%) reported living in the Grass Valley zip code (95945) with 17% from Nevada City (95959). Approximately 9% of respondents listed other zip codes in Nevada County and 4% listed codes from other surrounding areas. Slightly more than half of the respondents (51.5%) ride GCS fixed-routes four or more times per week. One third (34.4%) of the respondents ride between one and three times per week. Only 14% ride less than weekly. The respondents are familiar with the system, with three-quarters riding for more than one year. 11% were very recent riders, riding the GCS for less than two months.

Trip purposes were varied, with the number one reason that people use the GCS being 'work' at 29%. 26% used the system for shopping and personal business/other. School was fourth at 18% and medical related trips were close behind at 17%. Only 13% use the bus for recreational/social purposes.

## **Telecare Paratransit Operating Characteristics**

Telecare provides ADA-eligible demand responsive paratransit services to Western Nevada County. Telecare provides about a maximum of 16,200 annual revenue hours currently. Reservations must be made a day in advance. Service is provided within 3/4 mile from existing GCS routes as per Americans with Disabilities Act (ADA) requirements, as well as one mile outside of the corridor. Fares are based upon location, ranging from \$2 for trips within the ADA corridor, to \$4 for trips outside of the corridor. Service is provided as far south as Lime Kiln Road. See exhibit 4 for the complete service area. Telecare operates from 7:30 am to 6:00 pm Monday through Friday, with a special service for seniors above the age of 60 on Sundays from 8:00 am to 5:00 pm.

The current fiscal year's (July 1, 2009 to June 30 2010) annual revenue hours are estimated at 18,779, a 22% drop from FY08/09. Total annual boardings are estimated at 47,541 on Telecare this fiscal year, with 2.2 passengers per hour. There were no denials of service. Late cancellations were down this year from last fiscal year, to 3,778 from 4,578, a 14% decrease. 'No show' statistics also improved with 1,587 in FY 09/10 down from 1,895 in FY 08/09.

Exhibit 2-4 below shows Telecare performance trends over the last three fiscal years.

**Exhibit 2-4: Telecare Performance Between FY 06/07 and FY 09/10**

Telecare PARATRANSIT	FY 2007/08 Actual	FY 2008/09 Actual	FY 2009/10 Projected*
<b>Base Statistics</b>			
Passengers	48,259	45,243	40,482
Vehicle Service Hours	24,966	24,092	18,779
Vehicle Service Miles	333,169	312,004	251,938
Operating cost	\$ 1,022,370	\$ 1,018,367	\$812,764
Fare Revenues	\$ 109,893	\$ 105,746	\$92,605
<b>System Performance Indicators</b>			
Operating cost/revenue service hr.	\$ 40.95	\$ 42.27	\$ 43.28
Operating cost/passenger	\$ 21.19	\$ 22.51	\$ 20.08
Operating cost/mile	\$ 3.07	\$ 3.26	\$ 3.23
Passengers/ service vehicle hour	1.9	1.9	2.2
Passengers/ service mile	0.14	0.15	0.16
Farebox recovery ratio	10.7%	10.4%	11.4%

\*June 2010 interpolated

In FY 09/10 Telecare hours have been reduced by 5,300 vehicle service hours, resulting in a reduction of about \$200,000 a year in operating costs. Farebox revenue increased 1% since last fiscal year. Passengers per revenue hour have moderately increased from 1.9 in FY 07/08 and FY 08/09 to 2.2 in FY 09/10.

Telecare does offer several other services beyond the required ADA Paratransit service for seniors and disabled individuals. These are good examples of mobility management strategies for filling mobility gaps in western Nevada County.

#### **A. Provision of Sunday Telecare services to seniors <sup>2</sup>**

The Program is a subsidy program funded by the Area 4 Agency on Aging to provide seniors (60 and over) in western Nevada County with transportation on Sundays. Rides

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<sup>2</sup> Source of Telecare mobility management strategies: Telecare website.

are available to all Sunday activities within Telecare's western Nevada County service area. Destinations can include church, special events, social activities, shopping, restaurants and much more. Passengers can make reservations up to 14 days in advance. All western Nevada County residents age 60 or over are eligible to use Sunday service. There is a suggested donation of \$2.00 for each one-way trip.

### **B. Transportation for Health and Enrichment Van Program (T.H.E. Van Program)**

T.H.E. Van Program (Transportation for Health and Enrichment) provides low-cost transportation for seniors and persons with disabilities to specific, pre-scheduled healthcare related services in western Nevada County. Low-cost transportation is provided to specific, qualified health related services that require multiple visits weekly or monthly (i.e.: cardiac-rehab, outpatient treatments, physical therapy, etc.). T.H.E Van Program is funded by United Way and The PASCO Foundation and private donations to Gold Country Telecare. Service is available to: Sierra Nevada Memorial Hospital Outpatient Services, Sierra Nevada Memorial Hospital Cancer Center, Cardiac Rehabilitation at Sierra Nevada Memorial Hospital, Bowman-Solinsky Therapeutic Pool, and many more medical-related facilities. The cost is the same for Telecare's regular rides: \$2 within the ADA Corridor and \$4 outside of the ADA Corridor.

### **C. Telecare Volunteer Driver Program**

Rides are available for ambulatory riders 24 hours a day, 7 days a week, anywhere riders would like to go, as long as Telecare can match people up with a volunteer driver. Rides can be arranged by calling the Telecare Volunteer Coordinator 48 hours in advance of the requested ride time. The Volunteer Coordinator matches ride requests with a volunteer driver who is the closest in proximity to the pick-up location. Passengers are charged 65 cents per mile as a mileage reimbursement for the volunteer driver.

Gold Country Telecare has expanded and renamed the Neighbor-to-Neighbor Volunteer Driver program to the Telecare Volunteer Driver Program. This door-to-door, arm-through-arm service provides transportation to the elderly and individuals with disabilities seeking to maintain their independence, dignity and connection to their community.

The expansion of service includes nine drivers located in the Lake of the Pines area of southern Nevada County who were previously part of a program started by Gladys Pulhemus. Gladys began her out-of-home program, Happy Taxi, due to her own need as a senior disabled woman who wanted to maintain her autonomy without having to depend on family and friends for transportation. This service has provided South

County elders and persons with disabilities transportation services through volunteer drivers for the past two years.

Exhibit 2-5 is the map of the Telecare service area that has been officially adopted in 2007. With the change in GCS routes, there is a need to modify the Telecare service area. This issue is addressed in Chapter 5.

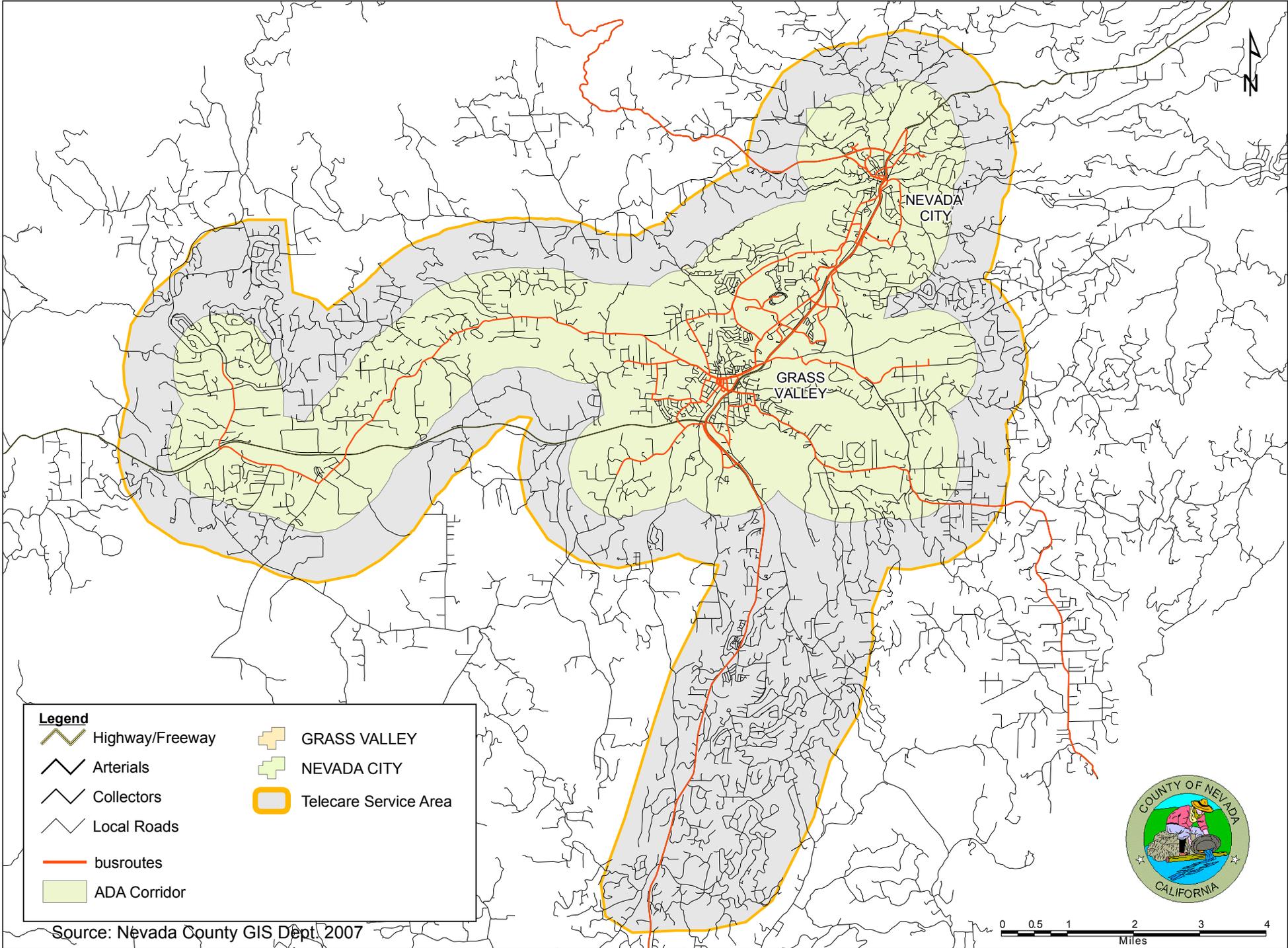
## **Telecare Survey via Mail**

The survey was designed under contract with Transit Resource Center. The survey was designed and written by TRC based on specific criteria that needed to be monitored for ADA compliance. The survey was launched on April 1st, 2010, and was sent via United States mail. The survey was sent to 350 Telecare passengers who had used Telecare services within the past three months. The last response was received on May 4, 2010. The survey was designed to be completed in 5-10 minutes in a very clear and easily understood format. 172 surveys were completed. See Appendix A for the complete survey results. The survey included 17 questions, made up of five sub-sections that matched the equivalency criteria as follows:

- Application Process
- Service Area
- Service Times
- Experience of Arranging Trips
- General

There was overwhelming response that the Telecare application process was easy to use. A few people wrote on their surveys that they weren't aware of applying and therefore didn't answer the question. Almost all respondents said that they had applied without help and have very few problems with the process and very little time delay in hearing whether they were eligible for the service.

# Exhibit 2-5. Telecare Service Area



Source: Nevada County GIS Dept. 2007

0 0.5 1 2 3 4  
Miles



From survey results received, it appears that most passengers have a good understanding of where the service area limits are and therefore don't expect to be picked up or dropped off outside the area. 96% of respondents indicated that Telecare could pick them up or drop them off at all the places they needed to go, and only 5% of respondents were told that Telecare could not provide the trip they requested at the time.

The majority of Telecare passengers understood the problems of booking for trips on Mondays and understood that they had to make arrangements for Monday trips well in advance. (See list of answers about how people made reservations for Mondays in the full report, Appendix A). Most people stated that they could always arrange rides at the times they needed them and the vast majority of people responded that they got to their destination in time. The majority said that they did not want to travel before 6:00 a.m. or as late as 6:00 p.m. although in General Comments some people did mention that a later service would enable them to go to more community events (See Appendix A for general comments). Virtually nobody had been bumped from a trip because an ADA eligible trip was given priority, although it is hard to know whether they would have been told this at the time of booking. It should be noted that recent budget cuts in 2010 have forced Telecare to provide ADA eligible trips only.

The majority of respondents found it easy to arrange Telecare trips, with nobody saying that it "wasn't at all easy" while ninety-six people (61%) said they'd been put on hold at some time. In the general section of the survey, respondents were asked how satisfied they were with Telecare, and asked to comment about or make suggestions for improvements of service. 86% of respondents indicated they were 'very satisfied'.

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## Chapter 3: GOALS AND OBJECTIVES

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This chapter presents recommended goals, objectives, and standards, specific to the GCS service area. First, the general purpose of goals and objectives are provided. Next, the mission statements for Gold Country Stage and Gold Country Telecare, Inc. (Telecare) are provided. Finally, this chapter will provide recommended goals, performance measures and standards.

Much of the material in this chapter was included in the 2008 TDP update. There are two distinct differences:

1. The 2008 update recommended a single performance standard. The 2010 TDP Update includes for performance measures, minimum standards and desired standards.
2. A recommended graphic format for easily presenting key performance progress on an annual basis to the Transit Services Commission has been provided. The suggested format is included in Appendix B.

### Introduction

An important element in the success of any organization is a clear and concise set of goals and the performance measures and standards needed to attain them. This can be particularly important for a public transit agency, for several reasons:

- ♦ Transit goals can be inherently contradictory. For instance, the goal of maximizing cost effectiveness can tend to focus services on the largest population centers, while the goal of maximizing the availability of public transit services can tend to disperse services to outlying areas. To best meet its overall mission, a public transit agency must therefore be continually balancing the trade-offs between goals. Adopting policy statements also allows a discussion of community values regarding transit issues that is at a higher level of discussion than is possible when considering case-by-case individual issues.
- ♦ As a public entity, a public transit organization is expending public funds, and therefore has a responsibility to provide the public with transparent information on how funds are used and how well it is doing in meeting its goals. Funding partners also have a responsibility to ensure that funds provided to the transit program are being used appropriately. The transit organization therefore has a responsibility to provide information regarding the effectiveness and efficiency by which public funds are being spent.

- ♦ An adopted set of goals and performance standards helps to communicate the values of the transit program to other organizations, to the public, and to the organization staff.

## **Gold Country Stage Mission Statement**

The mission statement sets the tone of the organization by establishing the overall policy direction and philosophy of the organization. The mission of the Transit Services Division of the Nevada County Department of Public Works is:

*To provide safe, convenient, reliable and affordable fixed route transit services and specialized paratransit services.*

## **Gold Country Telecare Mission Statement**

Gold Country Telecare's mission statement is:

*To provide transportation for Nevada County seniors and persons with disabilities, enabling them to maintain their independence and participate in the community.*

## **RECOMMENDED GOALS, PERFORMANCE MEASURES, AND STANDARDS**

The following goals, performance measures, and standards are designed to reflect the adopted policy statements of the region. The goals establish general direction for policies and operation, are value-driven, and provide a long-range perspective. Standards are quantifiable observable measures that reflect achievement of the goals. The performance measures provide the mechanism for judging whether or not the standards have been met.

Five major goals are identified:

- ♦ a service efficiency goal (reflecting efficient use of financial resources);
- ♦ a service effectiveness goal (reflecting effectiveness in serving passengers);
- ♦ a service quality goal;
- ♦ an accessibility goal; and
- ♦ a planning and management goal.

Standards are provided as appropriate, based on observed performance of similar transit systems in California, as well as the existing performance of GCS transit services.

## Service Efficiency Goal

*Goal:* To maximize the level of services that can be provided within the financial resources available. (The standards should not be strictly applied to new routes for the first two years of service, so long as 60% of standard is achieved after one full year of service and a favorable trend is maintained).

### All Services

- ♦ *Farebox Recovery Ratio Standard* – As a collective system, all routes (both local and regional services) should meet or exceed a minimum system-wide recovery ratio of 10%. Such a standard would comply with TDA standards for non-urbanized transit providers, allowing for various funding opportunities in the County. A target standard of 13% is recommended in order to improve efficiency and reduce public subsidy of transit operations.

### Regional Services

Route 5 is the primary current regional route provided by Gold Country Stage.

- ♦ *Farebox Recovery Ratio Standard* – The ratio of farebox income to operating costs should have a minimum standard of 7% with a target standard of above 10%. Route 5 through April 2010 had a farebox recovery ratio of 8%.
- ♦ *Subsidy Standard* – The marginal subsidy per passenger-trip for service should not exceed \$12.00 per trip, based on both industry standards and existing transit system goals. The marginal subsidy per passenger is defined as the operating costs minus administrative costs and minus fares. This standard should be adjusted annually to account for inflation. The target standard should be less than \$10.00 per trip. Through April 2010, Route 5 had a marginal subsidy per passenger of \$11.32 per trip.

- ♦ Local Route Services

These standards apply individually to the local routes:

- ♦ *Farebox Recovery Ratio Standard* – The ratio of farebox income to operating costs should meet or exceed a minimum of 10%. Currently, through April 2010, Routes 6, 8 and 2 were below the minimum standard with a 7.7% percent farebox return.
- ♦ *Subsidy Standard* – The marginal subsidy per passenger-trip for service should not exceed \$8.00 based on industry standards and recent experience. This standard should be adjusted annually to account for inflation.

Overall, the system meets this standard, with an average marginal subsidy per passenger for the system through April 2010 of \$5.62.

#### Demand Response Service

- ♦ *Farebox Return Ratio Standard* – The ratio of farebox income to operating costs should meet or exceed 10%. Currently, Gold Country Telecare is meeting this standard with an 11.2% farebox return ratio through April 2010.

#### **Service Effectiveness Goal**

*Goal:* To maximize the ridership potential of the GCS services. (The standards should not be strictly applied to new routes for the first two years of service so long as 60% of standard is achieved after one year and a favorable trend is maintained.)

#### All Services

- ♦ *Improvement in Effectiveness Standard* – Increase ridership productivity by a minimum of 1% annually for each service component, with a target standard of 3% annually. The existing system-wide productivity through April 2010 is 6.7 passengers per vehicle service hour including both Telecare and Gold Country Stage Services.

#### Commuter and Regional Services

- ♦ *Service Effectiveness Standard* – Serve a minimum of 7.0 passenger-trips per vehicle service hour with a target standard of over 10 passengers per hour. In FY 2008/09, Route 5 had 9.8 passengers per hour, but this figure has decreased to 7.2 passengers per hour through April 2010 in FY 2009/10.

#### Local Route Services

- ♦ *Service Effectiveness Standard* – Serve a minimum of 8.0 passengers per vehicle service hour on any individual route, with the target of above 10.0 passengers per vehicle service hour. All local routes combined should average a minimum of 12 passengers per vehicle service hour and a target of 15 passengers per vehicle service hour. Through April 2010, all local routes averaged 12.3 passengers per vehicle service hour.

### Demand Response Service

- ♦ *Service Effectiveness Standard* – Serve a minimum of 2.0 passengers per vehicle service hour with a target of 3.0 passengers. Gold Country Telecare is just meeting this standard with 2.1 passengers per vehicle service hour.

### **Service Quality Goal**

*Goal:* To provide safe, reliable, and convenient transit services.

### Gold Country Stage

- ♦ *Passenger Load Standard* – For passenger safety and comfort, vehicles should be sized and the transit service operated to limit typical peak loads to the seating capacity. Standing loads shall be limited to a maximum of 20 percent of daily local runs.
- ♦ *Accident Standard* – Maintain a minimum of 100,000 miles between preventable collision accidents, and 50,000 miles between all types of accidents. The target objective should be 500,000 miles between all preventable accidents and 250,000 between all accidents.
- ♦ *Road Calls* – Maintain a minimum of 10,000 miles between road calls. A target objective is 12,500 miles between road calls for all buses in the fleet.
- ♦ *Preventive Maintenance Standard* – 100% of preventative maintenance actions should be completed, at minimum, within 500 miles of schedule. The target objective 100% of preventative maintenance actions within the prescribed schedule by vehicle type.
- ♦ *Vehicle Standard* – Vehicles should be replaced at the end of their useful lives and according to FTA guidelines. GCS recently procured new vehicles to replace those that are currently outdated or inefficient.
- ♦ *Vehicle Cleanliness Standard* – The outside of all vehicles in regular use shall be washed at least weekly. Inside, spot cleaning and trash removal shall be conducted at least daily.
- ♦ *Passenger Complaint Standard* – Passenger complaints shall be a minimum of less than 1 per 5,000 passenger-trips with a target objective of no more than 1 complaint per 10,000 passenger trips. Management response should be provided to all complaints within one working day.
- ♦ *Training Standard* – All services shall be provided by trained, courteous, respectful employees who are sensitive to the needs of passengers. Training

needs to include the proper operation of wheelchair lifts as required by the Americans with Disabilities Act.

- ♦ *On-Time Performance Standard* – The minimum standard should be 75% percent of all fixed-route trips operated “on-time,” defined as not early, and no more than ten minutes late. The desired standard is 95% on-time performance. Performance shall be measured at the route terminus, though evaluation of on-time performance at intermediate time points is encouraged if an on-time issue is identified.
- ♦ *Missed Trips Standard* – The proportion of runs that are not operated or are more than 15 minutes late should be no more than 1%.

#### Demand Response Service

- ♦ *Service Availability Standard* – Provide transit service to those qualified residents within  $\frac{3}{4}$ -mile of the GCS fixed route system. Because the service is demand response, the Telecare service currently provides service within the three-quarters of a mile ADA corridor, as well as an additional extended service area, another  $\frac{3}{4}$ -mile from the corridor.
- ♦ *On-Time Performance Standard* – Ninety percent of all demand response trips should be operated “on-time,” consistent with ADA requirements of meeting the passengers within 15 minutes of the scheduled pick-up time. During an 8-month period between July 2007 and March 2008, approximately 80% of the trips were considered “on-time.” A large proportion of trips (17.8%) were served 30 minutes early.
- ♦ *Missed Trips Standard* – The proportion of runs that are not operated or are more than 15 minutes late should be no more than 1%. Between July 2007 and March 2008, 1.7% of trips were served 15 minutes or more late, thus not meeting this standard.
- ♦ *Trip Denial Standard* – Gold Country Telecare should not deny a trip to ADA eligible passengers, and for non-ADA passengers, trips should be rescheduled.

#### **Accessibility**

*Goal:* To provide a transit system that is accessible to the greatest number of persons while maintaining the productivity of the system.

*Service Area Standard* – Maximize the area provided with transit service while maintaining minimum farebox return standards.

- ♦ *Vehicle Accessibility Standard* – Maintain a fully wheelchair-accessible transit fleet.

## Planning and Management

*Goal:* To evaluate strategies which help management maximize productivity while meeting the transit needs of the community and develop a transit program that supports comprehensive planning goals.

- ♦ *Planning Standard* – Transit Development Plans shall be updated at a minimum of every four years.
- ♦ *Service Monitoring Standard* – Monitoring reports on the effectiveness and efficiency of transit service will be collected and reviewed monthly by GCS and NCTC staff.
- ♦ *Transportation Development Act Standard* – The requirements of the TDA shall be fully met, particularly with regard to addressing those unmet transit needs of the community that are “reasonable to meet.”
- ♦ *Land Use Planning Standard* – Development proposals shall be reviewed with the Planning Department to assess the effects of development on transit service, and to encourage land development that is compatible with transit service. In addition, roadway modification plans along existing or planned transit service routes shall be reviewed by transit staff.
- ♦ *Coordination Standard* – On at least a quarterly basis, potential coordination opportunities with all other public transportation providers in the service area shall be reviewed to ensure convenient connections between services and to avoid unnecessary duplication of service.
- ♦ *Marketing Standard* – Marketing shall be conducted to ensure that all service area residents are aware of GCS services. Targeted marketing shall be conducted for high-potential groups, including elderly, disabled, and low-income residents. Up-to-date schedules and route maps should be conveniently available to the public at all times. A minimum of 2% (and preferably 3%) of the total annual administrative budget should be expended on marketing.
- ♦ *Administrative Cost Standard* – Administrative/dispatch costs should be 25% or less of total operating costs. During FY 2007-08, the administrative costs for GCS totaled 18% of the total operating costs, thus meeting this standard.

## **Recommended Summary Format**

On an annual basis the key performance measures should be reported to the Transit Services Commission in a user-friendly format. Appendix B includes a sample of this format that was developed for Yuba-Sutter Transit.

## Chapter 4: MOBILITY MANAGEMENT

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This chapter provides options for expanding transportation choices to all western Nevada County residents. While there is no way to completely mitigate the service reduction impacts on current transit riders in western Nevada County, this chapter presents alternative mobility options that can be explored to better manage and coordinate services, while at the same time expanding options with nontraditional modes.

This chapter expands the ideas presented at the Community Mobility Summit on February 16, 2010 which was attended by 32 stakeholders interested in the future of public transportation in western Nevada County. The implications of the comments received at the Mobility Summit are described later in this chapter. The concepts which were presented at the Mobility Summit are expanded here to the next level of detail. The sections below provide a description of the mobility options available for a comprehensive mobility management strategy in western Nevada County. **It is very important to note that no specific recommendations and proposals are presented in this chapter.** Options are presented for further stakeholder and public input before a specific package of proposals is developed for inclusion in the Transit Development Plan. Implementation of the options by other transit agencies is illustrated in real world examples when available.

A follow-up workshop was held on April 28, 2010 with approximately 20 stakeholders attending to provide comments on the Mobility Management Working Paper. Individuals not able to attend the meeting were able to provide written comments by either email or letter.

### Chapter Organization

The Mobility Management Chapter is organized into the following sections:

- Review of existing conditions
- Rationale for mobility management as applied to western Nevada County
- Existing examples of mobility management programs in western Nevada County
- Consultant team mobility management ideas and options
- Ideas and options received from stakeholders at the February 16 Mobility Summit and implications for the Transit Development plan
- Institutional options for implementing mobility management strategies.

This chapter will be helpful as a resource to the Mobility Action Partner process that will be responsible for recommending actual implementation strategies.

## **Review of Existing Conditions**

Western Nevada County has had to make service cutbacks in traditional public transportation services due to severe declines in funding sources. Budgeted revenues for operating public transportation services in Nevada County have declined from \$3.8 million in FY 2008/09 to \$2.4 million for FY 2010/11 which starts July 1, 2010. In response, the Transit Services Commission reduced service levels and routes to match available revenues. The service changes have focused on protecting core services in the more populated areas of Nevada City and Grass Valley that have generated ridership.

In Chapter 3, specific performance measures and target standards were recommended. A key performance standard is productivity, as measured by passengers per vehicle service hours: The recommended standard for local routes is to “Serve a minimum of 8.0 passengers per vehicle service hour on any individual route, with the target of above 10.0 passengers per vehicle service hour.” According to Gold Country Stage records from July 1 2009 through April 2010, Routes 1, 3 and 4 all exceeded the minimum and target standards, with 13 passengers per hour or above. Route 2,6,8 averaged just 7.1 passengers per hour, below the minimum standard. The reason that Route 2,6, and 8 statistics are combined in monthly reports is that the service was operated with one bus. Route 2 had particularly low productivity in a sample in January 2010 had less than 4 passengers per vehicle service hour.

Changes have been made to Route 2 and Route 8 is now part of Route 3. It is too soon if former Routes 2,6,and 8 will exceed minimum standards.

The productivity standard for Paratransit services recommended in Chapter 3 is a minimum standard of 2.0 passengers per vehicle service hour and a target standard of 3.0 passengers per vehicle service hour. Telecare currently averages 2.12 passengers per hour. This is fairly typical for ADA Paratransit Services in rural areas with a large service area with long many origins to many destination trip patterns.

The overall conclusion is that the core routes of 1,3, and 4 are operating above minimum standards. Other routes need to be monitored carefully to determine if they meet minimum service standards.

As discussed in more detail below, mobility management strategies are designed to provide alternative mobility options without a bias to a particular mode. For example, if Route 2 does not meet standards for traditional fixed route service, mobility management provides a means for providing mobility with alternative modes of travel. Mobility management is meant to complement the core Gold Country Stage routes. Mobility management strategies can also help to improve the productivity of Paratransit services.

## Rationale for Mobility Management Strategies

Mobility management strategies have been employed in both public and private agencies to expand transportation choices by providing a wider array of cost-effective mobility options for their residents. Mobility management has several key principles:

- Matches services to market needs without a bias to a particular mode.
- Provides flexibility to meet mobility needs. Combines traditional public transportation with non-traditional service delivery, and other modes such as expanded usage of dial-a-ride services, subsidized use of taxis, facilitating increased usage of bicycles, and increased walking opportunities.
- Focuses on customer service and community orientation.
- Maintains a cost-effective cost per passenger.
- Uses collaborative partnerships to leverage resources and engender local ownership.
- Fills mobility gaps not served by traditional public transportation.
- Utilizes entrepreneurial management with leadership of key person(s).

The central rationale for mobility management is improve mobility options for residents and employees of western Nevada County. By filling mobility gaps not served by traditional public transportation, focusing on the customer and improving cost per passenger served, the strategies described below can help to mitigate the service reductions that were necessitated by budget shortfalls.

This chapter provides the opportunity to continue a dialogue on tailoring a mobility management strategy for western Nevada County that meets local market needs. However, there are several existing mobility management initiatives in western Nevada County to build upon.

## Existing Examples of Mobility Management in western Nevada County

Telecare offers several other services beyond the required ADA Paratransit service for disabled individuals. These are good examples of mobility management strategies for filling mobility gaps in western Nevada County.

### Provision of Sunday Telecare services to seniors <sup>1</sup>

The Program is a subsidy program funded by the Area 4 Agency on Aging to provide seniors (60 and over) in western Nevada County with transportation on Sundays.

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<sup>1</sup> Source of Telecare mobility management strategies: Telecare website.

Rides are available to all Sunday activities within Telecare's western Nevada County service area. Destinations can include church, special events, social activities, shopping, restaurants and much more. Passengers can make reservations up to 14 days in advance. All western Nevada County residents age 60 or over are eligible to use Sunday service. There is a suggested donation of \$2.00 for each one-way trip.

### **Transportation for Health and Enrichment Van Program (T.H.E. Van Program)**

T.H.E. Van Program (**T**ransportation for **H**ealth and **E**nrichment) provides low-cost transportation for seniors and persons with disabilities to specific, pre-scheduled healthcare related services in western Nevada County. Low-cost transportation is provided to specific, qualified health related services that require multiple visits weekly or monthly (i.e.: cardiac-rehab, outpatient treatments, physical therapy, etc.). T.H.E Van Program has historically been funded by United Way and The PASCO Foundation and private donations to Gold Country Telecare. A recent grant from the Federal Transit Administration (FTA) 5317 New Freedom was received to support the program. Service is available to: Sierra Nevada Memorial Hospital Outpatient Services, Sierra Nevada Memorial Hospital Cancer Center, Cardiac Rehabilitation at Sierra Nevada Memorial Hospital, Bowman-Solinsky Therapeutic Pool, and many more medical-related facilities.

The cost is the same for Telecare's regular rides: \$2 within the ADA Corridor and \$4 outside of the ADA Corridor.

### **Telecare Volunteer Driver Program**

Rides are available for ambulatory riders 24 hours a day, 7 days a week, anywhere riders would like to go, as long as Telecare can match them up with a volunteer driver. Rides can be arranged by calling the Telecare Volunteer Coordinator 48 hours in advance of the requested ride time. The Volunteer Coordinator matches ride requests with a volunteer driver that is the closest in proximity to the pick-up location. Passengers are charged 65 cents per mile as a mileage reimbursement for the volunteer driver.

Gold Country Telecare has expanded and renamed the Neighbor-to-Neighbor Volunteer Driver program to the Telecare Volunteer Driver Program. This door-to-door, arm-through-arm service provides transportation to the elderly and individuals with disabilities seeking to maintain their independence, dignity and connection to their community.

The expansion of service includes nine drivers located in the Lake of the Pines area of southern Nevada County who were previously part of a program started by Gladys Pulhemus. Gladys began her out-of-home program, Happy Taxi, due to her own need as a senior disabled woman who wanted to maintain her autonomy without having to depend on family and friends for transportation.

This service has provided South County elders and persons with disabilities transportation services through volunteer drivers for the past two years.

### **Grass Valley Vanpool**

A final example of filling mobility gaps is the existing vanpool from Grass Valley and Lake of the Pines to downtown Sacramento.

These are good examples of filling mobility gaps not served by regular Telecare service or Gold Country Stage routes. Mobility management seeks to fill mobility gaps for transit-dependent populations such as Telecare and Gold Country stage users, but it also seeks to better match services to market needs and expand mobility options for the general public.

To this end, the consultant team organized and promoted a Community Mobility Summit to solicit input on ideas that might be incorporated into the Transit Development Plan. Consultant team ideas were also presented based on an evaluation of existing services, market needs from review of documents, discussions with Telecare, Gold Country Stage and Nevada County Transportation Commission, and local knowledge from Project Manager Cliff Chambers who lived full time in Grass Valley between 1999 and 2006.

The next section first provides the consulting team's ideas for specific mobility management, followed by input gathered at the Community Mobility Summit.

## **Consultant Mobility Management Ideas and Options**

### **Service mode overview**

Exhibit 4-1 on the following page provides an overview of different types of public transportation services provided in western Nevada County. Gold Country Stage currently provides:

1. Regional fixed route to Auburn.
2. Mainline fixed route, Route 1, that connects transfer locations in Grass Valley, Brunswick Basin, and Nevada City.
3. Circulator one-way loop route on Route 3.
4. On-Demand Stops on Routes 1,3,4,5 and 6.

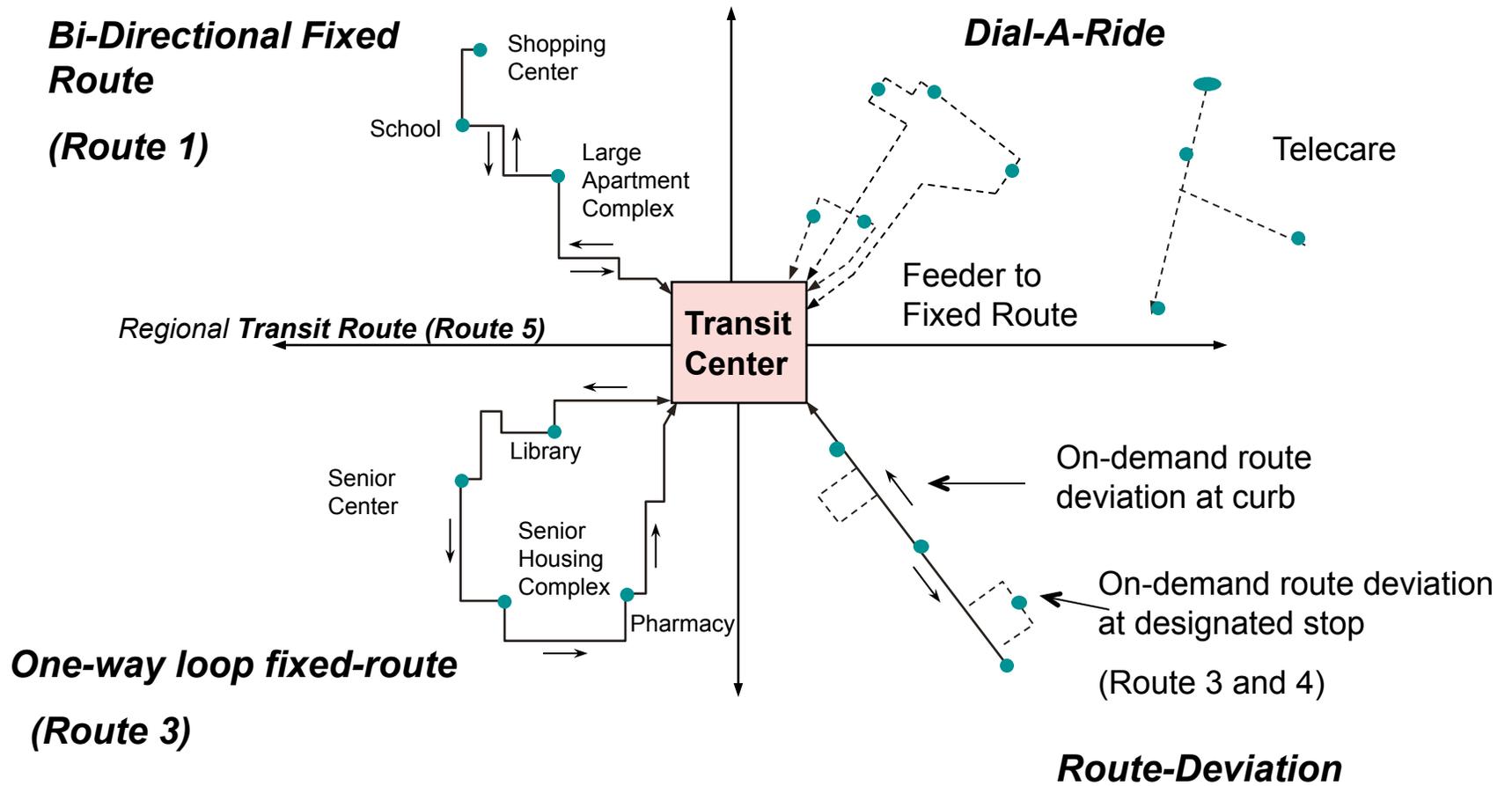
Telecare currently provides:

5. Dial-A-Ride service to disabled individuals who cannot use fixed route services.
6. On Sundays, service to both seniors and the disabled.

Modes currently not provided in western Nevada County:

7. Route deviation

# Exhibit 4-1 Community Transit Options



8. General public dial-a-ride.

The following is a description of the mobility management strategies discussed at the February 16, 2010 Mobility Summit by the Transit Resource Center team. The topic covered included:

A. Adjusting eligibility policies for Gold Country Stage and Telecare services

- Eligibility for Telecare services
- General Public Dial-Ride
- From Fixed Route to Route Deviation on GCS Route 6

B. Volunteer drivers: collaborative efforts

C. Role of taxis

D. Progression of rural lifeline services

E. Non-motorized modes: Bicycling and Walking

F. Community Ridesharing

G. Car Sharing

## **Adjusting policies for Gold Country Stage and Telecare services**

### **1. Eligibility for Telecare Dial-A-Ride services**

In order to be eligible for Telecare ADA Paratransit services Monday through Friday, you must be certified as eligible to ride the service. In essence, this means that Telecare members have a disability that does not enable them to utilize Gold Country Stage services.

There are a number of policy options that the Transit Services Commission and the Telecare Board of Directors might consider as part of an overall mobility management strategy:

- A. Keep the status quo for certification and eligibility.
- B. Re-certify eligibility to three ADA eligibility categories and provide feeder service for conditionally eligible passengers.
- C. Broaden Telecare eligibility to all seniors over age 60, 62, or 65 and persons with a disability.
- D. Open up the dial-a-ride services to the general public as a feeder service to Gold Country Stage, while restricting ADA service to the  $\frac{3}{4}$  mile area served by Gold Country Stage.

*A. Keep the status quo for certification and eligibility*

The existing Telecare eligibility process certifies individuals to qualify for ADA Paratransit service if they have a disability that prevents them from using a Gold Country Stage bus. The application is based on the honor system and applications are approved by the Transit Services Manager. An appeals process, as required by ADA regulations, is available if eligibility is denied. The Transit Services Division does certify eligibility based on conditional eligibility as ADA regulations allow. These categories of eligibility are explained in the next option below.

*B. Re-certify ADA eligibility to three eligibility categories and provide feeder service from Telecare to Gold Country Stage conditionally eligible passengers.*

There are three categories for ADA eligibility:

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

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

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

As a practical matter, eligibility criteria #2 is not applicable, as all Gold Country Stage routes are accessible based on ADA criteria.

If ADA eligible passengers were certified in the third category of eligibility, then it would be possible to require ADA passengers to transfer to Gold Country Stage for longer trips. For example, passengers might be picked up in Alta Sierra and brought to a Gold Country Stage stop on Route 5 for a trip to downtown Grass Valley.

For ADA eligible passengers able to ride fixed-route service for at least some of their trips, the ADA allows transit agencies to limit trip offerings to feeder service. This is known as conditional eligibility, yet only a handful of transit agencies nationwide have implemented this so-called mandatory form of feeder service.

Notable examples are Pierce Transit in Tacoma, Washington, UTA in Salt Lake City, Utah, and ACCESS in Pittsburgh, Pennsylvania, and smaller systems such as those in Madison County, Illinois.<sup>2</sup>

From a literature search, the most analogous example of a transit agency similar to Telecare and Gold Country stages is in Granite City, Illinois. The Agency for Community Transit (ACT) is a nonprofit corporation that serves as the contractor for Madison County Transit (MCT). Mandatory feeder service is provided to those who have a conditional eligibility under category 3 ADA eligibility or eligible elderly passengers. Transfer sites are determined by passenger amenities including presence of a shelter. Once passengers are dropped off by the feeder service, the driver provides no additional assistance.

Passengers do not generally like to use the feeder service that requires transfers, but the transit agency has made the policy decision to conserve funds to accommodate all required trips. Approximately 25% of the 120,000 annual Paratransit trips provided by ACT are provided on a feeder basis. Fares range from \$1.50 to \$4.50, depending on the number of travel zones.

The policy rationale for requiring a transfer to Gold Country Stage for those passengers certified as Category 3 would be cost savings and improved productivity. Limiting the number of longer trips by Telecare would help to increase its productivity measures in passengers per hour. At present, the average subsidy per passenger of a Gold Country Stage trip is \$5.64 compared to the average Telecare subsidy per trip of \$20.17.

Requiring all existing Telecare passengers to re-certify eligibility would be a major and costly undertaking.

*C. Broaden Eligibility of Telecare to all seniors above a certain age.*

In this policy alternative, eligibility would be expanded to serve both senior and ADA eligible passengers. The market potential would be greatly expanded to serve the growing aging population in western Nevada County. Prior to 2003, Telecare was open to all seniors 60 or older. This option would reinstate Telecare's broader eligibility policy.

The public policy rationale to broadening the eligibility to seniors is based on the aging of the population, the potential to serve a larger market and to provide greater opportunity for improved productivity. The population of Nevada County is expected to grow steadily through 2030, according to the California Department of Finance population projections. As in other parts of the nation, the senior population of the county is growing at an even faster rate. While in 2000 approximately 17.5% of the county population was over 65 years of age, by 2030 this proportion is expected to increase to over 30%. Between 2010 and

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<sup>2</sup> Richard Weiner, *Integration of Paratransit and Fixed-Route Transit Services, A Synthesis of Transit Practices*, Transit Cooperative Research Program. Washington D.C. 2008.

2020, the population over 65 in Nevada County is expected to increase from 19,835 to 29,376 according California Department of Finance projections.

Many transit agencies in California have a broader eligibility for Paratransit services. A very local example of how this broadened eligibility is applied is Yuba-Sutter Transit in the Yuba City and Marysville area.

In the Yuba-Sutter Transit service area, there are four types of eligibility for their dial-a-ride services.

1. On weekdays from 6:30 am to 6:00 pm, and on Saturdays from 8:30 am to 5:30 pm, DAR is designed to meet the special needs of seniors age 62 and over and persons with qualifying disabilities, especially those who are unable to use Yuba-Sutter Transit's local fixed route service.
2. On weekdays from 6:30 am to 6:00 pm, and on Saturdays from 8:30 am to 5:30 pm, non-senior, disabled or ADA eligible passengers traveling to or from locations more than one half mile from a fixed route service are eligible to receive DAR service on a space available basis.
3. On weekday evenings, DAR operates without passenger eligibility restrictions from 6:00 pm to 9:30 pm.
4. Valid senior/disabled/ADA eligible photo ID cards issued by another transit agency are honored up to 21 days from the start of utilizing DAR services.

A certification form is used to provide eligibility for the 50% discount fare for seniors (age 62+)/disabled and ADA eligible individuals. The Photo ID is used for discount fares on both the DAR and local fixed route services.

Yuba-Sutter Transit far exceeds the eligibility requirement of ADA. Because the service is open to seniors and person with disabilities, Yuba-Sutter Transit has elected not to require ADA Paratransit eligibility certification.

With the expanded eligibility and more confined service area, passengers per vehicle service hour are 3.9 on weekdays, 2.3 on Saturdays and 3.0 on evenings.

The one-way fare is \$4.00 and \$3.00 after 6pm for the general public; with Senior age 62+ and ADA eligible \$2.00 and \$1.50 after 6 pm.

Other transit agencies have used age 60 or age 65 as automatic eligibility for seniors.

*D. Open up the dial-a-ride services to the general public as a feeder service to Gold Country Stage.*

The vision for this alternative is to have five geographically based dial-a-ride services for the general public with ADA paratransit service retained for all eligible trips within  $\frac{3}{4}$  mile of a GCS route.

- Lake of the Pines/Alta Sierra with connections to Route 5
- Penn Valley/Lake Wildwood with connections to Route 6
- Grass Valley with connections to Routes 1 and 4
- Brunswick Basin with connections to Routes 1 and 4
- Nevada City with connections to Route 1

In this service concept, one to two dial-a-ride vehicles would operate within their respective zones for general public dial-a-ride service for origins and destinations within the zone as well as a feeder to and from Gold Country Stage buses arriving and departing.

Gold Country Stage currently has on-demand stops on Routes 3 and 4. Additional on-demand stops would be created in all dial-a-ride zones. To provide an incentive to improve efficiency, the proposed fares would be a \$.50 surcharge if a passenger uses an on-demand stop, or an additional \$1.50 for a dial-a-ride trip as a feeder to fixed route, or a \$3.00 adult fare for a dial-a-ride and Gold Country Stage trip for a one-zone fare. \$3.00 would also be the fare for a curb-to-curb trip within a dial-a-ride zone.

The expected result of the zonal general public dial-a-ride is the following:

- Significantly expanded access to public transportation for the general public, including seniors and the disabled in all areas of western Nevada County.
- Expected productivity of the zonal dial-a-ride buses would more than double from the current 2.1 passengers per hour on Telecare to 3.5-5 passengers per hour.
- The expected subsidy per paratransit trip would drop from the existing \$20.14 to the \$10 to \$13 per trip range.

In order to maximize efficiency and productivity, limiting ADA Paratransit service to ADA Category 1 trips in option B would be implemented. This would require existing ADA Paratransit passengers who can board and ride a GCS bus to use the dial-a-ride feeder bus for a transfer to a GCS stage route if it serves their final destination.

## **2. Consolidate Gold Country Stage and Telecare services from Lake Wildwood and Penn Valley into a single route deviation route**

The primary rationale for this mobility management option is to reduce duplication of service. However, if properly designed and implemented, it could improve efficiency, reduce overall service delivery costs, and expand mobility options to a broader segment of the population.

Exhibit 4-2 shows the existing duplication of service between Gold Country Stage and Telecare services. On a sample day, Telecare provides five round trips between Penn Valley, Lake Wildwood, and Grass Valley. Gold Country Stage also provides four round trips daily on weekdays. There is a very good reason for this duplication of service, as Route 6 is a fixed route service and the Americans with Disability Act requires that service be provided in a complementary manner, at the same times and hour, and within  $\frac{3}{4}$  mile of the fixed route.

Under this option, a route deviation service would be operated along the existing Route 6. The service would be operated by Telecare. Under ADA regulations, a route deviation service that deviates from its route to pick up and drop off ADA eligible individuals can avoid duplicative services. One bus would operate in route deviation mode, but would provide general public dial-a-ride service in both Grass Valley and Penn Valley for drop off and pick-ups. In effect, operating a route deviation service with pick up and drop offs of ADA eligible passengers would eliminate the need for ADA Paratransit service in Lake Wildwood and Penn Valley.

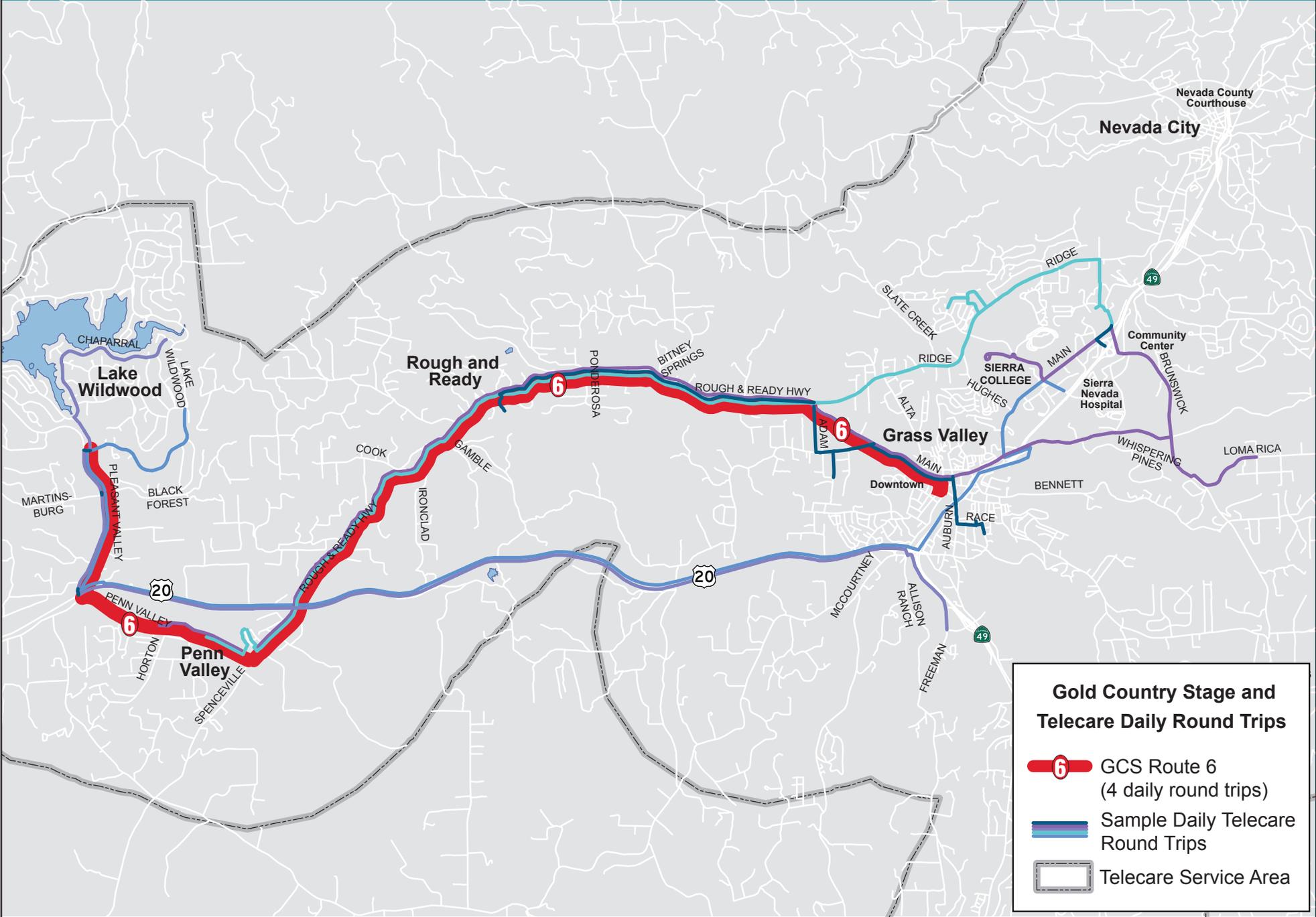
The general public, including Telecare riders, would be picked up at both key designated stops and at curbside or at the door for Telecare riders. The bus would first circulate in Lake Wildwood along a route to be determined, stopping at designed stops for the general public, and at the door for Telecare riders.

The bus would then operate on a route deviation schedule between Lake Wildwood, Penn Valley and Grass Valley, and pick up the general public at regular bus stops and ADA eligible individuals within  $\frac{3}{4}$  mile of Route 6. It would drop off general public passengers in Grass Valley and the new transit center, and then provide dial-a-ride drop-off and pick-up of ADA eligible passengers within a  $\frac{3}{4}$  mile radius of the existing stops for existing Route 6. The bus would continue back along existing Route 6 in route deviation, again providing route deviation service to ADA individuals. The bus would make general public stops along Route 6, and continue for drop off and pick-up in Penn Valley before returning to Lake Wildwood for drop off and pick-up. Exhibit 4-3 shows the Route 6 route deviation service.

There are several options to consider if such a route deviation service is considered in the Transit Development Plan:

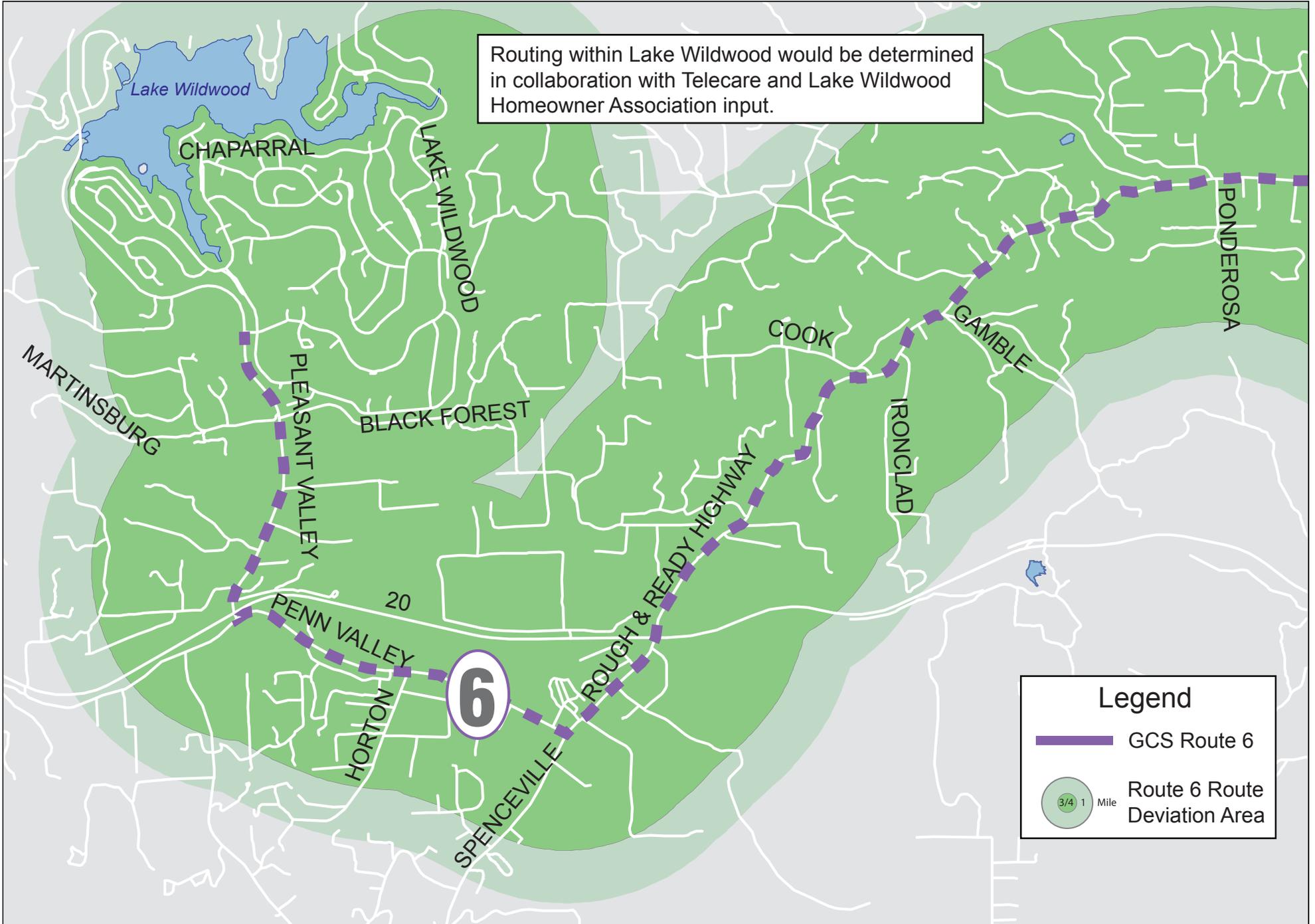
- Stops for the general public at designated locations is recommended for efficiency purposes. It is also possible to provide dial-a-ride service within Lake Wildwood with door-to-door service, but this would reduce route productivity.
- There is also the option of providing general public route deviations for a higher fare. The recommended fare would be twice the standard fare or \$3.00 and would be subject to availability.
- The bus cycle time (the time for the bus to make a full-round trip) including the dial-a-ride service at both ends, would be approximately two hours and fifteen minutes, with schedule recovery time due to dial-a-ride deviations.

# 4-2 GCS and Telecare Trips to Penn Valley/ Lake Wildwood



# Exhibit 4-3, Route Deviation Service to Penn Valley and Lake Wildwood

Routing within Lake Wildwood would be determined in collaboration with Telecare and Lake Wildwood Homeowner Association input.



The average trip time for passengers would be approximately 45 minutes.

The following are key implementation issues:

- Lake Wildwood is a gated community and the general public is not allowed inside the gate. Procedures would have to be established similar to autos for guests. Only authorized residents and guests would be allowed to be dropped off or picked up within Lake Wildwood.
- To improve productivity, general public residents would need to be picked up at designated stops. Residents would be required to walk to these stops. The establishment of these stops would need to be completed in collaboration with Lake Wildwood staff.
- Federal labor 13c regulations require that a public transportation route not be replaced with a privately operated service. However, since Route 6 is being operated with relief drivers, and these relief drivers would be reassigned, there would not be a loss of jobs and may not be subject to 13c regulations. A legal opinion from the County Counsel would be required before implementation of the Route 6 route deviation service operated by Telecare is implemented.

## ***B. Role of Volunteer Drivers***

The Telecare Volunteer Driver program is a very good existing example of providing cost-effective mobility in western Nevada County. This program is provided with the use of volunteer drivers who are reimbursed at the rate of 65 cents per mile for using their automobiles. These trips are typically longer trips, often to medical appointments that are difficult to serve with Telecare, because the length of the medical appointment is generally not known, making scheduled pick up times difficult.

A second type of dial-a-ride service with volunteer drivers is the use of minivans or small Paratransit buses to provide the service. In this model, volunteers would go through the driver training that a Telecare paid driver is required to undertake. There are several TSC and Gold Country policies that can support this effort:

- Access to surplus buses for use in the volunteer services.
- Assistance in obtaining grants for small buses for the volunteer program.
- Money allocated in the Telecare contract to support staffing to coordinate the volunteer driver program.

The benefits to the Telecare user can be a more personalized service with lower out-of-pocket costs.

## **C. Role of Taxis in the mix of services**

Nevada County has two taxicab companies, FAST Taxi and Gold Country Cab and Courier. FAST Taxi's rates are \$3 for the flag fee to enter the taxi, \$2.50/per mile, and \$0.75 a minute for wait time in traffic. Gold Country Cab and Courier's rates are a \$4 flag fee, \$2.90/mile, and \$75 an hour for wait time in traffic. Gold Country Cab also has a flat fee of \$100 for a ride to the Sacramento Airport.

Countywide regulations include a provision from the Weights and Measures Division that requires taxi meters to be tested and sealed annually. Beyond that requirement, each city has its own municipal code detailing the regulations for the taxi companies and drivers. The City of Grass Valley and Nevada City both have codes that cover the basics of taxi operations including the regulation of the taxi vehicles, drivers, taxi stands, and rate regulations. Below is the listing of codes for the cities of Grass Valley and Nevada City.

The city of Grass Valley's taxi regulation code is found in chapter 5.40 of the municipal code ([http://www.cityofgrassvalley.com/services/resources/municodes/Title\\_5/40/index.html](http://www.cityofgrassvalley.com/services/resources/municodes/Title_5/40/index.html)). The codes cover basics of taxi regulation including a provision that gives the city authority to fix rates by resolution (Sec. 5.40.030), a provision requiring each vehicle and individual taxi driver to obtain a written permit from the Chief of Police (Sec. 5.40.100, Sec. 5.40.190), and regulations for the allocation and operation of taxi stands (Sec. 5.40.260-5.40.350).

Nevada City's taxicab regulations can be found in chapter 5.20 of its municipal code ([http://library.municode.com/HTML/16305/level2/T5\\_C5.20.html#T5\\_C5.20\\_5.20.020](http://library.municode.com/HTML/16305/level2/T5_C5.20.html#T5_C5.20_5.20.020)). Nevada City regulates taxis through the City Council. The city defines a taxi company as a "franchise" and each franchise must apply for a permit from the council, with proof of liability insurance totaling \$1 million (Sec. 5.20.030). Nevada City's driver requirements are more explicit (Sec. 5.20.40), requiring drivers to be over 21 with a clean criminal background. Sections 5.20.050 and 5.20.055 outline the authority of the city to inspect and revoke franchise permits based upon adherence to the municipal code, general safety, and citizen complaints. Section 5.20.060 covers very standard operating requirements (i.e. Taxis must go in the most direct route) and Sec. 5.20.070 includes a penalty provision that states that violations of the code are a misdemeanor. Nevada City does not have specific requirements for taxi stands or the fixing of rates by resolution.

There are several options for employing taxis in a robust mobility management strategy.

1. *Use taxis for supplemental service when Telecare is not operating.*

Currently Telecare service is not available on Saturdays and is available on weekdays from 7:30 to 5:30 pm. There are numerous examples in the transit industry where subsidized taxi service is provided when the ADA Paratransit service is not operating to provide a mobility option for seniors and disabled individuals in the community. Typically, the city, county or transit agency contracts with one or more taxi company. A voucher system is established such that a passenger pays 50% of the taxi ride and public funds are used to pay the other 50%.

The City of Tracy, California is an example of a local jurisdiction that has incorporated subsidized taxi program into their family of services.

The City of Tracy has a family of public transportation services.

- **TRACER Fixed Route:** the fixed-route service has three main routes and two commuter routes serving most of the major travel generators in the City. An evaluation of this fixed-route service was presented in Chapter 3.
- **TRACER Paratransit Bus Service:** a demand-responsive bus service for seniors, age 60 or older, or with a certified disability. There is also limited County service for those who travel within the Tracer Service Area to and from the unincorporated areas adjacent to the City of Tracy. Eligible individuals call for a ride, up to 7 days in advance; buses then provide curb-to-curb service within a defined service area that includes all of the City of Tracy and some of the unincorporated areas surrounding Tracy (within the service area). Service is available Monday through Friday from 7:00 am to 7:00 pm and Saturdays from 9:00 am to 5:00 pm. Same-day service is provided if space is available, at surcharge of \$0.50.
- **TRACER Paratransit Taxi Service:** The city of Tracy provides subsidized taxi services to seniors, age 60 or older, or persons with a certified disability when the Tracer Paratransit Bus Service is not operating. The City of Tracy subsidizes 50% of fare and the passenger pays the other 50%.

In addition to the Dial-A-Ride, the City of Tracy, CA has supported a taxi-subsidy program for seniors and disabled persons for many years. However, the City of Tracy staff and the City Council developed a phased implementation plan that has resulted in a number of changes to the program over time. These include:

- **Phase I, September 2002:** required that all taxi riders be certified to utilize either or both the Tracer Paratransit Taxi or Tracer Paratransit Bus.
- **Phase II, March 1, 2003:** Taxi Coupons could only be used during the hours that the Tracer Paratransit Bus service was not in operation (i.e., Monday through Friday 7:00 p.m. to 7:00 a.m., Saturdays 5:00 p.m. to 9:00 a.m., and all day Sunday).

- Phase III, July 1 2003: reduced the rider subsidy: the 75% taxi subsidy was changed to 50%. Therefore, if the taxi fare is \$5.00, the taxi subsidy pays \$2.50 and the passenger pays \$2.50. This is the current program.

In a recent year, there were 2,329 annual trips, and the direct taxi subsidy was \$16,459 or less than \$8.00 per trip. Tracy is a good example of where a taxi subsidy program has been integrated into a family of public transportation services in order to expand mobility choices.

*2. Use taxis as a feeder service to GCS stage routes.*

Using taxis as a feeder to Gold Country Stage routes is an option to operating general public dial-a-ride. The concept for such a feeder service was proposed in the recently completed Nevada County Coordinated Public Transit-Human Service Transportation Plan and is quoted verbatim below:

“For people living beyond walking distance to bus stops, private taxis could act as feeders bringing them to the bus stops. This would decrease people’s transportation cost compared to taking a taxi the full distance, which may be cost-prohibitive. With the rising cost of fuel, taxi fares are going up. Yet, an on-call feeder is a less expensive solution than adding a new daily route with a bus and driver to extend service into a sparsely populated area. Such programs generally consist of the sale of taxi scrip to eligible individuals at some reduced factor of face value. The user is thus subsidized and receives services at less than full cost. The taxi provider receives full fare through the redemption of scrip at the total trip cost. Such a program has the benefit of offering another source of service to an eligible user group at lower cost while also helping to stabilize taxi operators that in rural areas have difficulty staying in business.”

*3. Establish a public/private partnership with a taxi company(ies) using available capital dollars to purchase the van with a nominal lease fee.*

In larger urbanized areas, taxi ordinances require a certain percentage of the taxi fleet to contain accessible taxis for the disabled, typically between 5 and 10%. Obviously, with two taxis in the Grass Valley and Nevada City area, such an approach is not feasible.

In rural and small urban areas, a typical strategy is to purchase an accessible minivan with available capital dollars for public transportation and lease the vehicle to the taxi company for a nominal lease payment. The public policy rationale is that it is a significant public benefit to have a taxi that is wheelchair accessible in the community.

## **D. Progression of Lifeline Services For Rural Transportation**

Due to funding cutbacks on generally low productivity routes, services to San Juan and what is commonly called “the Ridge” were eliminated along with cutbacks to Colfax.

Keeping in mind the primary principles of mobility management in matching services and service levels to market need and minimizing the subsidy per passenger trip, providing lifeline services to rural areas of western Nevada County is not an all-or-nothing proposition within a mobility management ethos.

To minimize public subsidy but provide a lifeline transit service, the service levels should be based on demonstrated demand. There service level increases should be based on a progression of demonstrated demand. The progression of service has essentially five variables:

- A. Trained volunteer drivers or paid drivers (either Telecare, Gold Country Stage, or taxis)
- B. On demand (taxi or Telecare) versus scheduled (Gold Country Stage)
- C. If scheduled, number of days of week of service
- D. If scheduled, number of round trips per day
- E. Vehicle type and size
- F. Scheduled service or on-demand service

This section provides policy guidelines and options for considering service levels based on demonstrated demand.

1. Volunteer drivers with auto reimbursement in volunteer paid autos
2. Volunteer trained drivers of small vans on a purely demand response basis
3. Volunteer trained drivers of small vans on a fixed route and schedule one round trip a week if demand warrants
4. Volunteer trained drivers of a small bus on a fixed route and schedule one round trip a week with service guaranteed
5. Taxi provided service with a flat user side subsidy (e.g. \$5 to \$10 per trip)
6. Paid drivers on a fixed route and schedule two round trips, two days a week
7. Paid drivers on fixed route and schedule two round trips, three days a week
8. Paid drivers on fixed route and schedule three round trips three days a week
9. Paid driver on fixed route and schedule three rounds trips five days a week

There have been some initial preliminary discussions by a taxi company on providing a regularly scheduled service without a public subsidy. In general, such services have not proven financially viable in the long-term by taxi operators. However, working with the taxi company to promote the service should be encouraged.

As demand warrants, and also based on volunteer availability, the progression of lifeline service can be implemented based on budget availability and demonstrated demand.

Yuba-Sutter Transit has historically operated such a progression of service in rural parts of Yuba and Sutter counties based on actual demand, but with only paid drivers provided.

### **Yuba-Sutter Transit Rural Routes**

#### Foothill Route

Service is provided anywhere within ¼ mile of the route from the Yuba County Government Center, Highway 20, Loma Rica Road (Iowa City and Loma Rica), Fruitland Rd, Marysville Rd (Red Hill, Oregon House), Frenchtown-Dobbins Road, Frenchtown Road (Frenchtown), La Porte Road (Brownsville) to the Challenge Market (Challenge).

The Foothill Route is operated on a reservation basis only on Tuesdays, Wednesdays, and Thursdays with two inbound and two outbound trips. If there are no reservations by 6:00 pm the previous day, then the trips are not operated.

Due to demonstrated demand levels over a several year period, operation of the Foothill service as a scheduled service on all three weekdays was recently implemented based on the Transit Development Plan recommendations for progression in services. Certain stops are now served on a set schedule and are served without a reservation as currently required. The Foothill Route continues to allow for dial-a-ride service within a ¼ mile of the route. This “checkpoint” schedule was developed similar to the Live Oak and Wheatland rural route schedule described below.

#### Wheatland

The Wheatland Route operates on Tuesdays and Thursdays with two inbound trips and two outbound trips. There are five stops that the bus serves without an advanced reservation, on both the inbound and outbound trips, but an advanced reservation dial-a-ride service can be made for service anywhere within the Wheatland city limits.

This service was recently expanded on January 3, 2008. Previously, service was only provided on Tuesdays, with just one inbound and one outbound trip. The expansion was based on a well-attended October 2007 public hearing sponsored by SACOG.

The expansion of service was based on a new service agreement between Yuba-Sutter Transit and the City of Wheatland. The planning function for all service for Wheatland was transferred to Yuba-Sutter Transit effective July 1, 2007. In exchange, Yuba-Sutter Transit is now the claimant for all State Transit Assistance (STA) funds available to Wheatland for the purpose of funding that service.

### Live Oak Route

The Live Oak Route operates on Mondays, Wednesdays, and Fridays with one trip inbound in the morning from three designated stops and any dial-a-ride reservation from Live Oak to the Yuba County Government Center and one trip outbound in the afternoon returning to the three designated stops in the afternoon and dropping off dial-a-ride reservations in the Live Oak area. The service is provided regardless of whether there is a dial-a-ride reservation.

Similar to Wheatland, Yuba-Sutter transit has recently signed an agreement with the City of Live Oak to take over the planning function in return for the balance of STA funds.

Service levels were recently increased for the Live Oak service from one round trip a day to two round trips a day based on the recommendation of their Transit Development Plan (conducted by Transit Resource Center).

It should be noted that the cost of all three Yuba-Sutter rural routes was a total of \$45,000 in FY 2007/08. The relatively low cost is due to the part-time and demand based nature of the services.

## **E. Non-Motorized Modes of Transportation: Bicycling and Walking**

### *1. Improvements to bicycle infrastructure*

The Nevada County Transportation Commission approved the adoption of a Bicycle Master Plan in 2007<sup>3</sup>. The plan recommends a bicycle “network” which is defined in the plan as a “network of bicycle facilities that, for a variety of reasons including safety and convenience, provide a superior level of service for bicyclists. It is important to state that, by law, bicyclists are allowed on all streets and roads (except where specifically prohibited). The bikeway network in the plan is a tool that will allow the County and its cities to focus and prioritize implementation efforts where they will provide the greatest community benefit.”

As a Countywide Plan, a major goal is to build on local bicycle projects already approved or proposed by communities. The recommended Bicycle Master Plan was developed with public input including surveys and two public workshops.

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<sup>3</sup> Excerpts are included here and Chapter 6, Implementation Plan is included as an Appendix for easy reference. The full plan can be accessed at: [http://www.nctc.ca.gov/Reports/Pedestrian--Bicycle-Reports/index.html#Final\\_Bicycle\\_Master\\_Plan\\_2007](http://www.nctc.ca.gov/Reports/Pedestrian--Bicycle-Reports/index.html#Final_Bicycle_Master_Plan_2007)

The implementation of projects in the Bicycle Master Plan is a means for expanding mobility options for able-bodied citizens of western Nevada County.

The plan prioritizes projects and implementation of segments into three priority categories: A for highest priority, B for second level of priority and C for third level of priority. Cost estimates are provided in 2007 dollars.

Class I Pathways Priority A: 3 projects totaling \$1.9 million

Class II Bicycle Lane Priority A: 11 projects totaling \$138,200

Class III Bicycle Route Signage Only Priority A: 7 projects totaling \$6,800

Class III Rural Roads Improvement Priority A: 6 projects totaling \$814,700

The Bicycle Master Plan lists numerous federal and state funding sources that can be utilized to implement an array of bicycle network projects. The State Bicycle Transportation Account is an annual statewide discretionary program that is available through the Caltrans Bicycle Facilities Unit. The grants are available to local jurisdictions.

The Bicycle Master Plan also reviews improved bicycle parking, Safe Route to School, and bicycle detection projects. All of these improvements would make bicycle usage safer and more convenient for western Nevada County residents.

A mobility management effort would help to apply for grants, including project management and coordination services to expand mobility options.

## *2. Bicycle sharing.<sup>4</sup>*

Bicycle sharing systems (also known as: community bicycle programs, yellow bicycle programs, white bicycle programs, public bikes, or free bikes) are increasingly popular and diverse. A number of bicycles are made available for shared use by individuals who do not own any of the bicycles. The reasons for implementing bicycle sharing systems are as numerous as the forms the systems take. Recently and most notably, local governments have promoted systems as part of intermodal transportation allowing people to shift easily from other forms of transport to bicycle and back again. However, for years community groups have promoted bicycle sharing as an easily accessible alternative to motorized travel, hoping to reduce the carbon footprint of commuting as well as enable residents to become healthier through exercise.

While various communities have experimented with different forms of bicycle sharing systems, including the provisions of free bicycles at large corporation campuses (Google) and national parks (Netherlands), there are two options that

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<sup>4</sup> Much of this section is taken directly from the Wikipedia under "Bicycle sharing systems."

are growing in popularity and would need further exploration on feasibility and market.

There are two options that might work well in western Nevada County.

#### *A. Bike Library*

Under the Bike Library model, bicycles may be loaned free of charge, for a refundable deposit, or sold at a reduced price. They are assigned to one person who will typically keep the bike for months and lock it between uses. A disadvantage of this model is the much lower using frequency, around three uses per day as compared to between 10 to 15 uses per day with other bike sharing models.

Advantages of long term use include a familiarity the rider gets with their bicycle, a mode of travel that is ready for the borrower at any time during the months of use. The bicycle can be checked out like a library book, a liability waiver can be collected at check out, and the bike can be returned anytime. A Library Bike in a person's possession can be chosen for some trips instead of a car, thus lowering car usage. This model requires less repair as the users tend to care for the bikes as their own. The LibraryBikes.org program of the City of Arcata, California has loaned over 4,000 bicycles with this system.

#### *B. Short-Term Bike Rental at Four Transit Hubs*

The second alternative would be to have bicycles on a short term auto rental at four western Nevada County transit hubs in Grass Valley, Brunswick Basin and Nevada City, similar to a car share program. The concept would require a registration code and credit or smart card to check out the bicycle. Right now, the market for such a system has been in larger metropolitan areas around rail stations such as Paris and Washington D.C. Whether or not an affordable version could be developed during the five year TDP planning horizon would need further exploration.

Bicycle sharing programs without user electronic identification struggle against theft and vandalism. In one program tried in 1993 in Cambridge, United Kingdom, the overwhelming majority of the fleet of 300 bicycles was stolen, and the program was abandoned.<sup>[2]</sup> A similar result occurred in Edmonton, Alberta, with 95% of the bikes in the People's Pedal program stolen in the 2008 season.

## **F. Community ridesharing**

There are two general types of ridesharing: commuting and community-based. As an example of commuter ridesharing, there is a 14-passenger vanpool from the Grass Valley Park-and-Ride lot and Lake of the Pines to downtown Sacramento every weekday. Passengers pay \$135 per month for their commute,

but many are state employees or from other employers who provide Commuter Checks as an incentive to rideshare. Under federal law, the first \$65 provided to an employee each month for vanpooling purposes is not considered taxable income. Commuter Checks can be provided by an employer to employees as a reward or incentive.

The second common type of ridesharing in the Grass Valley and Nevada City area are parents coordinating carpools for school trips.

The challenge in Western Nevada County is how to better share the number of empty seats in automobiles that are travelling from an origin to destination. There are generally two forms of ridesharing efforts:

There are several options to consider that are not necessarily mutually exclusive.

*1. Informal or casual carpooling*

Casual carpooling is very commonplace, for example, in the morning for commutes from the East Bay to San Francisco. Casual carpoolers line up at designated stops (often at AC Transit bus stops) and carpool drivers wanting to avoid the tolls pick up passengers for the commute to downtown San Francisco.

APPLE in Nevada County has tried to organize a casual carpool program in Nevada City. According to APPLE staff, the idea is to have people register and display a placard for safe rides. It is not known how many people registered.

*2. Social network site ridesharing*

Zimride is a Facebook application. Zimride also has a site-specific application that is being used at major universities such as Stanford and UCLA. From the Zimride website:

“Zimride's unique rideshare software and hands-on promotional efforts allow corporations to significantly increase their carpooling population. Zimride is committed to working with your company to build the critical mass of carpool members necessary to establish a reliable form of transportation. After a 6-month period, Zimride organizations have demonstrated average annualized savings of \$200,000 in vehicle operating costs and 500,000 lbs of CO<sub>2</sub>.

Implementing a Zimride rideshare system is a cost-effective and environmentally-conscious solution to reduce the strain on your parking demand and overall transportation infrastructure. As your organization works to reduce its' carbon footprint, Zimride will measure and reduce vehicle-related carbon emissions.

Zimride is currently working with 40+ institutions to make ridesharing a success in their communities.”

Since the Nevada City and Grass Valley area is relatively confined, development of a customized Zimride service for western Nevada County would potentially

emulate a major university setting. It would need significantly more research and investigation.

### 3. Third-party ridesharing applications

There are some interesting new developments in third-party ridesharing applications that have recently released.

From the Avego.com website:

“Avego's free [iPhone app](#) enables private vehicles to become part of the public transport network by providing a marketplace for drivers to offer their unused seats to other people in real time.

A driver running the iPhone app is matched in real time with anyone searching for a ride along the same route. The system combines this GPS-enabled real-time ride-matching with fully automated payment transaction management, real-time passenger information, [safety](#) features, and commute reporting to enable more flexible and verifiable carpooling.

In this way, drivers are provided with a convenient method of saving money on their commute and helping the environment, without having to stick to rigid carpooling schedules, while riders are provided with a convenient and affordable alternative to public transport.”

If you don't have an iPhone, that's ok too! You can search for a ride between any two locations via your online user account. If no rides are currently available, don't worry, we'll let you know as soon as network activity grows in your area.”

There are also a number of third-party ridesharing software packages available. The University of South Florida lists 24 such products in its inventory: <http://www.nctr.usf.edu/clearinghouse/ridematching.htm>

If there is further interest in a community based ridesharing program, there would need to be a collaborative effort in reviewing the potential products and services and deciding which application(s) are best suited to western Nevada County.

## **G. Carsharing service**

**Carsharing** is a model of car rental where people rent cars for short periods of time, often by the hour. They are attractive to customers who make only occasional use of a vehicle, as well as others who would like occasional access to a vehicle of a different type than they use day-to-day. The organization renting the cars may be a commercial business or the users may be organized as a democratically-controlled company, public agency, cooperative, *ad hoc* grouping. Today there are more than one thousand cities in the world where people can carshare.<sup>[1]</sup>

Carsharing differs from traditional car rentals in the following ways:

- Carsharing is not limited by office hours.
- Reservation, pickup, and return are all self-service.

- Vehicles can be rented by the hour, as well as by the day.
- Users are members and have been pre-approved to drive (background driving checks have been performed and a payment mechanism has been established).
- Vehicle locations are distributed throughout the service area, and often located for access by public transportation services.
- Insurance and fuel costs are included in the rates.
- Vehicles are not serviced (cleaned, gas filled up) after each use.

Car sharing has mostly been utilized in more dense urbanized areas where car sharing is often promoted as an alternative to owning a car where public transit, walking, and cycling can be used most of the time and a car is only necessary for out-of-town trips, moving large items, or special occasions. It can also be an alternative to owning multiple cars for households with more than one driver. A long-term study of City CarShare members by Robert Cervero, Professor of City and Regional Planning at the University of California, Berkeley, found that 30 percent of households that joined sold a car; others delayed purchasing one. Transit use, bicycling, and walking also increased among members.<sup>[2]</sup>

A carshare program in western Nevada County would likely have two main market segments:

- Users of Gold County Stage who occasionally need an affordable car for some their trips.
- Residents of western Nevada County who might consider saving money or reducing their personal carbon footprint by reducing the number of household cars by 3 to 2 or from 2 to 1 autos.

The long range vision would be have car share locations in Penn Valley/Lake Wildwood, Alta Sierra, Lake of the Pines, Grass Valley, Brunswick Basin, and Nevada City.

The national vendors of car share programs have been mainly attracted to major metropolitan areas and universities that have sufficient market demand to make the enterprise a successful business enterprise. If western Nevada County decides to pursue a car share program, there are several potential avenues to pursue:

1. Work with national vendors to explore how a pilot car share program could be started in western Nevada County. There will likely be a minimum guarantee of business, and the Mobility Manager could seek pledges from interested individuals. With the potential of use of alternative fuel vehicles, there may be grant funding that could provide seed money.
2. Approach existing rental car vendors located in western Nevada County to determine if a car share program partnership would be of interest to them.

3. Establish or engage a local non-profit business to administer and manage the car share program. This might be done in conjunction with the proposed bike share program. This would allow local innovation to tailor the program to local needs. Partnerships with the growing interest in clean fuel and electric vehicles might be possible. A business plan with financing would need to be developed.

The later option may have the most potential in western Nevada County. The formation of APPLE in western Nevada County has shown there is significant interest in innovative sustainable programs that would reduce greenhouse gas emissions.

### **Attendee input and ideas from Community Mobility Summit**

A mobility summit was held with invited stakeholders of agencies that might become partners in broad-based mobility management in western Nevada County. The summit was attended by 32 stakeholders.

### **Education, Marketing and Promotion**

#### *Mobility Summit Comments*

- Institute an “Alternative Transportation Day” – broader than “Bike to Work” Day – include bike/walk to work and school etc.
- Need incentives to get people out of cars e.g. discounted vouchers or free rides on GCS.
- Need to expand this conversation to all transportation, not just public transportation.
- Publicize how and where people can make suggestions/safety recommendations to the city and county.
- Need to find disincentives to driving cars.

#### *Implications for Transit Development Plan*

The Alternative Transportation Day is an excellent idea and could be promoted with a free fare day on Gold Country Stage.

Agree that the conversation needs to be broader than the traditional conversation. This is why bicycling, pedestrian, social service agency and school representatives were invited to the Community Mobility Summit. This will need to be an ongoing dialogue. This should be the responsibility of the Transit Advisory Committee. One possibility is to have the Transit Advisory Commission be renamed with the mission transformed to a broader advisory commission on alternatives to single occupant vehicles. The Transit Advisory Commission could be renamed the Mobility Advisory Commission.

## **Coordination with other motorized transportation modes**

### *Mobility Summit Comments*

- Can school buses be used for the general public?
- Integrate existing public transit routes with the school bus system for kids now taking school buses or those in outlying areas.
- There are no accessible taxis in Nevada County – can there be effective collaboration with the taxi companies.
- Collaborate with Safe Route to School program –Gold Country Stage and Telecare could coordinate to get more kids to school.

### *Implications for Transit Development Plan*

#### *School Bus Service Coordination*

School buses have separate sets of driver training and vehicle specifications from public transportation services. There are several examples throughout the United States where there was coordination between school bus and public transportation services. The findings of a nationwide study<sup>5</sup> on school bus and public transportation coordination were:

“Of the 80 sites coordinating service, the most popular type of coordination involved placing regular education students, Head Start, and/or agency clients on public transit vehicles. Only 30 communities used school buses to coordinate service. Of these, 10 did and 20 did not co-mingle the public with students.

A majority of those involved in coordination were located in rural areas; 25 percent of the communities involved in coordination had populations of less than 10,000. Another 16 percent were in areas with populations between 10,000 and 30,000.”

An example where schools buses were utilized to coordinate service is in Cheraw, South Carolina where school volunteers, school employees and parents of the school children are allowed to ride with the children on regular yellow school buses.

The far more common practice is for the public transportation agency to provide what is commonly termed “school tripper” service. As school budgets decline, and school bus service is being eliminated, “school trippers” are becoming increasingly used to fill mobility gaps. A school tripper service works best when the local school district works with the public transportation agency to plan the routes and schedule. “School trippers” must be open to the general public and are commonly called community routes, but 95% of the riders are middle school and high school students.

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<sup>5</sup> Multisystems, Inc *Integrating School and Public Transportation Services in Non-Urban Communities* Transportation Cooperative Research Program, National Academy Sciences, Washington D.C. 1999.

An excellent example of this type of services is the coordination between the Menlo Park School District, Hillview Middle School and SamTrans in Menlo Park, CA.

Example of School Tripper Route: SamTrans Route 83 in Menlo Park, CA

Route 83 is a community route and serves as an exemplary model of how SamTrans is working with local school districts to provide a very high level of community transit that serves the general population, but provides an important non-driving alternative to students and the general public. The route serves Hillview, Middle Atherton, Encinal and Laurel schools, but based on observations, the large majority of trips have a trip end at Hillview school. The different runs provide wide coverage in Menlo Park. Fares are \$1.00 or \$29.00 for a monthly pass. Hillview Middle school has developed maps on their website that provide easily understood route and schedule information:

<http://www.mpcsd.org/Hillview/bus.html>. In a sample month, during the school year, there were a total of 12,651 monthly passenger trips on Route 83, with an average of 37.2 passengers per trip.

SamTrans and the Menlo Park School District have coordinated closely on the schedules and routes. SamTrans adapts to the changing schedules of the schools on Thursdays. Transit Resource has worked in many communities similar to Menlo Park throughout California, and the coordination between the Menlo Park School District and SamTrans on Community Transit is perhaps the best the consulting team has observed.

Exhibit 4-4 on the next page provides a map of the daily afternoon boarding of Route 83 in Menlo Park. There are three runs that provide service after school on four days a week, and a separate schedule on Thursdays. The daily alighting counts are from a sample of the runs in May 2009. The map shows the excellent coverage and utilization of Route 83 by Hillview students.

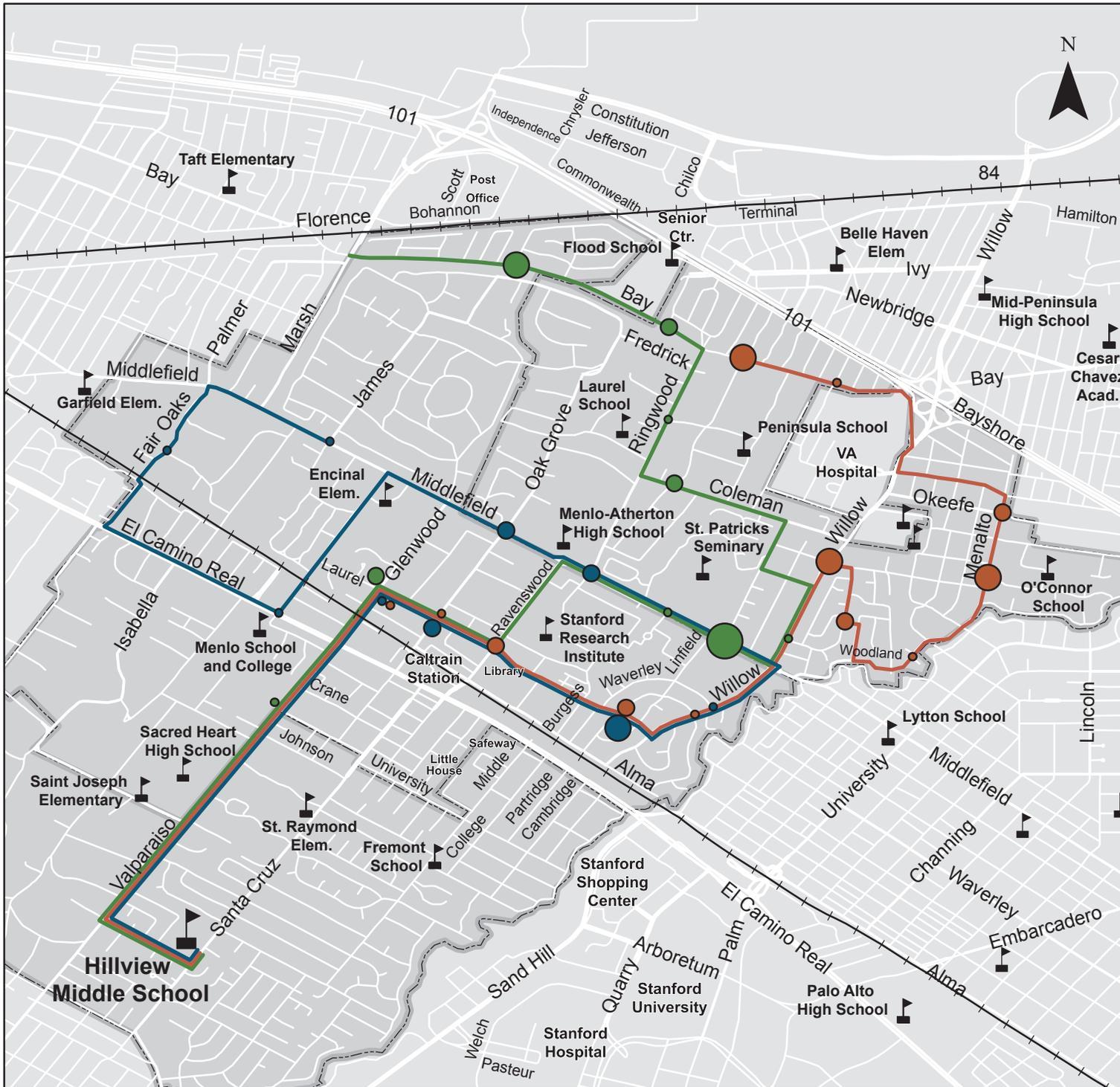
Gold Country Stage could work closely with middle schools and high school in western Nevada County to plan and coordinate similar school tripper service. In general, middle school and high school ridership is quite low in western Nevada County.

To encourage school age ridership and reduce parent auto trip, Yuba-Sutter Transit has a grant to help subsidize the fares for school riders. The funding comes from the Air Quality Management District.

Planning school trippers by Gold Country Stage and the school districts in western Nevada County would provide excellent collaboration to avoid costly duplication on some routes. This would require a more detailed evaluation of opportunities that is not included in Transit Development Plan scope of work.

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# Exhibit 4-4: Hillview Middle School Samtrans Route 83 Alightings



### Legend

Menlo Park School District

#### SAMTRANS Route 83

Run #

- 8310
- 8312
- 8314

#### Average Student Afternoon Alightings

**83-10**

- 1 - 2
- 3 - 5
- 6 - 9
- 10 - 19

**83-12**

- 1 - 2
- 3 - 5
- 6 - 9
- 10 - 19

**83-14**

- 1 - 2
- 3 - 5
- 6 - 9
- 10 - 19

0 0.5 1 Miles

### Accessible Taxis. <sup>6</sup>

An integral component of a transportation network in many communities is taxi service. For many people, taxicabs provide the essential link between home, the community-at-large and other transportation services. However, for people who use wheelchairs this may not be a mobility option unless accessible taxi services are available.

Several factors hamper efforts to improve accessible taxi services. Accessible taxis are more expensive to purchase and operate when compared to sedans, and it may take additional time to serve a customer using a wheelchair. Since most taxicab drivers earn their incomes directly from passenger fares, higher vehicle costs and lower productivity may combine to serve as a disincentive to drivers considering the operation of an accessible taxi. In addition, limited public funding is available to support accessible taxi services.

There are a number of policy options that communities like Grass Valley and Nevada City have considered to provide services. There are a number of licensing, vehicle partnership and funding options that are too numerous and complex to describe here. However, facilitating accessible taxis provides an opportunity for filling mobility gaps, expanding economic development opportunities and helping to develop the taxi availability in western Nevada County.

### **Walking and bicycles: non-motorized alternatives**

#### *Mobility Summit Comments:*

- How can we make it safer for people walking or biking? Institute a safety awareness campaign for drivers, pedestrians and cyclists.
- Need to ensure that people who cause bike accidents are prosecuted.
- Need bike racks at key bus stops (or key bus stops) to allow for hybrid commutes of biking, bus, and walking.
- We need better, safer sidewalks.
- Please improve dangerous bus stop on Hughes Road (no sidewalk and no crosswalk).

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<sup>6</sup> Much of this section is taken directly from Easter Seals Project Action *Moving Forward Together: A Workbook for Initiating and Increasing Accessible Taxi Services in Your Community* October 2005.

### *Implications for Transit Development Plan*

As described earlier, there are several plans and initiatives in western Nevada County to improve bicycling and walking options in order to provide more viable and safe nonmotorized options for residents in western Nevada County. A Transit Development Plan traditionally provides a plan for capital improvements to improve walking and bicycling opportunities among Gold Country Stage buses. Since all Gold Country Stage buses currently have bicycle racks, capital improvements include pedestrian amenities adjacent to bus stops and bicycle parking opportunities at key bus stops.

However, a Mobility Manager could be given responsibility for arranging for funding and helping to facilitate implementation of the Transit Development Plan, Bicycle Master Plan and Pedestrian Master Plan in a coordinated and systematic manner.

### **Buses and Facilities**

#### *Mobility Summit Comments:*

- Make more use of larger buses so that riders have more options.
- Need a more centralized main bus station.

### *Implications for Transit Development Plan*

#### Bus Fleet and Capacity

The capacity of the bus fleet and mix of seating capacity is an important component of the recommended fleet plan in the capital improvement program contained in Chapter 6. The fleet needs of both Gold Country Stage and Telecare will be reviewed as part of Transit Development Plan.

#### Tinloy St. Transfer Center

The Tinloy St. Transfer Center in Grass Valley was selected after comprehensive study and public input. Final design is currently underway for relocating the main transfer center in Grass Valley from its current location at Church and Neal in downtown Grass Valley to Tinloy St. between Bank St. and East Bennett on the edge of downtown Grass Valley. Bus route circulation to and from this site will be recommended as part of the Transit Development Plan.

## **Gold Country Stage Operations**

### *Mobility Summit Comments*

- Improve schedules for the working poor who have a hard time getting to work with the current schedules.
- Several comments on specific route improvements
- Route 1 A and B—A is fine. Could live without B, resulting buses every 60 minutes.
- Route 3 could go.

### *Implications for the Transit Development Plan*

As explained previously, service levels on the Gold Country Stage are being reduced in order match available revenue. The focus has been maintaining routes in the core areas. Chapter 5 recommends several options for future consideration that would enhance the mobility options for the working poor.

## **Telecare Operations**

### *Mobility Summit Comments*

- Partner with senior residence's transportation services (e.g. Eskaton) to grocery stores etc.
- Needs to be equal services for ADA and others for the deviated routes.
- Please maintain Telecare service to and from the door of someone's destination.

### *Implications for Transit Development Plan*

Telecare provides a very valuable service in western Nevada County. The Transit Services Commission has authority to make policy decisions to expand Telecare services that exceed required ADA Paratransit services. Individuals with a disability who cannot use a Gold Country Stage and are living within  $\frac{3}{4}$  mile of a fixed route Gold Country Stage route will continue to be offered Telecare. This service cannot be taken away, as it is required through the Americans with Disabilities Act. Several options for expanding eligibility for Telecare were provided earlier in this chapter and these are discretionary decisions by the TSC.

Regarding the potential coordination with senior residences transportation services to grocery stores, etc., a Public Transportation and Human Services Transportation Coordination plan was completed in May 2008.<sup>7</sup> The Eskaton transportation service was identified in the inventory, but further coordination opportunities were not identified.

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<sup>7</sup> Nelson Nygaard Consulting Associates, *Nevada County Coordinated Public Transit-Human Services Transportation Plan* October 2008

## **Funding and Different Institutional Approaches**

### *Mobility Summit Comments*

- Utilize the UC Davis model for student passes at Sierra College where student bus passes are included in tuition and fees.
- At UC Davis, students are the Unitrans drivers and supervisors, working part-time.
- Itemize a surcharge on traffic and parking violations earmarked for public transportation. The Transit Advisory Committee recommends that a portion of revenues collected from the strict enforcement of these laws be designated for fixed route and paratransit services. Income is potentially significant as legal fines for these abuses is \$250 for parking in designated spaces, and \$250 up to \$3500 for placard abuse.

### *Implications for Transit Development Plan*

Universal college passes at colleges are very common. The typical program is for all students to pay a flat quarterly or semester fee and the student ID is good for fares on the local bus system. While most universal fare programs are implemented by major universities such as UC Davis and Chico State, there are a few examples in California of community colleges participating in a program. At Copper Mountain College in the Morongo Basin, Copper Mountain College students with a Student ID Card can ride any route, one way for only 25¢, by showing their Student ID Card when they board the bus. Such a program could be considered by Sierra College.

In 2005, the Nevada County Transportation Commission conducted a study on a Governance to evaluate future potential institutional options for governing public transportation in western Nevada County. The prime objective of the Governance Study was to recommend a preferred form of governance for western Nevada County's fixed route and demand response transit systems that will increase overall efficiency and decrease costs.

The Governance Study consulting team recommended a shift to a staffed Joint Powers Authority for one fundamental reason; it will create a more streamlined governance structure. The Joint Powers Authority board will be invested with fundamental responsibility for the transit system, and that board will hire and supervise the professional management needed to run the system. This centralized structure will impose greater accountability on the Joint Powers Authority board, and by extension to its General Manager. This new governance structure, as recommended in the 2005 study, has the authority and flexibility to consider changes to the transit system that will result in a more efficient and cost-effective service in the future, but we do not expect near-term cost savings from this change.

## **Institutional Options for Implementing Mobility Management strategies**

The responsibility for implementing the array of mobility management strategies in this plan is allocated among the Joint Powers Authority for Gold Country Stage and Telecare, Grass Valley, Nevada City, Nevada County, social service agencies, and Caltrans. To be effective, a mobility management strategy would facilitate an integrated approach to mobility service implementation. Fortunately, the Nevada County Transportation Commission has done a very good job in planning, including the Transit Development Plan, Bicycle Master Plan, Pedestrian Improvement Plan, and Nevada County Coordinated Public Transit-Human Services Transportation Plan. The question in evaluating institutional options for implementing mobility management strategies is how to implement a robust mobility system by integrating implementation of the aforementioned modal plan in addition to other mobility options such as community ridesharing and carsharing elements. Is the current decentralized arrangement adequate in implementing program elements? Is a more integrated implementation strategy necessary? If so, who should be responsible for leading the integrated mobility management strategy?

There are several options for implementing the array of mobility strategies discussed in this chapter. While there are certainly other options available, there are three primary ones that should be considered.

1. Transit Services Division
2. Telecare
3. Other existing or new non-profit entity

The first option is to make the County of Nevada Transit Services Division the lead in implementing the full array of mobility management strategies. The Transit Services Division currently administers Gold Country Stage and Telecare services. Under this scenario, the Transit Services Manager would be responsible for implementing the mobility management services sometimes by itself and sometimes in partnership. It would require a broadening of its focus to include nontraditional transit modes such as route deviation and general public dial-a-ride as well as alternative transportation modes including ridesharing, bicycling, and walking.

National research on successful mobility management efforts have shown that transit agencies with good mobility management programs have extensive interaction with other related agencies in their respective service areas. The partnerships have paid off in creating an environment highly supportive of mobility management. The Transit Services Division already has a strong partnership with the cities of Grass Valley, Nevada City, the Nevada County Transportation Commission, and Telecare. The Transit Services Division has also fostered strong informal relationships with social service agencies in Nevada

County. The Transit Services Division Manager has very strong ties to the community.

The Transit Services Division is the operator of Gold Country Stage and its focus is on providing convenient, safe and reliable fixed route service. While ADA Paratransit services are contracted to Telecare, the culture is centered on the fixed route mode. A shift to a culture that focuses on mobility need rather than a particular mode would need to take place. Gold Country Stage is a union shop and drivers are understandably concerned about the preservation of jobs and benefits. Recognition of where volunteer drivers, for example, have a role in mobility management could be an institutional challenge.

Successful mobility management provides nontraditional services by contracting with private operators, both for-profit and non-profit. Contracting can be the most feasible and cost-effective way to provide services that operate only for part of a day or for specific needs except when the agency's labor agreements authorize ample use of part-time drivers. Implementation of the full array of mobility management strategies would likely broaden the need for the Transit Services Division to facilitate changes in the existing Telecare contract, but also to contract with others to implement specific programs.

A significant advantage of having the Transit Services Division broaden its role is that as a government agency it can be a recipient of government funding and grants.

Depending on what options described above are selected for the Nevada County mobility management strategy, a part-time or full-time Mobility Manager would likely be required to be the point person in the integrated implementation approach. Other areas have utilized grant funds such as FTA 5317 and FTA 5316 and air quality management district funds to support the Mobility Manager position. The TSC could also decide to use some of the available TDA funds to support the position.

### **Telecare as the Mobility Manager**

Having Telecare take the lead role as the Mobility Manager is actually not an either/or choice. If the Transit Service Division does take on the primary institutional leadership role in mobility management, Telecare will continue to be an important partner in expanding mobility choices in western Nevada County.

In this scenario, Telecare would take the lead role in implementing the array of mobility management strategies that the Transit Services Commission ultimately adopts.

Telecare currently has a mission to serve seniors and disabled residents in western Nevada County. As mentioned previously, Telecare has already played a key role in expanding mobility options by providing Sunday services and providing volunteer drivers to provide rides for needed trips.

Telecare would need to broaden its role to serve the general public in implementing such programs as community ridesharing, carsharing, and implementing elements of the bicycle and pedestrian master plans. This would require a fundamental change in the Telecare culture that the Telecare Board of Directors may or may not embrace.

A primary advantage of having Telecare lead the mobility management is that they are likely be more entrepreneurial in trying new ideas than the Transit Services Division. The three current mobility management programs are good examples of putting good ideas into actual successful practice. Good ideas often require experimentation to determine if the ideas are successful when implemented.

### **3. Other Third Party Entities**

In other areas, non-profit agencies have been developed to implement a wide range of mobility management strategies. Ride-On Transportation in San Luis Obispo is perhaps the best California example that is closest to the Grass Valley and Nevada City operating environment.

#### **Ride-On Transportation<sup>8</sup>**

Ride-On provides social service transportation and public transportation alternatives in San Luis Obispo County. It is the designated Consolidated Transportation Services Agency (CTSA) and Transportation Management Agency (TMA) for the San Luis Obispo region. Ride-On is a division of the San Luis Obispo County United Cerebral Palsy (UCP/SLO) and is governed by the UCP/SLO Board. UCP/SLO's other activities include a range of family and adult services for persons with disabilities.

Ride-On operates 37 cutaway buses and vans for CTSA services and 27 vans for the vanpool program. The Agency also operates contract services in several communities in the San Luis Obispo region.

Ride-On Transportation is a 501(c) 3 nonprofit corporation. The organization operates under the umbrella of United Cerebral Palsy (UCP) as stated above.

Ride-On is structured into 3 functional units: CTSA, TMA, and Public Contract. While not internally organized as stand-alone divisions, each unit defines a type of business target.

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<sup>8</sup> Much of this section is taken directly from the *Ride-On Transportation Short-Range Transit Plan Final Report*. Prepared by James Transportation Group, McGuire Management Consultancy for San Luis Obispo Council of Governments. June 2006.

<b>CTSA</b>	<b>TMA</b>	<b>Public Contract</b>
Calworks Transportation	Children's Group Shuttles	Nipomo Dial-A-Ride
Medi-Cal Transportation	Emergency/Guaranteed Ride Home	Five Cities Senior supplemental service
Senior Shuttle	Airport/Amtrak/Greyhound Shuttle	South Bay Dial-A-Ride
Social Service Transportation	Lunchtime Express	Templeton-Shandon Shuttle
Tri-Counties Regional Center	Medical Shuttles	Cambria Trolley
Worker's Comp Transportation	Rideshare Incentive Program	
CIP Transportation	Safe Ride Home	
Special Event Shuttles	Commuter Vanpools	

## **Stakeholder Feedback on Mobility Management Options**

The information provided in this chapter was presented in a working paper that was distributed to all attendees at the February Community Mobility Summit. A follow-up meeting was held with stakeholders to receive additional input on the mobility management concepts presented. The following is a summary of the comments received.

### ***Collaborative Process***

- Need to put together a collaborative group of key stakeholders and people they represent so we really understand what people need and want. A comprehensive community approach. Needs investment by people. Need to share knowledge, expertise and resources to look at overall community needs. Susan Healy Harman will take the lead on this. Stakeholders could include:
  - FREED
  - NCTC
  - Telecare
  - Bike groups
  - Health groups
  - Parents of schoolchildren
- This group will probably need funding and will definitely need a champion – someone with responsibility for making things happen.

### ***Feeder Service and Expanding Telecare to all seniors***

- In order to have a successful feeder service, sidewalks and bus stops would need to be more accessible than they currently are. GCS would need to be safer and more comfortable. GCS drivers would need to be better trained. Disabled people are reluctant to use GCS. Ongoing solutions to these problems:

- Funding is allocated to improve sidewalks etc. but is dependent upon bond sales
- A Bus Stop Master Plan exists
- A Pedestrian Master Plan exists
- GCS drivers have just been through rigorous training about wheelchairs and service etc. (Feedback is needed about the results of this training)
- If you open Telecare for ALL seniors will there be a problem with Telecare capacity constraints for ADA eligible people? Would expansion come at the expense of current Telecare users? How soon would the capacity be used up? ADA eligible people would still need priority. There needs to be transparency about numbers so this can be tracked to ensure they still get priority.
- Gold Country Stage wouldn't be able to cope with a feeder service plan right now. Could a change be phased in? Possibly start with a high age limit e.g. 75?
- Is Telecare being asked to make too many changes?
- Seniors should be encouraged to try using GCS – there needs to be more outreach about how to ride the bus and how to use Telecare

### **General Public Dial-A-Ride**

- Could this be used as a feeder service?
- Would a circulator bus work? (Works well in a defined area)
- Would demand be too low for this?
- SHH is too expensive, headways are too long and it needs really good dispatching
- Dial-A-Ride could help get people to bus stops where sidewalks are bad
- What is the cost benefit of this type of service? Does it work in hard times? Is it a good way to get people out of their cars?
- Dial-A Ride would need to go outside the ¾ mile area for everyone to use
- There would need to be a central hub for Dial A Ride in Penn Valley and Lake Wildwood and provision of internal trips within those areas
- Contract services (e.g. subsidized taxis) could be used after normal hours for Dial-A Ride
- Could Dial- A-Ride be used on set days of the week?

### **Community Rideshare**

- Telecare is going to dedicate a dispatcher to this service
  - Will work with senior housing
  - Will work outside ADA corridor approx 1.5 miles

### **Volunteer Driving Program**

- This is not an accessible service right now but is being considered

***Taxis***

- Need to be accessible. Any subsidy will be an expensive use of public funds
- There might be a taxi run to North San Juan. This could be a feeder service to GCS

***Mobility Management Leadership***

***School Buses***

- Needs to be outreach to schools. Very few students ride the bus
- Need outreach to parents
- Parents and schoolchildren need organized ridesharing

***General***

- Loss of Park and Rides on Hwy 49 needs to be remedied. NCTC has identified new spots
- Safe rideshare: Zimride. Needs to be informal and not a municipal service because of liability issues

Many of the comments received are incorporated into the service plan recommendations in Chapter 5.

## Chapter 5: SERVICE PLAN

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The service plan of a Transit Development Plan is designed to provide a blueprint for service development over a five-year period. In normal, more stable financial periods, it has historically been reasonable to predict when financial resources would be available to support expanded services. However, the past couple of years have been anything but predictable, and this service plan is in a significantly different format from the 2008 TDP update. Two scenarios are presented in both this chapter and Chapter 6, the financial plan. The first scenario is the “base case” scenario that essentially assumes the status quo services and funding levels, adjusted for inflation. At the end of the base case scenario section, the routing to and from the Tinloy Transit Center is reviewed as well as the need to revisit the Telecare service area.

The “partial recovery” scenario assumes that the economy improves over the next five years, with a partial recovery generating 90% of the sales tax revenues (Local Transportation Funds) generated in Fiscal Year 2007/08. It also assumes that based on recent legislation that STA funding will be available over the plan period. The “partial recovery” scenario assumes that a process for reaching community consensus for a mobility management plan is successful and a grant application is submitted and approved to facilitate implementation. However, implementation of mobility management strategies can be implemented within existing resources, and is not dependent on grant funding. The “partial recovery” scenario also provides prioritization guidelines for restoring service levels if funding resources become available over time.

### 1. Base Case Scenario

In this scenario, the current economic environment does not improve and transit revenue sources remain unstable. Two key differences between the two scenarios relate to more conservative revenue assumptions in the base case scenario for State Transit Assistance Funds (STA) and Local Transportation Funds (LTF). The base case scenario conservatively assumes that the State Transit Assistance (STA) revenues, eliminated in the FY 2009/10 state budget process, continue to not be available over the plan period. The base case scenario also assumes that Local Transportation Funds (LTF) increase by only 3% annually to keep pace with inflation. Additionally, the base case scenario also assumes that there is not sufficient funding available to implement mobility management projects identified through the Mobility Action Partners (MAP) coordination efforts.

The base case scenario assumes that the service changes implemented on May 24, 2010 remain in place. The existing Gold Country Stage route structure was presented previously in Exhibit 2-1. The core services are maintained at the existing span of service on Monday through Friday and frequencies remain the same. Exhibit 5-1 below is a summary of the existing span of service and service levels for Gold Country Stage.

<b>Exhibit 5-1</b>			
<b>"Base Case" Scenario Service Levels</b>			
<b>Route</b>	<b>Description</b>	<b>Frequency</b>	<b>Span of Service</b>
			(Monday-Friday)
1	Nevada City	60 minutes	6:30 am- 6:25 pm
1X	Nevada City Express	3 trips daily	9:24 am -5:55 pm
2	Ridge Route	4 trips daily	7:30 am-4:55 pm
3	Grass Valley Loop	60 minutes	7:00 am-5:23 pm
3	To Loma Rica	4 daily trips	8:25 am-3:55 pm
4	Brunswick basin	60 minutes	6:30 am-5:27 pm
5	Auburn	5 trips daily	7:00 am-6:40 pm
6	Penn Valley	5 trips daily	6:55 am-6:45 pm

In the base case scenario, operating costs rise slightly faster than expected revenues. The deficit would be \$153,000 in FY 2011/12 and would grow to an annual deficit of \$282,000 by FY 2014/15. This is mainly due to the assumed loss of STA funds for operating in relation to the annual inflation of the fixed costs of the Transit Services Division. In order to balance revenues with expenses over the plan period in the base case scenario, three actions were necessary:

1. Reduce vehicle service hours by 900 in FY 2011/12.
2. Increase the average fare for Gold Country Stage by 10% in FY 2011/12.
3. Hold the Transit Services Division fixed costs constant between FY 2010/11 and FY 2011/12 and increase the fixed costs by only 2% to FY 2014/15.

In the base case scenario, the combined vehicle service hours for Gold Country Stage and Gold Country Telecare declined from 28,677 to 27,878. The base case scenario assumes that the hours allocated to Telecare remain at 16,200 over the five-year planning horizon. The reduction would need to be higher if the TSC decided not to increase fares in FY 2011/12, and if the fixed cost increases could not be contained to an average of just 1.75% per year.

However, as noted in the partial recovery scenario, should STA revenues become available over the plan period in relation to recent legislation; the three actions recommended above may not be necessary. If additional STA funding is realized, the additional revenue should be utilized to address any projected

shortfalls and begin to establish an operating reserve. Given the volatility of transit revenues, the Transit Service Division staff will need to closely monitor the projected and actual transit revenues and make adjustments as necessary.

## **New Routing to Tinloy Transit Center**

In 2007, the Nevada County Transportation Commission, on behalf of the County of Nevada and Grass Valley, contracted with LSC Transportation Consultants to conduct a study to evaluate solutions for the current site and/or identify and evaluate several candidate sites for a new Gold Country Stage transit center in Grass Valley. The "Tinloy Street Site" alternative was selected because it met the goals and needs of the GCS program the best. The site is situated between Tinloy Street (between Bank Street and East Bennett Street) and Wolf Creek in the southeastern portion of downtown Grass Valley.

Siteline Architectures, Inc. and McProud & Associates Landscape Architecture have prepared the architectural design elements for the proposed transit facility. The facility will have a 330-foot transit-vehicle-only transfer bay along the north side of Tinloy Street, with an ADA compliant sidewalk/passenger waiting area and transit shelters. A restroom and bicycle parking facilities will also be provided. Construction is expected to begin in the spring of 2011.

When the Tinloy Transit Center is opened, there will need to be slight adjustments to the routing and minor schedule adjustments. The most significant change will be to Route 3, which will require approximately 3 additional minutes on this one-way loop. This affects the existing 5-minute recovery time with Route 2 and the interlining with Route 1X Nevada City Express. Route 3 may need to be routed on from downtown Grass Valley along Church Street, Chapel Street to Brighton Street to make up for the route deviation to the Tinloy Transit Center. Exhibit 5-2 shows the recommended routing to ensure adequate coverage in downtown Grass Valley.

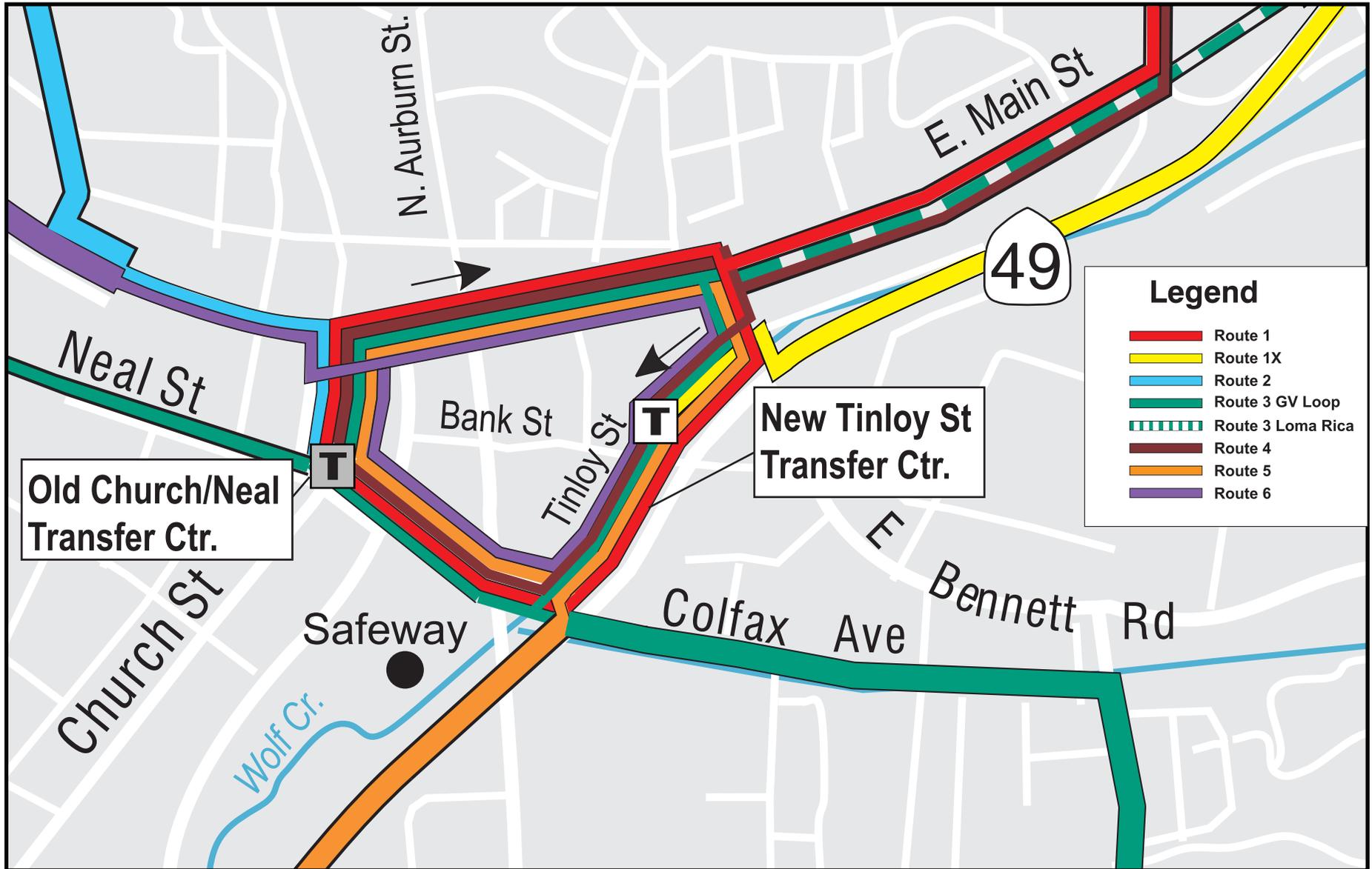
## **Telecare Service Area**

Telecare currently provides 1) ADA Paratransit service under contract to the Transit Services Division (TSD) of Nevada County and 2) an array of mobility management services that expand mobility for seniors and disabled individuals under separate agreements and grants. Those services have been described previously.

TSD provides an annual vehicle service hour budget to Telecare to operate that ADA complimentary paratransit service and paratransit services in the expanded Telecare service area shown previously in Exhibit 2-5.

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# Exhibit 5-2 Tinloy St Transfer Center GCS Routing



The number of vehicle service hours is 16,200 in FY 2010/11 and this has been reduced from 24,092 in FY 2008/09. This reduction in part has been in response to a reduction in the service hours of the fixed route service and budgetary issues.

Historically, Telecare has been able to serve areas outside the  $\frac{3}{4}$  mile required by ADA. This includes the area along Highway 49 to Lime Kiln Road that is not required to be served by the ADA since Route 5 is a regional commuter route with limited stops. The area required to be served under the ADA is shown in Exhibit 5-3. With the severe reductions in vehicle service hours and a growing demand in ADA service needs, it is increasingly difficult for Telecare to address all of the needs in the expanded service area shown in Exhibit 2-5.

Several mobility management options relating to Telecare are recommended to be considered by the Mobility Action Partners, including the broadening of eligibility to seniors over a certain age and a Telecare incentive program. If changes to the Telecare services are implemented by the Transit Services Commission, the Telecare ADA and extended service map should be reviewed and adjusted as appropriate.

## **2. Partial Recovery Scenario**

The partial recovery scenario assumes that the economy improves over the next five years, with a partial recovery generating 90% of the sales tax revenues (Local Transportation Funds) generated in Fiscal Year 2007/08. It also assumes that based on recent legislation that STA funding will be available over the plan period. The partial recovery scenario assumes that the mobility management plan consensus process results in the identification of projects that can be implemented to improve mobility. Additional LTF and STA revenues could be utilized to leverage grant funding for FTA 5316 and FTA 5317 funding, as well as, CMAQ funding for mobility management projects. In the partial recovery scenario, total vehicle service hours for Gold Country Stage and Telecare increase to a (combined) 35,028. This is a very modest partial recovery compared to the 54,063 vehicle service hours provided in FY 2007/08.

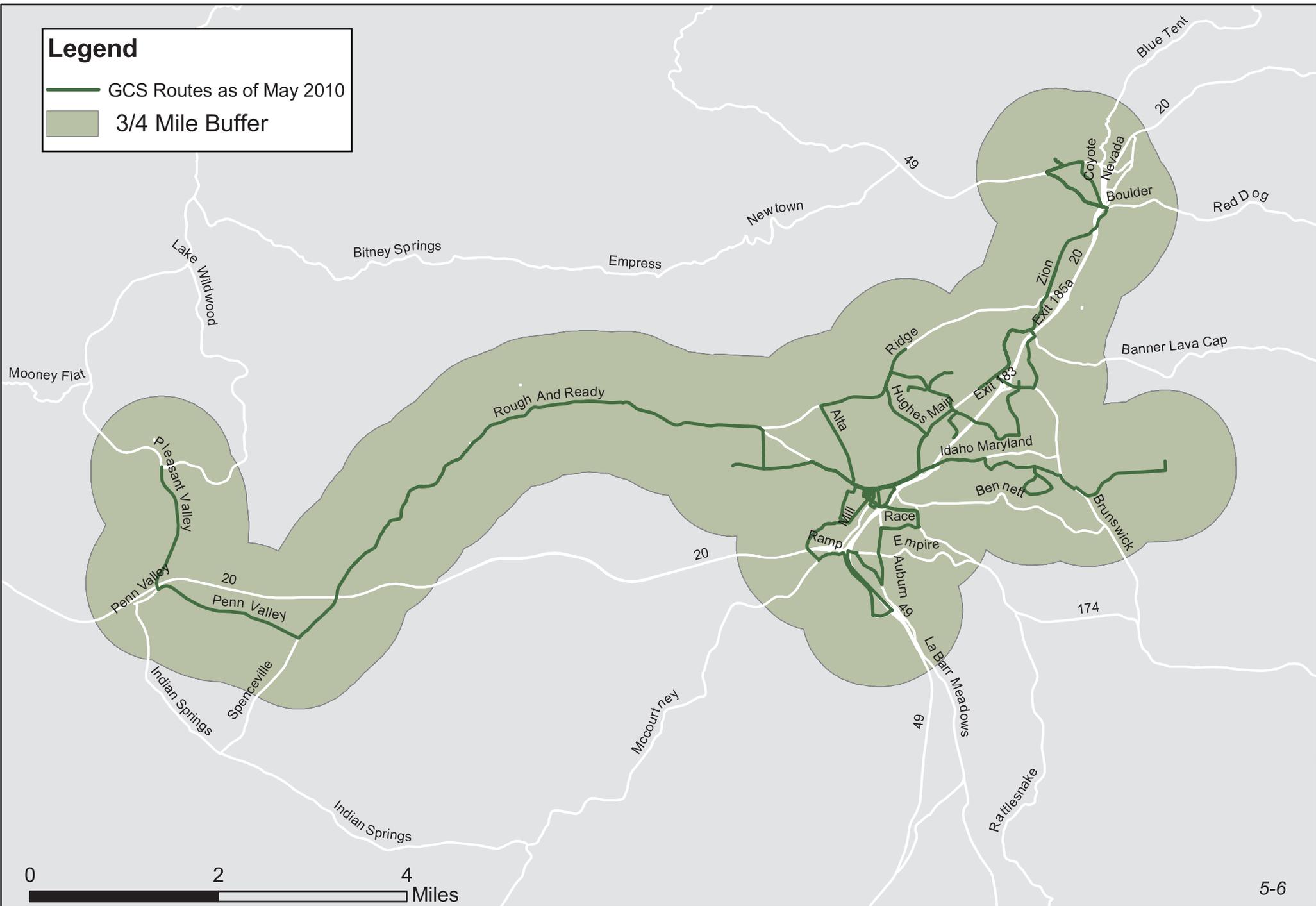
If these revenue enhancements are realized, the funds should be utilized in a strategic manner. The first priority should be to establish an ongoing operating reserve. Certain funding sources such as TDA's LTF and STA funds can be rolled over from year to year. In Butte County, this practice of rolling over TDA funds as a reserve has led to no reductions in vehicle service hours over the past several years. While they had to tap into their reserves, service levels have been stable.

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# Exhibit 5-3 Telecare ADA Service Area Based Upon May 2010 Local GCS Routes

**Legend**

- GCS Routes as of May 2010
- 3/4 Mile Buffer



Establishing an ongoing operating reserve of 10% of funding for two years would provide Nevada County with reasonable operating reserves. This will require, as a first priority, to hold back funding “for a rainy day” so to speak. The first opportunity to establish this reserve will be in FY 2010/11 upon receipt of STA funding.

The second priority for revenue enhancements should be to ensure that public transportation expenses keep up with inflationary pressure. Over the past several years, there have been wide fluctuations in fuel and insurance costs that have often far exceeded the consumer price index.

Third, the financial plan recommends that the Transit Services Division utilize capital funds for paratransit vehicle replacement. Since STA funds have historically been an unreliable and unsustainable operations funding source, a small portion of these funds could be utilized to help with replacement of aging paratransit vehicles. Amending the PTMISEA expenditure plan to include replacement of paratransit vehicles is also recommended. Operating a safe and reliable fleet is a top priority.

### **Establishment of a Collaborative Mobility Management Process**

In Chapter 4, a number of mobility management options were presented for further consideration in western Nevada County. Some of these strategies could be implemented within the existing budget framework in order to enhance mobility for western Nevada County residents. Stakeholders provided input and discussed potential mobility management options for western Nevada County at a Mobility Summit held in February 2010 and the follow-up discussion in April 2010. It was then determined that additional education and coordination among the stakeholders was needed in order to reach consensus on the mobility management options. Therefore, a collaborative process, called the Mobility Action Partners (MAP) has been proposed to be initiated by the Transit Services Manager that will consist of key stakeholders in western Nevada County.

A primary goal of the MAP process is to improve coordination between stakeholders and build consensus on opportunities to improve mobility in western Nevada County. This process is intended to be ongoing and lead to the identification of mobility gaps, identification of potential mobility management projects, and improve coordination of resources. The partial recovery scenario assumes that MAP process will result in the identification of mobility management projects that are eligible for FTA 5316 and/or 5317 grant funding to further support mobility management. FTA 5316 or 5317 grant applications require a 50% match. In the “partial recovery” scenario, the partially improved recovery assumes the generation of sufficient Local Transportation Funds and/or State Transit Assistance funds to provide the 50% local match.

The following are mobility management options developed by the consultant that should be considered during the consensus process. It should be emphasized that these consultant recommendations are offered for consideration as part of the MAP process. The stakeholders participating in the MAP process will develop their own recommendations and the final recommendations to the Transit Services Commission may be significantly different than those recommended by the consultant.

The consultant recommendations for mobility management options to be considered during the MAP process are:

*1. Provide an incentive to Telecare for further implementing mobility management strategies in the contract between Nevada County and Gold Country Telecare.*

Telecare has been a leader in developing and implementing mobility management strategies in western Nevada County. Examples in Chapter 3 include:

- Provision of Sunday Telecare services to seniors.
- Transportation for Health and Enrichment Van Program (T.H.E. Van Program).
- Telecare Volunteer Driver Program.

Nevada County should consider providing contractual incentives for expanding the mobility options of seniors and disabled individuals in a cost-effective manner. The current contract only provides Telecare with a set amount of vehicle revenue hours to provide. The recommended structure would be to provide Telecare with a specified base budget for providing ADA Paratransit Services. The reason for the provision of a budget versus a specified-hours budget would be to provide Telecare the flexibility to provide services by means other than traditional ADA Paratransit service. For example, if the trip can be provided with a volunteer driver, it is much more cost effective to reimburse a volunteer driver than to run a van with a paid driver for the same trip.

The incentive would be to provide matching funds up to a specified maximum (say \$100,000) for obtaining grants or implementing programs that expand the mobility choices of the senior and disabled population. If this recommendation is adopted, it would require an amendment to the current contract between Nevada County and Telecare.

*2. Expand the eligibility in the Telecare contract to seniors 65+. Non-ADA eligible individuals who qualify based on age and not on disability would be able*

*to utilize Telecare as a feeder service to and from Gold Country Stage routes and not from origin to destination.*

Reductions in the coverage of Gold Country Stage routes to the core area of Grass Valley and Nevada City have left many areas of western Nevada County without public transportation service. Expansion of eligibility would both expand the reach of Gold Country Stage to citizens who need the service, as well as help to improve the productivity of Telecare service in order to achieve the desired performance standards in Chapter 3. ) This recommendation should be reviewed as part of the MAP process to allow for additional discussion with representatives of the disabled community to address concerns that have been raised in relation to potential impacts to ADA capacity.

If this recommendation is adopted, it would require an amendment to the current contract between Nevada County and Telecare.

*3. Consolidate Gold Country Stage and Telecare services from Lake Wildwood and Penn Valley into a single route-deviation route.*

Chapter 3 pointed to the current duplication of service between Grass Valley and Lake Wildwood. On a sample day, Telecare provides five round trips between Penn Valley, Lake Wildwood, and Grass Valley. Gold Country Stage also provides four round trips daily on weekdays. There is a very good reason for this duplication of service, as Route 6 is a fixed route service and the Americans with Disability Act requires that service be provided in complementary manner, at the same span of service, and within  $\frac{3}{4}$  mile of the fixed route.

Under this option, a route deviation service would be operated along the existing Route 6. The service would be operated by Telecare. Under ADA regulations, a route deviation service that deviates its route to pick up and drop off ADA eligible individuals can avoid duplicative services. One bus would operate in route deviation mode, but would provide general public dial-a-ride service in both Grass Valley and Penn Valley for drop off and pick-ups. In effect, operating a route deviation service with pick up and drop offs of ADA eligible passengers would eliminate the need for ADA Paratransit service in Lake Wildwood and Penn Valley. With route deviations, it more challenging to keep on schedule than a traditional fixed route schedule.

A FTA 5317 New Freedom grant could be obtained to further investigate a number of implementation issues described in Chapter 4, but repeated here for reader convenience:

The following are key implementation issues:

- Lake Wildwood is a gated community and the general public is not allowed

inside the gate. Procedures would have to be established similar to those in place for autos of guests. Only authorized residents and guests would be able to be dropped off or picked up within Lake Wildwood.

- To improve productivity, general public residents would need to be picked up at designated stops. Residents would be required to walk to these stops. The establishment of these stops would need to be completed in collaboration with Lake Wildwood staff.
- Federal labor 13c regulations require that a public transportation route not be replaced with a privately operated service. However, since Route 6 is being operated with relief drivers, and these relief drivers would be reassigned, there would not be a loss of jobs and so this option may not be subject to 13c regulations. Local 39 may not agree with this assessment. A legal opinion from the County Counsel would be required before implementation of the Route 6 route deviation service operated by Telecare is implemented.

The bus cycle time (the time for the bus to make a full-round trip) including the dial-a-ride service at both ends, would be approximately two hours and fifteen minutes, with schedule recovery time due to dial-a-ride deviations. The average trip time for passengers would be approximately 45 minutes. If this recommendation is adopted, it would require an amendment to the current contract between Nevada County and Telecare.

***4. Consider utilization of taxis for supplemental service when Telecare is not operating.***

Currently Telecare service is not available on Saturdays and is available on weekdays from 7:30 am to 5:30 pm. There are numerous examples in the transit industry where subsidized taxi service is provided when the ADA Paratransit service is not operating to provide a mobility option for seniors and disabled individuals in the community. While subsidized taxi service could be provided to Gold Country Stage when it is not operating, it is recommended that this service be limited to eligible Telecare users in order to limit demand and the subsidy required.

In implementing a taxi subsidy program, the city, county or transit agency typically contracts with one or more taxi company. A voucher system is established such that a passenger pays 50% of the taxi ride and public funds are utilized to pay the other 50%. The purchase of an accessible taxi with a lease to a taxi company would be an eligible expense of a FTA 5317 grant. With the aging of the population in western Nevada County, having a viable taxi service is an important element of long-term mobility services. A subsidized taxi program

would have the dual benefits of economic development and expanding mobility for seniors and disabled individuals in western Nevada County.

This program would expand the mobility options for disabled individuals and would be eligible for FTA 5317 funding.

*5. Establish a progression of lifeline service to the North San Juan and North Columbia communities.*

The elimination of Gold Country Stage service to North San Juan and North Columbia has left this community without public transportation services. Chapter 4 provides several options for a progression of lifeline services. There have been some preliminary discussions with a taxi company that is considering providing a similar service. The potential options for supporting lifeline service to North San Juan/Ridge community include:

- A user-side subsidy for a taxi service. A user-side subsidy could be a flat subsidy, for example \$5 per trip, or a percentage, for example 25% up to a maximum of \$10 per one-way trip.
- Subsidized vanpools for commuters to Grass Valley and Nevada City.
- Establishing general public Gold Country Stage service 2 or 3 days a week with two round trips daily.
- Coordination of Telecare services.

*6. Establishment of a bicycle library program.*

All Gold Country Stage buses are equipped with bicycle racks, and bicycle parking facilities are being planned at key bus stops. Bicycles are excellent means of transportation for some people, particularly for shorter trips and as an access mode to public transportation. This is particularly true for very low income workers who cannot afford an automobile.

The bicycle can be checked out like a library book, a liability waiver can be collected at check out, and the bike can be returned anytime. A Library Bike in a person's possession can be chosen for some trips instead of a car, thus lowering car usage. This model requires less repair, as the users tend to care for the bikes as their own. The LibraryBikes.org program of the City of Arcata, California has loaned over 4,000 bicycles with this system. If the Bicycle Library program is targeted to improve access to jobs for low income workers, the start-up costs would be eligible for an FTA 5316 grant.

*7. Determine the best approach for a community ridesharing program.*

Expanding ridesharing options using recent technology advances for both privacy and real-time information is explored in Chapter 4. The Mobility Action Partners should review the potential ridesharing products and services and determine

which application(s) are best suited to western Nevada County. Start-up and implementation costs could be included in a FTA 5316 grant application.

## **Recommended Criteria when Considering Restoring Services or Implementing Mobility Services**

Gold Country Stage services have been drastically reduced over the past couple of years in relation to declining revenues. Restoration of services will be dependent on a number of economic factors. Some of the important fiscal policies are further considered in the financial plan, Chapter 6. Most of the above mobility management improvements are eligible for FTA 5316 or FTA 5317 grant funding, which requires a 50% match with available funding. The following criteria should be considered for determining restoration of transit services and considering mobility management projects. The criteria used for determining priorities include both objective and subjective factors:

Relative amount of subsidy required: A rating of 6 is given if there is a net cost savings, with a 5 given for subsidy levels of \$50,000 or less, and scaled to 1 for subsidy requirements of over \$200,000.

Cost effectiveness: Subsidy per trip, with ratings of 5 for the most cost-effective to 1 for least cost-effective.

Efficiency: Improvements to productivity measured by passengers per vehicle service hour, with ratings of 5 for the highest number of passengers per vehicle service hour to 1 for the lowest number of passengers per hour.

Market needs: The degrees to which the mobility service enables the transportation-disadvantaged populations to access needed services. A rating of 5 was given to services that predominately serve transportation-disadvantaged riders, and 1 for predominately choice riders.

Existing service: Is there an existing service that currently provides at least some level of public transportation option? A 5 was scored if no directly operated service was available and a 1 if some level of service was currently provided.

The type of service improvements have been divided into directly operated services and support services.

## **Potential Options for “Partial Recovery Scenario”**

The following options are shown, based on the scoring of the evaluation criteria, as indicated in Exhibit 5-4 for directly operated service and Exhibit 5-5 for support services. This is an illustrative example of the application of criteria, but the Transit Services Division may decide to utilize other means of evaluating potential options.

**Exhibit 5-4  
Directly Operated Services: Priorities for Implementation**

	<b>Annual Service Hours</b>	<b>Annual Service Miles</b>	<b>Marginal Annual Cost</b>	<b>Annual Subsidy Required</b>	<b>Susdidy Per Passenger</b>	<b>Passenger Per Service Hour</b>		
<b>Direct Service Based: Based Statistics</b>								
1. Saturday servcie: routes 1, 3/2 and 4 only	1,224	17,136	\$87,675	\$76,127	\$7.32	8.5		
2. Restore 30 minutes service on Route 1	2,805	36,465	\$200,922	\$166,673	\$5.40	11.0		
3. Telecare consolidated operation of Route 6	2,040	26,520	\$5,691	(\$7,895)	(\$0.65)	6.0		
4. Lifeline service to San Juan Ridge: Two times per week, 2 R.T. per day	416	5,824	\$29,798	\$25,638	\$15.41	4.0		
5. School tripper service	640	8,320	\$45,843	\$35,523	\$2.58	21.5		
6. Provide Commuter Service to Sacramento	5,832	141,178	\$417,746	\$277,746	\$9.92	4.8		
	<b>Subsidy Amount</b>	<b>Subsidy/ Passenger</b>	<b>Existing Service?</b>	<b>Productivity Pass/Hour</b>	<b>Market Needs</b>	<b>Total Points</b>	<b>Rank</b>	
<b>Direct Service Based: Rating Scores</b>								
1. Saturday servcie: routes 1, 3/2 and 4 only	4	3	5	3	5	20	2	
2. Restore 30 minutes service on Route 1	2	3	1	4	5	15	5	
3. Telecare consolidated operation of Route 6	6	5	1	2	5	19	3	
4. Lifeline service to San Juan Ridge: Two times per week, 2 R.T. per day	5	1	5	2	5	18	4	
5. School tripper service	5	5	5	5	3	23	1	
6. Provide Commuter Service to Sacramento	1	2	5	2	1	11	6	

Exhibit 5-5						
Rating of Support Services						
	General Effectiveness	Subsidy Amount	Existing Service?	Market Needs	Total Points	Rank
Support Services						
Telecare Incentive Program	5	3	5	5	18	2
Annual Free Day	3	5	1	5	14	5
School Based Annual Pass	3	5	1	3	12	6
Bicycle library Program	2	4	5	3	14	5
Accessible Taxi	4	4	3	5	16	4
Accessible volunteer vehicle	5	4	5	5	19	1
Community Ridesharing	5	5	5	3	18	2

## Directly Operated Services

As money does become available, the following service improvements and restorations are recommended for consideration by the Transit Services Commission in no particular order.

➤ *Restoration of Saturday service for Gold Country Stage*

Due to funding shortfalls, Saturday service was cut in May 2009. The cost of Saturday service for three buses operating 8 hours is approximately \$85,000 per year. ADA Paratransit service would also be required by Telecare on Saturdays. For the transportation-disadvantaged population, restoring Saturday service would provide mobility for work, shopping, social and recreation trips. It would fill an important mobility gap.

➤ *School tripper service coordinated in cooperation with the school districts.*

A school tripper is open to the general public but is targeted at routes that are coordinated with school bell times. One route operating two hours in the morning and two hours in the afternoon is recommended.

To be effective, the specific route and schedule development should be done in collaboration with interested middle schools and Nevada Union High School. Similar routes are very common in other areas, and typically require minimum investment, have very high ridership, low subsidy per trip, and help to reduce congestion around schools. The Menlo Park school tripper service discussed in Chapter 4 is a good model to follow.

➤ *Telecare consolidated operation on Route 6*

As discussed in some detail in Chapter 4, there is significant overlap and duplication of service between Gold Country Stage and Telecare services to Lake Wildwood and Penn Valley. If Telecare were to operate Route 6 in a route deviation mode, ADA Paratransit service would not be required. With the marginal cost per hour of Telecare being \$45.32 compared to Gold Country Stage's \$71.63, even with the expansion of hours to 8 hours compared to 4.75 presently, there is an estimated net reduction of subsidy required by approximately \$8,000 per year. As discussed previously, there are several implementations issues that would need to be resolved before this route deviation service could be implemented.

➤ *Lifeline service to North San Juan and North Columbia*

This alternative assumes that taxi service to North San Juan does not prove to be viable. Route 10 previously provided service to North San Juan and North Columbia with five daily round trips. The route had overall low ridership and was eliminated with the service reductions in May 2009. The recommended initial service plan to restore service to North San Juan and North Columbia would provide two round trips twice per week as a lifeline public transportation service at an estimated annual cost of approximately \$30,000 annually.

➤ *Restoration of 30-minute service on Route 1*

Route 1 service levels were reduced from 60 minutes to every 30 minutes on May 24, 2010. At that time, a 1X express between Grass Valley and Nevada City was added to the schedule. One reason this service restoration ranks as low as it does is that riders currently do have an existing option, albeit a less convenient option. Another reason is the high relative subsidy required (\$167,000).

➤ *Providing commuter service to Sacramento.*

Providing commuter service to Sacramento is a carryover recommendation from the 2008 TDP. It is the last in priority based on the criteria described above, because of the high relative subsidy required (\$277,000) and that the service would mostly serve choice riders, those individuals that have access to an auto but choose to ride Gold Country Stage.

## Support Services

As money does become available, the following support services are recommended for consideration by the Transit Services Commission in no particular order.

➤ *Provide an accessible vehicle for volunteer drivers*

Telecare has established an exemplary volunteer driver program. The availability of an accessible van to check out at Telecare would broaden the ability of volunteer drivers to transport wheelchair passengers with some training. Capital monies would be required with some match, but the operating costs would be minimal. The primary market would be disabled passengers. This is rated as the number 1 priority.

➤ *Telecare Incentive Program*

As described earlier, this program would provide an incentive to expand services to elderly and disabled populations beyond the requirements of ADA. The program would provide matching funds for future New Freedom grants submitted by Telecare. With its established programs, Telecare is very effective in expanding the mobility options for seniors and the disabled. The expanded options would broaden the market Telecare would serve. Services are provided in very cost-effective manner.

➤ *Community Rideshare Program*

*An organized community rideshare has significant potential in broadening the mobility options for western Nevada County residents. The Mobility Action Partners will need to determine the program features.*

➤ *Accessible Taxi*

As discussed in more detail in Chapter 4, the provision of accessible vans under a lease agreement expands the mobility options of the disabled when Telecare services are not operating. By utilizing available capital monies, this is a relatively cost-effective means of expanding mobility options, while building the capacity of a local taxi company. It is anticipated a competitive procurement process would be open to the two local taxi companies.

➤ *Expanding bicycle access through a Bicycle Library Program*

Chapter 4 included information on the Bicycle Library Program in Arcata, California. The program allows patrons to check out a bicycle similar to the process of borrowing a library book. Given the coverage of the Gold Country Stage routes, this would enable more individuals who do not own a bicycle to

have better access to Gold Country Stage routes. All buses are equipped with bicycle routes.

➤ *Annual Free Day on Gold Country Stage*

The use of public transit tends to increase when free transit days are offered. It does attract new riders to the service. However, given the existing service levels of Gold Country Stage, it is expected the number of new riders attracted because of the free fare promotion would be limited.

➤ *School-Based Annual Pass*

These programs are most effective when there are high levels of service that coordinate with school bell times and/ or class times at the Community College. With the general low levels of service to Nevada Union High School and Sierra College, the work and cost in staff required to set up the program will likely not attract enough new riders to justify the allocation of resources. If the school tripper service above is implemented, it would be a more viable option.

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## Chapter 6: FINANCIAL PLAN

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The financial plan provides the details on costs and revenues from FY 2010/11 to FY 2014/15 based on the recommendations in previous chapters. The financial plan is based both on known facts and on projections based on historical precedence. Some of the key known facts are:

- Budgeted revenues for operating public transportation services in Nevada County have declined from \$3.8 million in FY 2008/09 to \$2.4 million for FY 2010/11 which starts July 1, 2010.
- The Transportation Development Act (TDA) Local Transportation Fund, funded by a ¼ cent of sales tax, has declined from \$2.3 million in FY 2008/09 to \$1.7 million forecast for FY 2010/11.
- The State Transit Assistance funds were eliminated in FY 2009/10 and are not budgeted for in FY 2010/11. Recent developments in a “gas tax swap” have enabled approximately \$472,000 to be released to the Nevada County Transportation Commission, but at this time are not currently budgeted or claimed by Nevada County.
- The operations budget in FY 2010/11 is \$2.5 million. The 2008 Transit Development Plan had projected that \$3.5 million would be available in FY 2010/11. The significant impacts of declining sales tax revenues and problems with the state budget have had profound impacts on public transportation both statewide and nationally.
- Funding shortfalls have required a reduction in the number of vehicle service hours provided in western Nevada County for Gold Country Stage from 29,097 in FY 2007/08 to just 12,477 budgeted for FY 2010/11.

As has been pointed out in previous chapters, the need for mobility services is increasing while traditional funding sources for traditional public transportation are declining. This is one of the reasons why implementation of mobility management actions through the Mobility Action Partners process will be so important.

### Key Financial Plan Assumptions

Financial planning is based on a series of key assumptions. Given the very deep recession over the past several years, it is important to be cautious, realistic, and yet not overly pessimistic about the future. To this end, the following key

assumptions are provided for the base case scenario and partial recovery scenarios:

- Overall inflation rates will remain at historical levels of 3%. This is based on recent historical precedence and have been generally applied to both scenarios.
- Congress will reauthorize federal spending for both operating and capital purposes in its six-year authorization. This reauthorization of federal spending on transportation was supposed to be approved by September 30, 2010. Instead legislation on funding authorization has been approved through the calendar year 2010. Historically, there has been a jump in revenues available the first full year of federal reauthorization. A very modest increase of 3% per year has been assumed after an initial 5% increase the first year of reauthorization approval in the partial recovery scenario. In the base case scenario, FTA 5311 funds are increased at 3% per year to keep up with inflation.
- In the base case scenario, Local Transportation Funds (LTF) increase by 3% annually to keep up with inflation. In the partial recovery scenario will slowly climb back to 90% of FY 2007-08 levels. Although almost \$2.8 million in LTF funds were utilized in FY 2007-08, this included the use of carryover funds that have been excluded. The partial recovery scenario assumes that LTF funds increase to \$2.25 million by FY 2014/15, or 90% of \$2.5 million LTF funds that were available for just FY 2007/08.
- With historic fluctuations in State Transit Assistance (STA) funding, this should not be considered a sustainable operations fund. The exception may be the current fiscal year based on the gas tax swap deal. Nevada County may claim all of the STA funds and amend the transit budget. The base case scenario assumes that no additional STA funds are available beyond the current fiscal year. The partial recovery scenario assumes STA funds are available and are used to build up an operations reserve, capital projects or as seed money to fund pilot mobility management start-up matching fund costs that demonstrate the ability to generate long term funding.
- There is a need to create an operating reserve for public transportation operations. It is typically prudent to utilize 90% of available funding resources that can reasonably expected in a fiscal year, and set aside 10% of the funding in an operating reserve. The partial recovery scenario assumes this is implemented.
- In the base case scenario, it is assumed that the Mobility Action Partners are not successful in obtaining additional grant funds to support mobility management efforts. In the partial recovery scenario, the Mobility Action Partners process will be successful in developing consensus for a robust mobility management program and successfully applies for grant funding from FTA 5316 and 5317 funding sources. More limited funding is assumed from the Congestion Mitigation Air Quality (CMAQ) and the Northern Sierra Air Quality Management District (AQMD).

## Operating Revenues

There are three primary sources of operating revenues utilized by the Transit Services Division:

- Fares
- State/Local funds
- Federal Funds

The availability of operating revenues will determine both how much Gold Country Stage, Telecare, and mobility management strategies can be implemented.

### Fares

As Gold Country Stage and Telecare have had to reduce service levels, passenger levels have dropped resulting in a drop in fare revenues from \$403,074 to \$344,291 in FY 2009/10, despite a significant fare increase in May 2009. Exhibit 6-3 shows the fare structure in 2008 as well as the fare increase in May 2009. Overall, the general fare increased from \$1.00 to \$1.50 for adult fares and from \$.50 to \$.75 for discounted fares for seniors and the disabled.

It is important to monitor the average fare and the overall farebox recovery to determine if a further fare increase is needed for both Gold Country Stage and Telecare. For the base case scenario, costs are increasing slightly faster than revenues and would require a fare increase equivalent to a 10% increase in average fare in FY 2011/12. This would partially offset the assumption that no STA revenues are available for Gold Country Stage operations after FY 2010/11.

In FY 2010/11, with significant reductions in both Telecare and Gold Country Stage services, overall fare revenues are expected to have another steep decline. In the partial recovery scenario, by the end of the five-year planning horizon, fare revenues are projected to increase back to FY 2009/10 levels.

**Exhibit 6-1  
Fare Structure**

**Previous Fare Structure**

<i>Cash fares</i>	<i>One Zone</i>		<i>Two Zones</i>
Adult	\$ 1.00	\$	2.00
Discount	\$ 0.50	\$	1.00
Children	Free		Free
Transfers	Free		Free
<i>One-day Passes (Unlimited Rides)</i>			
Adult	\$ 3.00	\$	5.00
Discount	\$ 1.50	\$	2.50
<i>Monthly Passes (Non-transferable)</i>			
Adult	\$ 30.00	\$	60.00
Discount	\$ 15.00	\$	30.00

**May 2009 Fare Increase**

<i>Cash fares</i>	<i>One Zone</i>		<i>Two Zones</i>
Adult	\$ 1.50	\$	3.00
Discount	\$ 0.75	\$	1.50
Children	Free		Free
Transfers	Free		Free
<i>One-day Passes (Unlimited Rides)</i>			
Adult	\$ 4.50	\$	7.50
Discount	\$ 2.25	\$	3.75
<i>Monthly Passes (Non-transferable)</i>			
Adult	\$ 45.00	\$	90.00
Discount	\$ 22.50	\$	45.00

### **State/Local Funds**

The **Local Transportation Fund** is part of the funds received from Transportation Development Act (TDA) monies. TDA funds are derived from the state sales tax and are earmarked for transportation purposes. The law (SB 325, enacted in 1971) created a local transportation fund (LTF) in each county that is funded from ¼ cent of the base statewide six-cent retail sales tax that is collected in each county. If there are no unmet needs, the remaining funds can be utilized for street and roads purposes. In the base case scenario, with the 3% annual increase assumed to keep up with inflation, LTF funds climb gradually to \$1.95 million in FY 2014/15. In the partial recovery scenario, it is assumed that LTF funding will return to 90% of FY 2007/08 levels by FY 2014/2015. In FY 2007/08, \$2,796,600 were utilized for operating purposes, but this included almost \$300,000 in carryover funds from the previous fiscal year. It is therefore projected in the partial recovery scenario that LTF revenues will increase from \$1.7 million in FY 2010/11 to \$2.25 million by FY 2014/15.

A second state funding source is **State Transit Assistance** (STA). These funds are derived from the Public Transportation Account. STA funds can be utilized for both operating and capital purposes, but are subject to performance criteria for the utilization for operating purposes. Because of increases in staffing expenditures, rising fuel costs, decline in service levels, etc., declines in key performance measures will likely limit the use of STA funds for local fixed route operations in western Nevada County unless there is legislative relief. STA funding levels in western Nevada County were at \$362,300 in FY 2007/08 and \$342,360 in FY 2008/09. A piece of good news in FY 2009/10 was that STA funds will again be available to transit agencies in FY 2010/11 with the performance requirements waived. Western Nevada County has received \$472,000 in STA funds for both FY 2009/10 and FY 2010/11. These funds were uncertain at the time Nevada County prepared its budget and the monies have not been claimed at the time the TDP was being prepared. It is likely that Nevada County will claim the STA monies and utilize the monies for operations this fiscal year.

Due to the uncertainty of the state budget and the historical wide variances in the funding levels actually provided, the base case scenario assumes that no STA monies will be available beyond FY 2010/11. The partial recovery scenario assumes that STA monies are available at 90% of the average of FY 2007/08 and FY 2008/09 funding levels.

### **Other Local Funding Sources**

The AB 2766 program is funded from vehicle license fees and is administered by the Northern Sierra Air Quality Management District. The program provides

applicants with grant money that is used to implement activities or purchase equipment that reduces air pollution from vehicles. Examples of some of the projects that have been funded in the past:

- Video Conferencing Equipment.
- Clean or Alternative Fuel Vehicles.
- VMT reduction programs.
- Nevada County web page.
- CNG Infrastructure.
- Public Transit Marketing.
- Bus Stop Shelters.
- Mass Transit Subsidies.

In the public participation effort, there were also suggestions for a broader local funding base, including a proposal to itemize a surcharge on traffic and parking violations earmarked for public transportation. The following recommendations were made for public transportation surcharges:

- Parking violations: \$4.50, equivalent to a 1 zone day pass
- Disabled parking violations: 9x4.50, or \$40.50 in proportion to the difference in current assessments ( \$275 disabled vs. \$30 other parking violations). Designate a percentage of the \$275 citation to Telecare and other services to persons with disabilities.
- Parking permits be brought in line with monthly bus pass: \$45/mo.
- DUI: assess current fees, but give a monthly bus pass to help prevent future occurrence.

The above proposal and other ideas to expand the local funding base for public transportation should be reviewed by the Mobility Action Partners. Approval and implementation of such new funding sources is up to the cities of Grass Valley and Nevada City.

### **Federal Funding**

The Federal Transit Administration (FTA) provides approximately \$350,000 per year to support local transit operations with the FTA 5311 program in western Nevada County. Every six years, Congress reauthorizes funding, and the current reauthorization was supposed to occur by October 1, 2009. Congress did approve federal transit funding authorization through the end of the calendar year. There has historically been at least a 10-15% increase in funding each time Congress has reapproved the funding. However, this is very uncertain, and conservative financial planning would leave the funding at existing levels of \$350,000 in FY 2010/11 and increase funding levels by 3% per year.

The Safe, Accountable, Flexible, Efficient Transportation Equity Act – *A Legacy for Users* (SAFETEA-LU) requires that projects receiving funds from either Federal Transit Administration (FTA) Section 5310 (Elderly Individuals and Individuals with Disabilities), FTA Section 5316 (Job Access and Reverse Commute), or FTA Section 5317 (New Freedom) be derived from a public transit-human service transportation coordination plan (hereinafter referred to as the coordination plan) beginning in FY 2007. The NCTC adopted a coordination plan, making it eligible for funding for FTA 5310, 5316, and 5317 funds.

The FTA Section 5316 and 5317 are apportioned as follows: 60% to large urban areas (over 200,000 population), 20% to small urban areas (between 50,000 and 200,000) and 20% to rural areas (less than 50,000 population). FTA Section 5316 funds must be used for projects that relate to the development and maintenance of transportation services designed to transport welfare recipients and eligible low-income individuals to and from jobs and activities related to their employment. Section 5317 must be used for projects for new public transportation services or enhancing paratransit beyond the minimum requirement of the Americans with Disabilities Act of 1990. Telecare has been successful in applying for two FTA 5317 grants. Both FTA 5316 and 5317 grants require a 50% match.

Numerous agencies in California have been successful in apply for FTA 5316 and 5317 funding to support mobility management initiatives. As previously discussed in Chapter 5, the Mobility Action Partners process will be reviewing mobility management options with the goal of applying for FTA 5316 and/or 5317 grant applications in the next application cycle.

The Congestion Mitigation and Air Quality (CMAQ) Improvement Program is jointly administered by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA), and was reauthorized in 2005 under SAFETEA-LU. The SAFETEA-LU CMAQ program provides over \$8.6 billion dollars in nationwide funds to State DOTs, MPOs, and transit agencies to invest in projects that reduce criteria air pollutants regulated from transportation-related sources over a period of five years (2005-2009). The current CMAQ program is similar to its TEA-21 predecessor. Funding is available for areas that do not meet the National Ambient Air Quality Standards (nonattainment areas) as well as former nonattainment areas that are now in compliance (maintenance areas). The formula for distribution of funds considers an area's population by county and the severity of its ozone and carbon monoxide problems within the nonattainment or maintenance area, with greater weight given to areas that are both carbon monoxide and ozone nonattainment/maintenance areas. Western Nevada County was classified in 2004 as "non-attainment" for 8-hour ozone standards. Project categories eligible for CMAQ funding include:

- alternative fuels and vehicles.
- congestion reduction and traffic flow improvements.

- transit improvements.
- bicycle and pedestrian facilities.
- public education and outreach.
- diesel engine retrofits.
- carpooling and vanpooling.

Both capital and operations projects are eligible for funding. Projects are submitted by local jurisdictions for consideration and are ranked based on air quality benefits and project readiness. NCTC then reviews the ranking and chooses projects to be funded. Recently CMAQ funds have been utilized to purchase buses, funding the recently completed marketing program for Gold Country Stage. While most of the currently available CMAQ funds have been obligated, CMAQ should be considered as a funding source for a community ridesharing program if recommended by the Mobility Action Program.

Assuming the Mobility Action Partners are successful in its FTA F316 and 5317 funding application (s) in the partial recovery scenario, federal support of transit operations would increase from \$388,000 in FY 2009/10 to \$789,000 in FY 2014/15.

The forecasts shown over the next five years in Exhibit 6-2 for the base case scenario and Exhibit 6-3 for the partial recovery scenario are based on the assumptions described above.

## **Revenue Enhancements**

### Base Case Scenario

In the base case scenario, no revenue enhancements become available to Telecare and Gold Country Stage.

### Partial Recovery Scenario

Based on the stated assumptions of the financial plan, namely that LTF funds will gradually increase to 90% of 2007/08 LTF appropriations, it is expected that effects of the deep recession will slowly lessen. One piece of very good news at the end of FY 2009/10 was that State Transit Assistance monies would be available in FY 2010/11. It is also assumed that the mobility management discussion held as part of this planning process will lead to successful grant applications for FTA 5316 and 5317 funding as well as CMAQ funding for a community ridesharing program.

When revenue enhancements are actually received, the funds should be utilized in a strategic manner.

**Exhibit 6-2  
Operating Revenue Sources: Base Case Scenario**

	FY 2008/09 Actual	FY 2009/10 Estimated	FY 2010/11 Budget	FY 2011/12 Forecast	FY 2012/13 Forecast	FY 2013/14 Forecast	FY 2014/15 Forecast
<b>1. Fares</b>							
GCS	\$ 299,122	\$ 256,000	\$ 240,000	\$ 242,400	\$ 244,824	\$ 247,272	\$ 249,745
Telecare	\$ 103,952	\$ 88,291	\$ 72,220	\$ 72,942	\$ 73,672	\$ 74,408	\$ 75,152
Subtotal, Fares	\$ 403,074	\$ 344,291	\$ 312,220	\$ 315,342	\$ 318,496	\$ 321,681	\$ 324,897
<b>2. Local/State</b>							
Local Transportation Fund	\$ 2,318,377	\$ 1,912,557	\$ 1,731,138	\$ 1,783,072	\$ 1,836,564	\$ 1,891,661	\$ 1,948,411
State Transit Assistance	\$ 342,360	\$ 135,972	\$ 127,757		\$ -	\$ -	\$ -
Placer County Contract	\$ 62,559	\$ 58,189	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000
Air Quality Management Dist.							
Advertising	\$ 3,150	\$ 4,950	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377
Misc		\$ 30,275					
Subtotal, Local/State	\$ 2,726,446	\$ 2,141,943	\$ 1,909,895	\$ 1,834,162	\$ 1,887,747	\$ 1,942,939	\$ 1,999,788
<b>3. Federal</b>							
FTA 5311	\$ 328,208	\$ 346,054	\$ 317,000	\$ 326,510	\$ 336,305	\$ 346,394	\$ 356,786
FTA 5316							
FTA 5317							
CMAQ		\$ 42,345					
Subtotal, Federal	\$ 328,208	\$ 388,399	\$ 317,000	\$ 326,510	\$ 336,305	\$ 346,394	\$ 356,786
<b>Total Operating Revenues</b>	<b>\$ 3,457,728</b>	<b>\$ 2,874,633</b>	<b>\$ 2,539,115</b>	<b>\$ 2,476,014</b>	<b>\$ 2,542,548</b>	<b>\$ 2,611,014</b>	<b>\$ 2,681,471</b>

**Exhibit 6-3  
Operating Revenue Sources: Partial Recovery Scenario**

	<b>FY 2008/09 Actual</b>	<b>FY 2009/10 Estimated</b>	<b>FY 2010/11 Budget</b>	<b>FY 2011/12 Forecast</b>	<b>FY 2012/13 Forecast</b>	<b>FY 2013/14 Forecast</b>	<b>FY 2014/15 Forecast</b>
<b>1. Fares</b>							
GCS	\$ 299,122	\$ 256,000	\$ 240,000	\$ 204,757	\$ 190,753	\$ 224,643	\$ 224,643
Telecare	\$ 103,952	\$ 88,291	\$ 72,220	\$ 90,030	\$ 111,190	\$ 113,495	\$ 115,345
Subtotal, Fares	\$ 403,074	\$ 344,291	\$ 312,220	\$ 294,787	\$ 301,943	\$ 338,138	\$ 339,988
<b>2. Local/State</b>							
Local Transportation Fund	\$ 2,318,377	\$ 1,912,557	\$ 1,731,138	\$ 1,860,854	\$ 1,990,569	\$ 2,120,285	\$ 2,250,000
State Transit Assistance	\$ 342,360	\$ 135,972	\$ 127,757	\$ 171,180	\$ 176,315	\$ 181,605	\$ 187,053
Placer County Contract	\$ 62,559	\$ 58,189	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000	\$ 48,000
Air Quality Management Dist.					\$ 25,000	\$ 25,000	\$ 25,000
Advertising	\$ 3,150	\$ 4,950	\$ 3,000	\$ 3,090	\$ 3,183	\$ 3,278	\$ 3,377
Misc		\$ 30,275					
Subtotal, Local/State	\$ 2,726,446	\$ 2,141,943	\$ 1,909,895	\$ 2,083,124	\$ 2,243,067	\$ 2,378,168	\$ 2,513,430
<b>3. Federal</b>							
FTA 5311	\$ 328,208	\$ 346,054	\$ 317,000	\$ 332,850	\$ 342,836	\$ 353,121	\$ 363,714
FTA 5316				\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000
FTA 5317				\$ 62,500	\$ 125,000	\$ 125,000	\$ 125,000
CMAQ		\$ 42,345				\$ 100,000	\$ 100,000
Subtotal, Federal	\$ 328,208	\$ 388,399	\$ 317,000	\$ 495,350	\$ 667,836	\$ 778,121	\$ 788,714
<b>Total Operating Revenues</b>	<b>\$ 3,457,728</b>	<b>\$ 2,874,633</b>	<b>\$ 2,539,115</b>	<b>\$ 2,873,261</b>	<b>\$ 3,212,846</b>	<b>\$ 3,494,426</b>	<b>\$ 3,642,132</b>

While it is not known how much of the revenue enhancements will actually be realized, Exhibit 6-4 illustrates how the monies could be utilized if they materialize; in essence a “what-if” scenario for allocation of revenue enhancements. Therefore, the exhibit is not a plan but is illustrative of how revenue enhancements could be allocated.

The first priority should be to establish an ongoing operating reserve. Certain funding sources such as TDA’s LTF and STA funds can be rolled over from year to year. Establishing an ongoing operating reserve of 10% of funding for two years would provide Nevada County with sufficient operating reserves. The first opportunity will be STA funds that will be received in FY 2010/11.

The second priority for revenue enhancements should be to ensure that public transportation expenses keep up with inflationary pressure.

Third, the financial plan is recommending that the Transit Services Division utilize capital funds for paratransit vehicle replacement.

After the three priorities have been taken care of, then the expansion of Gold Country Stage, Telecare and supportive mobility management programs should be considered. As mentioned previously, there are mobility management strategies that could be considered and implemented within the existing budget framework.

## **Operating Expenditures**

The Transit Services Division of Nevada has four main categories of expenses:

- Operating personnel expenses for Gold Country Stage
- Gold Country Stage vehicle expenses
- ADA Paratransit contract with Telecare
- Administrative expenses for both Gold Country Stage and Telecare

A fifth category has been added based on the need to create an operating reserve. \$249,000 should be set aside for this purpose assuming that STA funds do become available in FY 2010/11.

**Exhibit 6-4**  
**Allocation of Potential Revenue Enhancements: Partial Recovery Scenario**

<b>Potential Revenue Enhancements</b>	<b>FY 9-10 to FY 10-11</b>	<b>FY 10-11 to FY 11-12</b>	<b>FY 11-12 to FY 12-13</b>	<b>FY 12-13 to FY 13-14</b>	<b>FY 13-14 to FY 14-15</b>
Local Transportation Fund (LTF)		\$ 129,716	\$ 129,716	\$ 129,716	\$ 129,716
State Transit Assistance (STA)	\$ 472,000	\$ 317,097	\$ 317,097	\$ 317,097	\$ 317,097
FTA 5316		\$ 100,000	\$ 200,000	\$ 200,000	\$ 200,000
FTA 5317		\$ 62,500	\$ 125,000	\$ 125,000	\$ 125,000
Congestion Mitigation (CMAQ)				\$ 100,000	\$ 100,000
<b>Resource Allocation</b>					
Operating reserve (10%)	\$ 253,912	\$ 287,326	\$ 331,285	\$ 349,443	\$ 364,213
Base operating cost increases	\$ 83,098	\$ 85,590	\$ 88,158	\$ 90,803	\$ 93,527
Telecare vehicle replacement		\$ 30,291	\$ 36,989	\$ 34,328	\$ 66,200
Directly operated services		\$ 123,663	\$ 189,228	\$ 238,343	\$ 208,723
Telecare incentive		\$ 41,221	\$ 63,076	\$ 79,448	\$ 69,574
Support services	\$ -	\$ 41,221	\$ 63,076	\$ 79,448	\$ 69,574

As shown in Exhibit 6-5, revenue sources for public transportation in western Nevada County have dwindled between FY 2008/09 and FY 2009/10 and this trend is expected to continue in FY 2010/11.

Overall expenditures have declined from \$3.5 million in FY 2008/09 to an estimated \$2.9 million in FY 2009/10 and the County budget had an operating budget of approximately \$2.5 million for FY 2010/11. If STA dollars do come available in FY 2010/11 as is currently expected, and \$249,000 is carried over to the next fiscal year as an operating reserve from STA funds, then the forecast operating budget would be almost \$2.8 million.

Exhibit 6-6 is the recommended cost allocation model for determining how much additional vehicle service hours can be increased depending on the allocation of revenue enhancements. In the 2008 TDP, the cost allocation model did not include Telecare costs and vehicle service hours. Since the Transit Services Division administers the contract for Telecare services, the 2010 TDP has included Telecare costs and vehicle service hours in the model. The fixed costs are allocated based on total vehicle service hours, including both Gold Country Stage and Telecare vehicle service hours. With this cost allocation model, the following are key cost factors:

- Gold Country Stage: This service has a marginal vehicle service hour cost per hour of \$71.63 and marginal cost per mile of \$1.15. For example, If you added ten vehicle hours of service and 100 miles, it would cost \$831.30  $((10 \times \$71.63) + (100 \times \$1.15))$ .
- Telecare: It has a marginal cost per vehicle service hour of \$45.32. If you add ten hours of Telecare service, it would cost \$453.20.
- Fully allocated cost: The fully allocated cost for Gold Country Stage, including fixed costs, is \$93.16 per vehicle service hour.

**Exhibit 6-5  
Operating Expenditures FY 2008/09 to FY 2010/11**

<b>Operating Expenses</b>	<b>FY 08/09 Actual</b>	<b>FY 09/10 Estimated</b>	<b>FY 10/11 Forecast</b>
<b>Operating Personnel Expenses</b>			
Permanent Salaries	\$783,863	\$607,545	\$ 579,606
Overtime	\$21,185	\$7,507	\$ 12,525
Temporary Salaries	\$148,236	\$115,951	\$ 92,421
Benefits	\$313,648	\$259,073	\$ 247,157
Insurance	\$211,352	\$205,350	\$ 187,480
<i>Subtotal: Personnel</i>	<b>\$1,478,284</b>	<b>\$1,195,426</b>	<b>\$1,119,189</b>
<b>Vehicle Expenses</b>			
Insurance	\$52,671	\$32,000	\$ 32,617
Maintenance and Fuel	\$462,468	\$308,900	\$ 275,500
Mileage Reimbursement	\$491	\$1,200	\$ 1,200
<i>Subtotal: Vehicles</i>	<b>\$515,630</b>	<b>\$342,100</b>	<b>\$309,317</b>
<b>Administrative Expenses</b>			
Uniform Expenses	\$3,602	\$3,000	\$ 2,500
Custodial Services	\$2,693	\$3,000	\$ 3,000
Utilities and Telephone	\$7,901	\$9,200	\$ 9,500
Publications and Legal Notices	\$910	\$1,000	\$ 1,000
Rents, Leases and Equipment	\$36,567	\$22,515	\$ 24,800
Professional Services <sup>1</sup>	\$116,507	\$34,058	\$ 34,108
Household Expense	\$3,614	\$3,400	\$ 3,200
Special Department Expenses	\$9,685	\$20,000	\$ 15,750
Office and Computer Expenses	\$15,307	\$10,395	\$ 13,900
Memberships	\$1,769	\$375	\$ 500
Miscellaneous Inter/Intrafund	\$134,945	\$89,377	\$ 84,891
Judgements and Damages	\$7,688	\$2,500	\$ 2,500
Self Insurance	\$27,500	\$27,500	\$ 27,500
Overhead Cost Allocation	\$102,794	\$138,189	\$135,058
<i>Subtotal: Administrative</i>	<b>\$471,482</b>	<b>\$364,509</b>	<b>\$358,207</b>
<b>ADA Paratransit Contract</b>			
Gold Country Telecare	\$ 1,018,367	\$994,912	\$734,196
<b>Operating Contingency/Reserve(1)</b>			<b>\$249,010</b>
<b>TOTAL OPERATING EXPENSES</b>	<b>\$3,483,763</b>	<b>\$2,896,947</b>	<b>\$2,769,919</b>

(1) Assumes STA funds become available in FY 2010/11

**Exhibit 6-6  
Recommended Transit Services Division Cost Allocation Model**

Line Item	Fixed	Gold Country Stage		Purchased: Telecare	Total Expense
		Hourly	Per Mile		
<b>Operating Personnel Expenses</b>					
Permanent Salaries	\$170,592 #	\$422,421	\$0		\$593,013
Overtime	\$2,518	\$10,007	\$0		\$12,525
Temporary Salaries	\$0	\$100,415	\$0		\$100,415
Benefits	\$55,623	\$134,542	\$0		\$190,165
Insurance	\$31,874	\$191,197	\$0		\$223,071
<i>Subtotal: Personnel</i>	<i>\$260,607</i>	<i>\$858,582</i>	<i>\$0</i>		<i>\$1,119,189</i>
<b>Administrative Expenses</b>					
Uniform Expenses		\$2,500			\$2,500
Custodial Services	\$3,000				\$3,000
Utilities and Telephone	\$9,500				\$9,500
Publications and Legal Notices	\$1,000				\$1,000
Rents, Leases and Equipment	\$24,800				\$24,800
Professional Services <sup>1</sup>	\$34,108				\$34,108
Household Expense	\$3,200				\$3,200
Special Department Expenses	\$15,750				\$15,750
Office and Computer Expenses	\$13,900				\$13,900
Memberships and Job Proficiency	\$500				\$500
Miscellaneous Inter/Intrafund	\$84,891				\$84,891
Judgements and Damages	\$2,500				\$2,500
Purchased Transportation: Telecare ADA Paratransit				\$734,196	\$734,196
Self Insurance	\$27,500				\$27,500
Overhead Cost Allocation	\$135,058				\$135,058
<i>Subtotal: Administrative</i>	<i>\$355,707</i>	<i>\$2,500</i>	<i>\$0</i>	<i>\$734,196</i>	<i>\$1,092,403</i>
<b>Vehicle Expenses</b>					
Insurance	\$0	\$32,617	\$0		\$32,617
Maintenance and Fuel	\$0	\$0	\$270,500		\$270,500
Mileage Reimbursement	\$1,200	\$0	\$0		\$1,200
<i>Subtotal: Vehicles</i>	<i>\$1,200</i>	<i>\$32,617</i>	<i>\$270,500</i>		<i>\$304,317</i>
<b>Total Bus Service Expenses</b>	<b>\$617,514</b>	<b>\$893,699</b>	<b>\$270,500</b>	<b>\$734,196</b>	<b>\$2,515,909</b>
Service Factors for FY 2010-11		GCS Vehicle Service Hours	GCS Vehicle Service Miles	Telecare Vehicle Service Hours	
		12,477	234,839	16,200	
<b>Marginal Vehicle Service Hour Cost Factor: GCS</b>	<b>\$71.63</b>				
<b>Marginal Vehicle Service Mile Cost Factor: GCS</b>	<b>\$1.15</b>				
<b>Marginal Vehicle Service Hour Cost Factor: Telecare</b>	<b>\$45.32</b>				
<b>Annual Fixed Cost: GCS and Telecare</b>	<b>\$617,514</b>				
<b>Allocation of Fixed Cost per total VSH</b>	<b>\$21.53</b>				
<b>Total Vehicle Service Hour Cost Factor</b>	<b>\$93.16</b>				
<b>Marginal Cost Equation : Gold Country Stage</b>	<b>\$71.63</b>	<b>X Vehicle Service Hours +</b>			
	<b>\$1.15</b>	<b>X Vehicle Service Miles</b>			
<b>Marginal Cost Equation: Telecare</b>	<b>\$45.32</b>	<b>X Contracted Vehicle Service Hours</b>			
		<b>(contract is based only on hours)</b>			
<b>Total Allocated Cost Equation</b>	<b>\$78.30</b>	<b>X Total Vehicle Service Hours +</b>			
	<b>\$1.15</b>	<b>XGCSI Vehicle Service Miles</b>			

## Service Supply

In FY 2010/11, there are 12,477 vehicle service hours budgeted for Gold Country Stage and another 16,200 vehicle service hours budgeted for Telecare for a total of 28,677 vehicle service hours. In contrast, in FY 2007/08, there were 29,097 vehicle service hours provided for Gold Country Stage and 24,966 for Telecare or 54,063 vehicle service hours provided. Over this three-year period, vehicle service hours have been almost cut in half (47%). The service supply for the base case and partial recovery scenarios are described below.

### Base Case Scenario

In the base case scenario, operating costs rise slightly faster than expected revenues. The deficit would be \$153,000 in FY 2011/12 and would grow to annual deficit of \$282,000 by FY 2014/15. This is due to the loss of STA funds for operating and applying inflation rates to the fixed costs of the Transit Services Division. Exhibit 6-7 shows the service supply for the base case scenario. In order to balance revenues with expenses in the base case scenario, three actions were necessary:

1. Reduce vehicle service hours by 900 annual hours in FY 2011/12
2. Increase the average fare for Gold Country Stage by 10% in FY 2011/12
3. Hold the Transit Services Division fixed costs constant between FY 2010/11 and FY 2011/12 and increase the fixed costs by only 2% to FY 2014/15.

In the base case scenario, vehicle service hours for both Gold Country Stage and Telecare decline from 28,677 to 27,878. The reduction would be higher if the TSC decided not to increase fares in FY 2011/12, and if the fixed cost increases cannot be contained to an average of just 1.75% per year.

The base case scenario results points to the need for considering options to reduce overall administrative costs. With a declining number of vehicle service hours and relatively high fixed administrative costs, the percentage of administrative costs to total costs has continued to increase. The objective should be to minimize administrative costs in order to provide as much fixed-route transit and paratransit services as possible to provide mobility options, particularly for individuals who cannot drive or cannot afford an automobile. Competitive contracting for the combined operation of Gold Country Stage and Telecare could also be considered as means of reducing overall operational costs.

**Exhibit 6-7  
Vehicle Service Hours and Miles By Year: Base Case Scenario**

Directly Operated Supply Vehicle Service Hours and Miles	FY 2010/11 Projected		FY 2011/12 Projected		FY 2012/13 Projected		FY 2013/14 Projected		FY 2014/15 Projected	
	Hours	Miles								
<b>Gold Country Stage</b>										
Route 1	3,150	46,998	3,150	46,998	3,150	46,998	3,150	46,998	3,150	46,998
Route 1X	378	9,072	0	0	0	0	0	0	0	0
Route 2	421	7,056	0	0	0	0	0	0	0	0
Route 3	1,787	32,231	1,787	32,231	1,787	32,231	1,787	32,231	1,787	32,231
Route 4	2,898	39,186	2,898	39,186	2,898	39,186	2,898	39,186	2,898	39,186
Route 5	2,646	74,844	2,646	74,844	2,646	74,844	2,646	74,844	2,646	74,844
Route 6	1,197	25,452	1,197	25,452	1,197	25,452	1,197	25,452	1,197	25,452
Subtotal Gold Country Stage	12,477	234,839	11,678	218,711	11,678	218,711	11,678	218,711	11,678	218,711
Telecare ADA Paratransit	16,200	200,880	16,200	200,880	16,200	200,880	16,200	200,880	16,200	200,880
<b>Total</b>	<b>28,677</b>	<b>435,719</b>	<b>27,878</b>	<b>419,591</b>	<b>27,878</b>	<b>419,591</b>	<b>27,878</b>	<b>419,591</b>	<b>27,878</b>	<b>419,591</b>

### Partial Recovery Scenario

The revenue enhancements, if they materialize in the partial recovery scenario, will do a modest job of restoring both Gold Country Stage and Telecare services. If the revenue enhancements do materialize, the following service enhancement options described in Chapter 5 could be implemented:

- Restore Saturday service
- School Tripper Route
- Telecare consolidated Route 6 operation
- Lifeline service to North San Juan and North Columbia
- 30-minute service on Route 1

These service enhancements would increase Gold Country Stage from 12,477 vehicle service hours in FY 2010/11 to 16,949 in FY 2013/14. This includes transferring Route 6 from Gold Country Stage to Telecare operated service.

In terms of directly operated services, Telecare's vehicle service hours would increase in two ways:

1. Consolidated operation of Route 6 as a route deviation service on weekdays only.
2. Through a Telecare Incentive Program to extend service beyond those offered through ADA service. It is assumed that half of the budget would be directly operated service.

Telecare service would increase from 16,200 at the beginning of FY 2009/10 to 18,079 in FY 2014/15.

Exhibit 6-8 is summary of the directly operated Gold Country Stage and Telecare service supply in vehicle service hours on a year-by-year basis between FY 2010/11 and FY 2014/15.

**Exhibit 6-8  
Vehicle Service Hours and Miles By Year: Partial Recovery Scenario**

Directly Operated Supply Vehicle Service Hours and Miles	FY 2010/11 Projected		FY 2011/12 Projected		FY 2012/13 Projected		FY 2013/14 Projected		FY 2014/15 Projected	
	Hours	Miles								
<b>Gold Country Stage</b>										
Route 1	3,150	46,998	3,558	52,710	3,558	52,710	6,363	89,175	6,363	89,175
Route 1X	378	9,072	378	9,072	378	9,072	378	9,072	378	9,072
Route 2	421	7,056	523	8,484	523	8,484	523	8,484	523	8,484
Route 3	1,787	32,231	2,093	36,515	2,093	36,515	2,093	36,515	2,093	36,515
Route 4	2,898	39,186	3,306	44,898	3,306	44,898	3,306	44,898	3,306	44,898
Route 5	2,646	74,844	2,646	74,844	2,646	74,844	2,646	74,844	2,646	74,844
Route 6	1,197	25,452	1,197	25,452						
School Commute Route (open to public)			1,224	17,136	1,224	17,136	1,224	17,136	1,224	17,136
North San Juan/North Columbia lifeline					416	5,284	416	5,284	416	5,284
Subtotal Gold Country Stage	12,477	234,839	14,925	269,111	14,144	248,943	16,949	285,408	16,949	285,408
<b>Telecare</b>										
Telecare ADA Paratransit	16,200	200,880	16,200	200,880	15,000	186,000	15,000	186,000	15,000	186,000
Other Telecare	740	9,176	455	5,639	2,957	37,885	2,917	37,389	2,808	36,038
Subtotal Telecare	16,940	210,056	16,655	206,519	17,957	223,885	17,917	223,389	17,808	222,038
<b>Service Enhancement Options</b>										
Saturday Service			1,224	17,136						
School Tripper Route			640	8,320						
Telecare consolidated Route 6 operation					2,040	26,520				
Lifeline service to North San Juan					416	5,284				
Restore 30-minute service on Route 1							2,805	36,465		
<b>Mobility Management Support Services</b>										
Telecare Incentive Program	740	9,176	455	5,639	917	11,365	877	10,869	768	9,518
(assumes 50% directly operated)										
<b>Total Directly Operated Service</b>	<b>29,417</b>	<b>444,895</b>	<b>31,579</b>	<b>475,630</b>	<b>32,100</b>	<b>472,828</b>	<b>34,865</b>	<b>508,796</b>	<b>34,756</b>	<b>507,446</b>

## Annual Operating Costs

### Base Case Scenario

Exhibit 6-9 provides a summary of the annual operating costs based on the service supply assumptions and fixed cost increases described above for the base case scenario. Total operating expenses increase from the budgeted \$2.5 million in FY 2010/11 to \$2.7 million in FY 2014/15.

### Partial Recovery Scenario

Exhibit 6-10 provides a summary of the annual operating costs based on the service supply assumptions described above. Annual operating costs would increase from \$2.5 million in FY 2010/11 to \$3.4 million in FY 2014/15.

## Capital Revenues

The Transit Services Division of Nevada County is planning to utilize the following capital funding sources between FY 2010/11 and FY 2014/15 in western Nevada County.

### Local and State Generated Revenues

- State Transit Assistance (STA)
- Proposition 1B (PTMISEA)
- Proposition 1B (Safety and Security)

### Federal Funding

- FTA 5309
- FTA 5311 ARRA (Stimulus Money)
- FTA 5310 Paratransit Vehicles
- Congestion Mitigation Air Quality

### **State Transit Assistance (Transportation Development Act)**

As explained above under operating revenues, the Transit Services Division of Nevada County receives allocations of State Transit Assistance (STA) funds from the Nevada County Transportation Commission as part of the California Public Transit Account. This fund includes both Transportation Development Act and Proposition 42 revenues. A total of \$189,809 is currently planned for use in the capital improvement program over the next five years in western Nevada County.

**Exhibit 6-9  
Annual Operating Costs: Base Case Scenario**

	FY 2010/11 Budget	FY 2011/12 Forecast	FY 2012/13 Forecast	FY 2013/14 Forecast	FY 2014/15 Forecast
<b>Base Statistics</b>					
Vehicle Service Hours (VSH)					
Gold Country Stage	12,477	11,678	11,678	11,678	11,678
Telecare	16,200	16,200	16,200	16,200	16,200
Vehicle Service Miles					
Gold Country Stage	234,839	218,711	218,711	218,711	218,711
Marginal Cost / VSH					
Gold Country Stage	\$ 71.63	\$ 73.78	\$ 75.99	\$ 78.27	\$ 80.62
Telecare	\$ 45.32	\$ 46.68	\$ 48.08	\$ 49.52	\$ 51.01
Marginal Cost/VSM					
Gold Country Stage	\$ 1.15	\$ 1.19	\$ 1.22	\$ 1.26	\$ 1.30
<b>Expenses</b>					
Administrative Fixed Costs	\$ 617,514	\$ 617,514	\$ 629,864	\$ 642,462	\$ 655,311
Directly Operated Services					
Gold Country Stage					
Hourly Personnel Costs	\$ 893,665	\$ 861,539	\$ 887,385	\$ 914,007	\$ 941,427
Mileage Vehicle Costs	\$ 270,500	\$ 259,480	\$ 267,265	\$ 275,283	\$ 283,541
Telecare Costs	\$ 734,196	\$ 756,222	\$ 778,909	\$ 802,276	\$ 826,344
Services					
<b>Total Expenses</b>	\$ 2,515,874	\$ 2,494,755	\$ 2,563,423	\$ 2,634,027	\$ 2,706,623

**Exhibit 6-10  
Annual Operating Costs: Partial Recovery Scenario**

	<b>FY 2010/11 Budget</b>	<b>FY 2011/12 Forecast</b>	<b>FY 2012/13 Forecast</b>	<b>FY 2013/14 Forecast</b>	<b>FY 2014/15 Forecast</b>
<b>Base Statistics</b>					
Vehicle Service Hours (VSH)					
Gold Country Stage	12,477	14,925	14,144	16,949	16,949
Telecare	16,940	16,655	17,957	17,917	17,808
Vehicle Service Miles					
Gold Country Stage	234,839	269,111	248,943	285,408	285,408
Marginal Cost / VSH					
Gold Country Stage	\$ 71.63	\$ 73.78	\$ 75.99	\$ 78.27	\$ 80.62
Telecare	\$ 45.32	\$ 46.68	\$ 48.08	\$ 49.52	\$ 51.01
Marginal Cost/VSM					
Gold Country Stage	\$ 1.15	\$ 1.19	\$ 1.22	\$ 1.26	\$ 1.30
<b>Expenses</b>					
Administrative Fixed Costs	\$ 617,514	\$ 636,039	\$ 655,121	\$ 674,774	\$ 695,017
Directly Operated Services					
Gold Country Stage					
Hourly Personnel Costs	\$ 893,665	\$ 1,101,080	\$ 1,074,764	\$ 1,326,553	\$ 1,366,349
Mileage Vehicle Costs	\$ 270,500	\$ 319,275	\$ 304,208	\$ 359,232	\$ 370,009
Telecare Costs	\$ 767,733	\$ 777,451	\$ 863,364	\$ 887,283	\$ 908,345
Mobility Management Support Services	\$ -	\$ 41,221	\$ 83,076	\$ 79,448	\$ 69,574
<b>Total Expenses</b>	\$ 2,549,412	\$ 2,875,066	\$ 2,980,533	\$ 3,327,289	\$ 3,409,295
<b>Operations Reserve</b>	\$ 253,912	\$ 287,326	\$ 331,285	\$ 349,443	\$ 364,213

### **Proposition 1B PTMISEA**

As approved by the voters in the November 2006 general election, Proposition 1B enacts the Highway Safety, Traffic Reduction, Air Quality, and Port Security Bond Act of 2006. Statewide, this is a \$19.925 billion state general obligation bond that is meant to fund high priority projects. There are 16 different programs under Proposition 1B, and two directly benefit western Nevada County. A plan for use of the Public Transportation Modernization, Improvement and Service Enhancement Account (PTMISEA) has been submitted to Caltrans and currently included over \$3 million in funding between FY 2010/11 and FY 2014/15. The only difference between the base case scenario and partial recovery scenario is the timing of the PTMISEA funds. In the base case scenario, it is assumed that no PTMISEA bond sales are made until FY 2012/13. In the partial recovery scenario, it is assumed that bond sale begin FY 2011/12. The Transit Development Plan includes \$2.6 million in funds for needed capital projects, leaving approximately \$400,000 for future programming. The PTMISEA expenditure plan would need to be amended to reflect the more detailed capital planning in the TDP, especially the plan to procure Telecare buses..

The Transit System Safety, Security, and Disaster Response Account of Proposition 1B, is expected to provide \$60,000 in revenues for safety related projects.

### **FTA 5309 Funding**

The Buses and Bus Related Equipment and Facilities program of FTA 5309 provides capital assistance for new and replacement buses, related equipment, and facilities. Eligible capital projects include the purchasing of buses for fleet and service expansion, bus maintenance and administrative facilities, transfer facilities, bus malls, transportation centers, intermodal terminals, park-and-ride stations, acquisition of replacement vehicles, bus rebuilds, bus preventive maintenance, passenger amenities such as passenger shelters and bus stop signs, accessory and miscellaneous equipment such as mobile radio units, supervisory vehicles, fare boxes, computers and shop and garage equipment. FTA 5309 is being utilized in the amount of \$657,000 to fund construction of the Tinloy Transit Center in Grass Valley.

### **FTA 5310 Program**

FTA Section 5310 provides capital assistance for the purchase of vehicles and associated equipment by non-profit agencies for the provision of transportation to elderly individuals and individuals with disabilities for whom mass transportation services are unavailable, insufficient or inappropriate. Under certain circumstances public agencies may receive these funds where it is demonstrated

that there are no non-profit organizations readily available to provide the specialized service. The FTA 5310 funds are apportioned to the State of California which conducts an annual competitive application process through the Department of Transportation and project awards are granted by the California Transportation Commission. Telecare has been successful in replacing about one bus per year with the FTA 5310 process. A total of \$379,618 is currently programmed over the next five years for FTA 5310 monies.

### **FTA 5311 ARRA Funding**

In non-urban areas such as western Nevada County, American Recovery and Reinvestment Act (ARRA) monies have been made available through Caltrans' FTA 5311 program. \$250,000 will be utilized in FY 2010/11 for the construction of the Tinloy Transit Center.

### **Congestion Mitigation Air Quality (CMAQ)**

The overall CMAQ funding was fully described above. \$130,000 in CMAQ funding will be received in FY 2010/11 for two Telecare buses. These buses were originally programmed in FY 2008/09.

## **Capital Expenditures**

There are seven primary categories of capital expenditures over the next five year period:

- Vehicle replacement
- Bus stop improvements
- Grass Valley Transit Center
- Relocation of transit facility
- Vehicle tracking and passenger information
- Other bus technology options
- Safety and Security enhancements

### **Vehicle Replacements**

Nevada County has developed a vehicle replacement schedule for Gold Country Stage buses and transit utility vehicles. That schedule has been utilized as the foundation of vehicle replacement schedule for the Transit Development Plan.

The replacement of Telecare buses was included in the 2008 TDP but assumed that funding would be available from FTA 5310 for two bus replacements per year. Funding for only one bus replacement per year has been available from FTA 5310 funds. In reviewing the fleet condition and replacement of Telecare buses, there is a need to replace eight buses over the next two years. Since

capital funding is available from the PTMISEA program for vehicle replacements and some money will also be available from the State Transit Assistance (STA) in the partial recovery scenario, it is recommended that the Transit Services Division procure and own the Telecare vehicles and provide them to Gold Country Telecare for use in paratransit service. It is a very common practice in the transit industry for the public entity such as the Transit Services Division of Nevada County to make public transit vehicles available to private contractors to operate contracted service, with the provision that the buses be properly maintained with periodic random inspections. The contract between the Transit Services Division and Gold Country Telecare would need to be amended to reflect the change in bus procurement.

The fleet replacement plan is shown in Exhibit 6-11. A total of seven Gold Country Stages buses and four utility vehicles will be replaced over the next five years with an expected cost of approximately \$974,000. A total of fifteen Telecare buses would be replaced over the next five years with an expected cost of \$961,900.

### **Bus Stop Improvements**

Gold Country Stage staff are currently preparing an inventory of prioritized bus stop improvements. Public comment during the public participation phase of the TDP indicated that bus stop accessibility was a major issue that needed to be addressed over the next five years.

At a minimum five bus stops should receive accessibility and amenity upgrades. Accessibility improvements recommendations could also come from the Pedestrian Master Plan that is currently in progress. Bus stop amenities could include a bus shelter, benches, trash receptacles, public information and other identified needs. A total of \$359,048 is currently programmed over the next five years. It should be noted that another \$400,000 in PTMISEA capital funds are available if additional funds are needed after the bus stop improvement inventory is completed.

### **Grass Valley Tinloy Transit Center**

As discussed in greater detail in Chapter 5, a new transit center is being designed and built in FY 2010/11 on Tinloy Street in Grass Valley. Currently, Siteline Architectures, Inc. and McProud & Associates Landscape Architecture are preparing the architectural design elements for the proposed transit facility. The facility will have a 330 foot transit-vehicle-only transfer bay along the north side of Tinloy Street, with an ADA compliant sidewalk/passenger waiting area covered by two 12' X 100" shelters. A restroom and bicycle parking facilities will be provided. Construction is scheduled to be completed in Summer 2011. \$907,000 is currently budgeted in FY 2010/11 for this project.

**Exhibit 6-11  
 Fleet Replacement Plan: Partial Recovery Scenario**

<b>Vehicle(s)</b>	<b>Grant Order Year</b>	<b>Delivery &amp; Plan Year</b>	<b>Model Year</b>	<b>Replacement Vehicle Make</b>	<b>Replacement Vehicle Model</b>
<b>Gold Country Stage</b>					
45, 46	FY 2011-12	FY 2012-13	2007	EL-DORADO	320-AEREOLITE-H
47, 48	FY 2012-13	FY 2013-14	2008	EL-DORADO	AreoElite 290 H
49, 50, 51	FY 2013-14	FY 2014-15	2008	EL-DORADO	AreoElite 290 H
<b>Telecare Buses</b>					
2,3	FY 2010-11	FY 2010-11	2001	Ford	Caltrans Type 1B
14	FY 2010-11	FY 2011-12	2003	Ford	Caltrans Type 7-29
15	FY 2010-11	FY 2011-12	2002	Ford	Caltrans Type 2
17-20	FY 2011-12	FY 2012-13	2003	Ford	Caltrans Type 5
22	FY 2011-12	FY 2012-13	2005	Ford	Caltrans Type 5
23	FY 2011-12	FY 2012-3	2006	Ford	Caltrans Type 5
24,25	FY 2012-13	FY 2013-14	2006	Ford	Caltrans Type 3
26,27	FY 2013-14	FY 2014-15	2007	Ford	Type 7-29
<b>Transit Utility Vehicles</b>					
25574	FY 2010-11	FY 2010-11	1997	GMC	2500 PICKUP
25971	FY 2010-11	FY 2010-11	1997	JEEP	CHEROKEE
25944	FY 2011-12	FY 2011-12	1998	DODGE	CARAVAN
26220	FY 2011-12	FY 2011-12	1998	FORD	WINSTAR

### **Relocation of Transit Facility**

Nevada County is planning a relocation of its transit operations, maintenance facility and vehicle storage to a future County corporation yard that is currently being planned. \$625,503 has been set aside in PTMISEA monies for this purpose.

### **Provide an Automatic Vehicle Location System<sup>1</sup>**

An Automatic Vehicle Location (AVL) system will be implemented on the GCS service, consisting of tracking units installed on all buses, a centralized computer system in the GCS dispatch center, and displays of “real time” transit information in key locations such as the Grass Valley Transit Center. This AVL system will provide the following benefits to GCS:

- ♦ Provide better “real time” information on vehicle location in order to allow more efficient transfers of passengers between the individual routes. This would include electronic signage at high demand stops.
- ♦ Reduce driver inattention due to the need to make radio calls.
- ♦ Provide emergency responders with more accurate information regarding transit vehicle location.
- ♦ Provide more effective dispatching of transit vehicles as part of an emergency evacuation.
- ♦ Provide management with better information regarding on-time performance.
- ♦ Provide improved vehicle maintenance technology.
- ♦ Provide bus stop announcements electronically at specific stops.

Implemented on all vehicles, this system is estimated to cost on the order of \$310,000.

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<sup>1</sup> This description is verbatim from the 2008 TDP prepared by LSC Transportation Consultants.

### **Other Transit Technology Options**

Pursue additional opportunities to develop and procure a variety of transit technologies and devices." This could include the following:

- Transit operations software
- Computer aided scheduling/dispatching devices
- Traveler Information systems
- Electronic signage
- Electronic fare equipment
- Video cameras
- Vehicle inspection devices
- Bus shelter security devices

### **Capital Plan**

Exhibit 6-12 is summary of capital expenses and revenue by plan year for the base case scenario. Exhibit 6-13 is a summary of capital expenses and revenue by plan year for the partial recovery scenario.

A total of \$4.3 million is currently programmed for the capital improvement program between FY 2010/11 and FY 2013/14 in the partial recovery scenario. The primary difference between the base case scenario and partial recovery scenario is the delay in the availability of PTMISEA funds in the base case scenario and the availability of STA capital funding in the partial recovery scenario.

**Exhibit 6-12  
Capital Plan: Base Case Scenario**

<b>Capital Expenses</b>	<b>FY 2010/11 Budgeted</b>	<b>FY 2011/12 Projected</b>	<b>FY 2012/13 Projected</b>	<b>FY 2013/14 Projected</b>	<b>FY 2014/15 Projected</b>	<b>5-year Total</b>
GCS vehicle replacement	\$ 83,000		\$ 358,319	\$ 262,392	\$ 270,264	\$ 973,975
Telecare vehicle replacement	130,000	\$ 121,165	\$ 308,622	\$ 137,312	\$ 264,801	\$ 961,900
Grass Valley transit center	\$ 907,000					\$ 907,000
Relocate transit facility			\$ 98,743	\$ 128,581	\$ 262,306	\$ 489,630
Bus stop improvements	\$ 6,700		\$ 176,174	\$ 88,087	\$ 88,087	\$ 359,048
Provide AVL system				\$ 150,000	\$ 160,000	\$ 310,000
Safety and security enhancements			\$ 15,000	\$ 15,000	\$ 15,000	\$ 45,000
Misc. capital expenses			\$ 40,000	\$ 20,000	\$ 20,000	\$ 80,000
<b>Total Capital Expenditures</b>	<b>\$ 1,126,700</b>	<b>\$ 121,165</b>	<b>\$ 996,858</b>	<b>\$ 801,372</b>	<b>\$ 1,080,458</b>	<b>\$ 4,126,553</b>
<b>Capital Revenues</b>						
<b>Capital Revenues</b>	<b>FY 2010/11 Budgeted</b>	<b>FY 2011/12 Projected</b>	<b>FY 2012/13 Projected</b>	<b>FY 2013/14 Projected</b>	<b>FY 2014/15 Projected</b>	<b>5-year Total</b>
<b>Federal Funding</b>						
FTA 5309	\$ 657,000					\$ 657,000
Congestion Mitigation Air Quality (CMAQ)	\$ 130,000					\$ 130,000
FTA 5311 ARRA (Stimulus Money)	\$ 250,000					\$ 250,000
FTA 5310 paratransit vehicles	\$ 44,000	\$ 107,267	\$ 77,156	\$ 68,656	\$ 132,400	\$ 429,479
<b>State and Local Funding</b>						
Prop. 1B PTMISEA	\$ 45,700		\$ 904,703	\$ 717,716	\$ 933,057	\$ 2,601,176
Prop. 1B Safety and Security			\$ 15,000	\$ 15,000	\$ 15,000	\$ 45,000
State Transit Assistance		\$ 13,898				\$ 13,898
<b>Total Capital Revenues</b>	<b>\$ 1,126,700</b>	<b>\$ 121,165</b>	<b>\$ 996,858</b>	<b>\$ 801,372</b>	<b>\$ 1,080,458</b>	<b>\$ 4,126,553</b>

**Exhibit 6-13  
Capital Plan: Partial Recovery Scenario**

<b>Capital Expenses</b>	<b>FY 2010/11 Budgeted</b>	<b>FY 2011/12 Projected</b>	<b>FY 2012/13 Projected</b>	<b>FY 2014/15 Projected</b>	<b>FY 2014/15 Projected</b>	<b>5-year Total</b>
GCS vehicle replacement	\$ 83,000	\$ 85,490	\$ 262,392	\$ 270,264	\$ 278,372	\$ 979,519
Telecare vehicle replacement	\$ 130,000	\$ 121,165	\$ 295,915	\$ 137,312	\$ 264,801	\$ 949,193
Grass Valley Transit Center	\$ 907,000					\$ 907,000
Relocate transit facility			\$ 98,743	\$ 265,952	\$ 260,808	\$ 625,503
Bus stop improvements	\$ 6,700	\$ 88,087	\$ 88,087	\$ 88,087	\$ 88,087	\$ 359,048
Provide AVL system		\$ 150,000	\$ 160,000			\$ 310,000
Safety and security enhancements		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000
Misc. capital expenses		\$ 20,000	\$ 20,000	\$ 20,000	\$ 20,000	\$ 80,000
<b>Total Capital Expenditures</b>	<b>\$ 1,126,700</b>	<b>\$ 479,742</b>	<b>\$ 940,137</b>	<b>\$ 796,615</b>	<b>\$ 927,068</b>	<b>\$ 4,270,262</b>

<b>Capital Revenues</b>	<b>FY 2010/11 Budgeted</b>	<b>FY 2011/12 Projected</b>	<b>FY 2012/13 Projected</b>	<b>FY 2013/14 Projected</b>	<b>FY 2014/15 Projected</b>	<b>5-year Total</b>
<b>Federal Funding</b>						
FTA 5309	\$ 657,000					\$ 657,000
Congestion Mitigation Air Quality (CMAQ)	\$ 130,000					\$ 130,000
FTA 5311 ARRA (Stimulus Money)	\$ 250,000					\$ 250,000
FTA 5310 paratransit vehicles	\$ 44,000	\$ 60,583	\$ 73,979	\$ 68,656	\$ 132,400	\$ 379,618
<b>State and Local Funding</b>						
Prop. 1B PTMISEA	\$ 45,700	\$ 373,868	\$ 814,169	\$ 678,631	\$ 713,467	\$ 2,625,836
Prop. 1B Safety and Security		\$ 15,000	\$ 15,000	\$ 15,000	\$ 15,000	\$ 60,000
State Transit Assistance (STA)		\$ 30,291	\$ 36,989	\$ 34,328	\$ 66,200	\$ 167,809
<b>Total Capital Revenues</b>	<b>\$ 1,126,700</b>	<b>\$ 479,742</b>	<b>\$ 940,137</b>	<b>\$ 796,615</b>	<b>\$ 927,068</b>	<b>\$ 4,270,262</b>

## **APPENDIX A**

### **TELECARE SURVEY METHODOLOGY AND KEY FINDINGS**

#### ***Survey Design***

The survey was designed and written by the TRC team based on specific criteria that needed to be monitored for ADA compliance. Areas of inquiry included:

- The eligibility certification process
- The Appeals process
- Visitor access
- Reservation/telephone system to access trip reservations
- Adherence to ADA service criteria equivalency

The Survey was designed to be completed in 5-10 minutes in a very clear and easily understood format. To ensure that the completion time was under the targeted 10 minutes and that the questions were clear, TRC ran this survey with a small test audience prior to deployment.

The Survey included 17 questions, made up of five sub sections that matched the ADA Paratransit equivalency criteria as follows:

- Application Process
- Service Area
- Service Times
- Experience of Arranging Trips
- General

#### ***Deployment***

The survey was launched on April 1st, 2010, and was sent via United States mail. The last response was received on May 4, 2010.

#### ***Survey Audience***

The Survey was sent to 350 Telecare passengers who had used Telecare services within the past three months. Even though these were recent passengers 30 letters were returned as undeliverable, meaning that a total of 320 surveys were actually delivered to Telecare users. All returned surveys were sent to the Telecare office for updating.

#### ***Response Rate***

Out of 320 delivered surveys, 172 were completed—a high response rate of 53%.

## **DETAILED FINDINGS**

### ***Section 1: Application Process***

This section contained the following questions:

1. On a scale of 1-5 how easy did you find the Telecare application process?
2. Did you need help understanding the application form?
3. Did you have any problems with the application process itself? If yes, what were the problems?
4. Were you informed quickly that your application had been approved? If no, how long was the delay?

There was overwhelming response that the Telecare application process was easy to use. A few people wrote on their surveys that they weren't aware of applying and therefore didn't answer the question. Almost all respondents said that they had applied without help and have very few problems with the process and very little time delay in hearing whether they were eligible for the service.

The tables and charts below show responses to questions 1-4 of the survey:

<b>1. On a scale of 1-5, how easy did you find the Telecare application process?</b>		
Not easy at all	2	1%
	0	0%
	6	4%
	33	18%
Very easy	126	77%
<b>Total</b>	<b>142</b>	<b>100%</b>

<b>2. Did you need help understanding the application form?</b>		
Yes	4	2%
No	159	98%
<b>Total</b>	<b>163</b>	<b>100%</b>

<b>3. Did you have any problems with the application process itself? (e.g. were there delays?)</b>		
Yes	6	4%
No	157	96%
<b>Total</b>	<b>163</b>	<b>100%</b>

<b>4. Were you informed quickly that your application had been approved?</b>		
Yes	135	92%
No	12	8%
<b>Total</b>	<b>147</b>	<b>100%</b>

There were six comments to Question 3 which asked whether people had problems with the application process as follows:

- It took too long in the application process to tell me I was outside your normal territory.
- Busy staff
- Had to get doctor's recommendation – rightfully
- I was rejected for a ride twice so I called Transit Services to ask if this was standard policy I was told "I'll check on it" and then received a call saying we will give you permission one time. It went well with a very nice and efficient driver. The third time I called I was told "we can't promise anything" because I couldn't get an exact time until 24 hours before appt. I can understand this and received the card in the mail.
- Sent in my application but did not get an answer for a month
- Telecare makes everything as easy as possible

There were nine comments to Question 4 which asked whether respondents were informed quickly that their application had been approved and if not how long was the delay:

- Wasn't informed. Just received card in the mail.
- 5 day delay
- Paperwork got lost in the mail but was replaced quickly upon my follow up. Once I was mailed other people's monthly passes but a rep came and picked them up immediately after I phoned. It amounted to quite a bit of money!
- Did not receive as yet
- 2+ months
- 2 months
- Never got a form. I don't understand.
- About a month
- Don't remember

## ***Section 2: Service Area***

This section of the survey contained the following questions:

5. Do you get picked up and dropped off at all the places you need to get to?
6. Have you ever been refused service because you wanted to be picked up or dropped off outside the Telecare service area?

From comments received, it appears that most passengers have a good understanding of where the service area limits are and therefore don't expect to be picked up or dropped off outside the area.

The tables and charts below show responses to questions 5-6 of the survey:

5. Do you get picked up and dropped off at all the places you need to get to?		
Yes	160	96%
No	6	4%
<b>Total</b>	166	100%

6. Have you ever been refused service because you wanted to be picked up or dropped off outside the Telecare service area?		
Yes	8	5%
No	156	95%
<b>Total</b>	164	100%

There were four comments to the question of which places people couldn't get picked up and dropped off:

- I do not understand the limits of Telecare's borders. A map showing coverage area would be helpful.
- GV Post Office
- Hospital and doctor's office
- I want to go to the mall!

The following were mentioned as places where Telecare refused service:

- Lake Wildwood even though the bus picks up on each side of me
- Banner
- Lake of the Pines Wolf Road
- Rocker Road in Rough and Ready
- Rocker Road, Rough and Ready

And two additional comments:

- I think they might have said it would cost more and more than my budget can handle.
- I check before asking

### **Section 3: Service Times**

The five questions in this section aimed at finding out whether the service times, both in scheduling and making Telecare trips, were satisfactory.

- 7 Telecare doesn't take reservations on Sundays. How do you make reservations for trips you need to take on Mondays?
- 8 Can you always arrange Telecare rides at times you need them? If No or Sometimes, how long was the time difference between the time you wanted to be picked up or dropped off and the time Telecare actually picked you up or dropped you off?
- 9 Do you get to your destination in a reasonable amount of time considering the actual length of your trip? If no, how much longer do you think your trip takes than it should?
- 10 Have you ever wanted to travel as early as 6:00 a.m. or as late as 6:00 p.m. and not been able to?

11 Have you had a trip scheduled and been bumped from the scheduled trip because an ADA eligible trip was given priority?

The majority of Telecare passengers understood the problems of booking for trips on Mondays and understood that they had to make arrangements for Monday trips well in advance. (See list of answers about how people made reservations for Mondays in Attachment A-1). Most people stated that they could always arrange rides at the times they needed them and the vast majority of people responded that they got to their destination in time. The majority said that they did not want to travel before 6:00 a.m. or as late as 6:00 p.m. although in general comments some people did mention that a later service would enable them to go to more community events (See Appendix D for general comments). Virtually nobody had been bumped from a trip because an ADA eligible trip was given priority, although it is hard to know whether they would have been told this at the time of booking.

The tables and charts below show responses to questions 8-11 of the survey (question 7 was an open-ended question about making bookings for Mondays. The comments about this can be read in Attachment A-1)

<b>8. Can you always arrange Telecare rides at times you need them?</b>		
Yes	122	75%
No	14	9%
Sometimes	27	17%

<b>9. Do you get to your destination in a reasonable amount of time considering the actual length of your trip?</b>		
Yes	158	98%
No	3	2%
<b>Total</b>	<b>161</b>	<b>100%</b>

<b>10. Have you ever wanted to travel as early as 6:00 a.m. or as late as 6:00 p.m. and not been able to?</b>		
Yes	23	15%
No	135	85%
<b>Total</b>	<b>158</b>	<b>100%</b>

11. Have you ever had a trip scheduled and been bumped from the scheduled trip because an ADA eligible trip was given priority?		
Yes	4	3%
No	154	97%
<b>Total</b>	158	100%

There were thirty answers to the secondary question “How long was the time difference between the time you wanted to be picked up or dropped off and the time Telecare actually picked you up or dropped you off” varied between “never longer than five minutes” to “one to two hours”. For a full list of answers see Attachment A-2.

There were three answers to the secondary question “How much longer do you think your trip takes than it should:

- They most always come too early arriving at the Doctor's office before it is open!
- 10 minutes
- Depends on number to be picked up, their abilities and where they're going.

#### **Section 4: Experience of Arranging Trips**

The four questions in this section aimed at discovering how easy it was for Telecare passenger to arrange their trips and whether they could use Telecare as often as the needed.

12. How easy is it for you to arrange Telecare trips?
13. Are you ever put on hold? If yes, for how long?
14. Can you take as many trips a month as you need to? If no, what was the reason Telecare gave for refusing your trip?
15. Have you ever been refused a trip because of the sort of trip you were taking or the sort of place you were going to? If yes, what was the reason Telecare gave for refusing your trip?

The majority of respondents found it easy to arrange Telecare trips, with nobody saying that it “wasn’t at all easy” while ninety-six people said they’d been put on hold at some time. The length of time people said they were put on hold varied from “usually no more than a minute” to “a day” which may have been an overstatement. A full list of responses can be found in Attachment A-3.

There were a variety of answers to the secondary question “What was the reason Telecare gave for refusing your trip?”

- No time for me
- No time on van available
- Discontinued Saturday service
- Because of price
- Provided I call at least 3 days earlier than needed
- Either doctors or hospital called for appointments too late and Telecare was booked or Emergency room-impossible for booking or Can't afford or not able to maneuver due to handicap
- I make as many trips as I am physically able during the hours of operation

The tables and charts below show responses to questions 12-15 of the survey.

<b>12. How easy is it for you to arrange Telecare trips?</b>		
Not easy at all	0	0%
	3	2%
	10	6%
	39	25%
Very easy	105	67%
<b>Total</b>	<b>157</b>	<b>100%</b>

<b>13. Are you ever put on hold?</b>		
Yes	98	61%
No	62	39%
<b>Total</b>	<b>160</b>	<b>100%</b>

<b>14. Can you take as many trips a month as you need to?</b>		
Yes	152	96%
No	7	4%
<b>Total</b>	<b>159</b>	<b>100%</b>

<b>15. Have you ever been refused a trip because of the sort of trip you were taking or the sort of place you were going to?</b>		
Yes	8	5%
No	158	95%
<b>Total</b>	<b>166</b>	<b>100%</b>

**Section 5: General**

This section asked how satisfied respondents felt with the service they receive from Telecare and whether they had any comments or suggestions. There were 97 comments and suggestions with the overwhelming majority making compliments about the service they receive. All comments and suggestions can be read in Attachment A-4.

16. How satisfied are you with Telecare's service?

**16. On a scale of 1-5 how satisfied are you with Telecare's service?**

Not satisfied at all	0	0%
	0	0%
	6	4%
	23	14%
Very satisfied	139	83%
<b>Total</b>	<b>168</b>	<b>100%</b>

**Attachment A-1**  
**How do you make Reservations for Mondays?**

Call on Friday  
Call on Friday  
Call Friday  
Call on Friday  
I would call on Friday, or earlier.  
Call on Friday  
Call on Friday silly!  
Call Friday or before  
I look in my crystal ball on Friday mornings or earlier. It's a problem.  
Make appt a week before on Friday  
Usually by Friday before  
Call ahead--like Friday.  
Call on Friday  
Make reservation on Friday  
Call on Friday  
Call Friday  
Call Friday  
Call on Friday  
I would call Friday  
We call on a Friday but basically we have the same times and places every week.  
Call on Thursday or Friday  
I call on Friday  
Call on previous Thursday or Friday  
I make sure to make them on Fridays  
Call Fridays  
Try to remember to call before Friday- Sunday answering machine too late for sign up.  
Call Thursday or Friday before the appt.  
I call on Friday before  
Call on Friday or Saturday  
Make them on Thursday or Friday  
Friday am at the latest  
Call on the appropriate Friday  
Make reservations on Thursday  
Springhill Hospital makes arrangements weeks ahead, so far.  
Call on previous Thursday  
Call on Thursday or Friday  
Call on previous Thursday  
Call ahead of time  
Make reservations 2 weeks ahead  
Call ahead of time  
Prior to Sunday  
I book 1-2 weeks in advance

Make reservations well in advance of service needed on Mondays  
Call ahead  
Make the reservations before Monday if possible  
Call ahead  
Phone five days ahead  
Call ahead  
I try to schedule them ahead.  
Book ahead  
I call as far ahead as I can.  
One week in advance if possible.  
Call a few days early  
Make reservations in advance of service needed on Mondays  
Call a few days in advance  
Make reservations several days ahead  
Call 1-2 weeks before M-F  
Days before  
Call ahead of weekends  
Make reservations ahead of time  
Work it out before  
Plan ahead  
I make reservations by phone 1 to 2 weeks in advance  
Call ahead  
I try to call 12 to 15 days ahead of time  
Call early.  
Call during the week before  
Call the week before  
I call earlier in the week.  
Call a week early  
Call the week before  
I call a week before  
I phone the preceding week!  
Call the week before  
Call week before  
Call early in the week  
Call on week days  
Reserve the week before  
Reserve the week before  
call the week before  
usually call 5 days before date needed  
Call the week before  
I make reservations the week before.  
Call the week before.  
Call the week before or sooner if I know soon enough  
Call week before  
Call a week before

Make reservations in advance a week or so  
Call the previous week or 2 weeks before needed  
Call during the week to make appt. for the next week.  
Call a week before  
I make reservations a week ahead  
Call the week before  
Call 1 week earlier  
Call the week before. For emergencies make other arrangements.  
I call a week ahead of time.  
Call early in the week before  
Call one week ahead  
Just call on Fridays  
Call the week before, Tues/Weds if possible  
I call during the week before Sunday  
Call one week ahead.  
Make the week before  
Call the week before  
I call at least a week ahead--if possible.  
I make them weeks before  
Week before  
Early in the prior week  
Call during the previous week  
Depend on family  
Get other trip with friends  
Call 10 days in advance  
Haven't needed this  
I've been informed 2 weeks in advance is the proper way to make reservations. Sometimes we don't  
have that kind of time  
On a permanent schedule  
Standing reservations  
Telephone Audrey  
By telephone  
Take bus

### Attachment A-2

#### **What was the time difference between the time you wanted to be picked up and dropped off and the time Telecare actually picked you up and dropped you off?**

Half an hour

Half an hour

Only a problem when they are very busy, so I arrange another time.

Today 1 hour

Couldn't get a ride to or from where I needed to go.

15 minutes

1/2 hour difference but it worked out for me anyway.

15 minutes to 1/2 hour.

I was forgotten once and another time the driver had an accident.

Half an hour

My rare problem has been no buses available if I call 1-2 weeks before needed.

AN hour at most. Fitting around MD appts -- especially return trips -- is the most awkward thing to estimate.

half an hour

A few months ago you were so swamped you never had time to explain. I canceled my appointment. It wasn't an emergency.

Must call to schedule a ride well ahead of time and Mondays are especially busy. Once scheduled, 15 minutes.

Never more than 5 minutes

1/2 hour

This is not the issue. Due to cutbacks you have to call well ahead to get a ride. A next day ride can be tough to get.

Calling for emergency never more than 15 minutes. Have come within 10 minutes.

15 minutes

Have been put on standby sometimes

I'd like Saturday service

Only once, over a year ago. That driver is no longer there. Picked up 40 minutes late.

I can't arrange for rides on Saturdays

Was not able to ride one time because all slots were already full

15 minutes

Sometimes not that day

1-2 hours

Waited 1.5 hours in a doctor's office for a ride home

Rarely more than 30-40 minutes

**Attachment A-3**  
**How long are you kept on hold?**

Very short time

A couple of seconds

Reasonable length of time

Not sure of time

5 minutes at the longest

10 to 20 seconds

5 minutes

Not very long. But that's because they are already on the phone with someone else so that's understandable

Reasonable time.

Briefly

Few minutes

1-2 minutes

Short time

Few minutes

3 or 4 minutes

One minute

Not long, perhaps a couple of minutes

One minute

5 minutes maybe

One minute

from 2-3 minutes

One minute

20 minutes

5 days

A few minutes

5 minutes only--never long

Not long

15 secs

5-10 minutes, but doesn't happen often

3-4 minutes

Up to 5 minutes

5 minutes

Up to about 3 minutes

A short time--3 minutes

2-3 minutes

Short time

Couple of minutes

Few minutes

Maybe 3 minutes. No problem.

3-5 minutes

A few minutes--not long

1 minute or less, otherwise told to call back.

2 minutes  
Sometimes 2-3 days  
Very short time  
A few minutes  
Short time  
Less than one minute  
Was told to call back  
A few minutes - no problem  
Not long  
A day  
2 minutes  
Reasonable time  
10 minutes  
10 minutes as most  
Just seconds  
1-2 minutes  
Short time  
Called one day and had to call back the next day  
1/2 hour  
Occasionally, 3-5 minutes  
5 minutes  
Not long  
No longer than 5 minutes  
For several days  
5 minutes  
A few days  
Rarely--1 minute at most  
A few minutes  
Never more than a few minutes  
Just a few minutes  
Maybe a minute--max.  
5-10 minutes  
A few minutes  
Not long  
One day  
Seconds  
Not long  
5 minutes  
5 minutes  
Very short time  
2-5 minutes  
It's never been very long.  
Two or three minutes  
5-10 minutes  
One minute

Usually no more than a minute

5 minutes

2-3 minutes

Usually no more than a minute

5 minutes

Briefly, a minute or less

2-5 minutes

1-2 minutes

Up to a few minutes

### AttachmentA-4

## Do you have any other comments or suggestions?

Service is outstanding in all regards. Telecare workers are a special breed.

It is a wonderful service, you should be very proud. The gentlemen who drive have always been polite and helpful. For a person who can no longer drive it is a godsend!

Service is outstanding in all regards. Telecare workers are a special breed.

Feliz and I are both very satisfied with all the wonderful services Telecare provides and all the wonderful people we have contacted.

All of the drivers are very pleasant and helpful. I really appreciate having this service as I don't drive.

Telecare provides indispensable service. Telecare takes me to the grocery store, to medical appointments and to church on Sunday. I appreciate how helpful the drivers are. I don't know what I would do without Telecare.

Your staff is remarkable in the service they extend and the courtesy with which they carry out their duties. Keep it up and thank you!

Thank you for your excellent service

Telecare is very nice and respectful. I pray to God at night that God send his angels of protection on every Telecare driver. Plus that in no means the government cut our best service in his town. That's why I would never move out of here. Because if I ever lose my car or way of transportation I can depend on Telecare. Keep up the good work.

I think the drivers are very nice. I'm thankful we have Telecare. I don't know what in heaven's name I would do without it. All the drivers I've ridden with are very courteous, thoughtful and caring. We are so Blessed. I hope everyone appreciates them as much as I do.

I don't know what I would do without Telecare. I am 93 years old and have many appts. They are very helpful. Bless them all who take care of me.

Excellent, excellent service -- thank goodness for this convenient service!

It is a wonderful service. Every driver you have is the best.

The drivers are very helpful every time I use Telecare.

Wonderful Service!! Great drivers!!

I thank you for providing this service. I would be lost without you.

Telecare is always very prompt. Very helpful and friendly drivers--appreciate them very much.

Your staff is excellent--they always find a way to fit me in. Wish you received more funding, for example Saturdays and after 5pm. Also, maybe telephone answering machine for last-minute trips for nights and weekends.

Telecare has been very good to me. I live outside the city and have never been refused a bus.

Telecare keeps me in my home. I cannot walk and use a wheelchair. The drivers and office help are so helpful and kind. What would I do without Telecare?

I love Telecare

Your drivers deserve a medal for the care and concern and help to the riders. Most of us appreciate this! I live close to your office and the Telecare bus 'Cedar Ridge 'Y', and my fare was doubled. That seems unfair when they go many miles to Penn Valley and Nevada City at lower cost.

I am very satisfied

Very nice and caring drivers. Appreciate the service!!!

This is a great service for us. Every driver is helpful and courteous. We appreciate everything.

Telecare has been prompt and very satisfactory to me.

Find service very good

I am truly grateful for Telecare Service!

Everyone I have dealt with at Telecare has been polite and helpful. They've made my loss of independence a little less painful, and I extend my gratitude to all Telecare providers!

I hope you will be able to continue. Most of my rides are to doctors at Kaiser, either Eureka Road, Roseville or Sacramento.

I'm moving out of the area. I will miss the whole bunch of you. Have a good future and thank you for many great years! I couldn't have managed without you.

I'm very satisfied, but can't write well enough to tell you.

Thank you for being there.

I think you have great people working for you. They are polite, clean-looking and helpful. Good Company!

This is a vital service in the community and it is important to keep it going. The only complaint I have is the need for smaller, less gas consuming vehicles as vans often run empty except for one passenger.

I'm happy to have this service.

I really appreciate this company's service!

I have found the employees to be courteous, kind, and most helpful. And a blessing to us all. Thank you!

I don't know how I would get around town without your service. I thank you very much.

I am very thankful for the service you provide

There are issues, but they are minor in comparison to what a godsend Telecare is to me. I am not well enough to get to public transportation or to carry groceries or laundry from the bus stop. I have no car and no dependable friends to help out. I don't know what I would ever do without Telecare. Your staff is amazing. Eric is very kind and helpful and all of your drivers are really super people. Patient, kind, considerate. All in all, bravo Telecare for doing a great job and providing such a valuable service.

Very happy with Telecare

Drivers are always courteous and helpful. Scheduling staff very friendly and accommodating.

Thank you. I work and you save me many trips so I have no lost time at work. Good job. You are most helpful always. Bless you all.

Please keep up the good work. I think it is a very good service.

Telecare is the very Best organization in our county.

I mostly have to book several days ahead. Everyone is very polite and I am so thankful for Telecare.

Very grateful for this service

I'm very thankful we have Telecare service. Since I don't drive it is very helpful. All the staff are great.

Keep it up! I'd be lost without Telecare!

The office manager arranged Telecare for Yoshi. She has only tried it 1 time, but hopes to try again. She was impressed how kind and helpful the driver was--following her to the door. Thank you!

This service is the best. All drivers are pleasantly polite and lots of fun to visit with during the trips. Way to go Telecare! Thanks for the service.

I get very good service including church service on Sunday, sometimes.

I really feel extremely satisfied with the service, the drivers are always courteous and friendly and informative, and go out of their way to help when needed. Thank you so very much for your service

A wonderful service for those of us without a car, for doctor and other important appointments. Very grateful for this service. Am making donations.

I have been given excellent service!! I find the drivers to be efficient, courteous, kind and helpful. Congratulations to Telecare and thank you.

Very satisfied, particularly in dealing with Audrey (Office) and Lloyd (driver to 'Helpful Hands")

Telecare is a credit to the community!

The drivers have always been very helpful and cheerful!!

Telecare has been a lifesaver for me since vision problems caused me to quit driving. Drivers and dispatchers are always courteous and knowledgeable--so very helpful. Thank you

Wonderful helpful drivers Great person setting up the trips

Love you all!

A great service. Thank you

You are doing a great job. I couldn't stay in my own house if you were to cease this fine service.

I am very satisfied with Telecare.

I have found the staff (office and drivers) to be wonderful. The office has worked hard to fulfill my scheduling needs, and 90% of the time has been able to get me to my appointments. The drivers help everyone on and off the bus and entertain us during the rides. It is a wonderful service.

I think it is a privilege to have this service.

It's very nice. Drivers always helpful.

I have been very satisfied with Telecare. I try to stay within the guidelines that were given to me four years ago when I first started Telecare. The personnel, both in scheduling and taking the bus have been great. No complaints

Your team is awesome

There are times I would be lost without it. I use TC primarily for Dr appts and would be lost without it as I have frequent appts.

I applaud the office staff and drivers. They try very hard to meet my needs and they continue in spite of cut backs. In 4 years of patronage, I was late for an appointment by 5 minutes. That's remarkable. I depend wholly on Telecare for my transportation. God bless 'em.

At times treated as a nuisance when calling to schedule a ride

Please inform your drivers 15 minutes early for pick-up is not good. Arriving for appts an hour early is hard on those with ailments. Thank you!

Used to be able to call 24 hours in advance. Now have to call 1 week in advance. This is the only problem I have with Telecare.

The woman on the phone needs to get another job. She's rude to us sick and elderly. Telecare wouldn't let me go to Raley's to pick up my meds but they did pick up a lady having her nails done. Monday morning pickup driver didn't even help me off the bus. They are not consistent so I can't depend on them when I have to. Diane is one of the best drivers I've had.

I'm sorry there have been cutbacks

We need Sat and Sunday service even if the price is \$3 each way.

On one trip the driver was evidently new or didn't know the area because he really took me "around Robin Hood's barn" and wasted a lot of gasoline!

I talked to William Derick who was manager at that time. I was having a problem getting rides then. I told him I'd been paying taxes here since 1951 and should be able to get rides. He sent me letter to give to Telecare to tell them I was eligible always for rides. If I had any problem he said I should call him. There are a lot of people moving in and haven't paid taxes like I have and I think that people that lived here longer should come first. I am 90 years old, have a heart problem, emphysema and macular degeneration.

I miss Saturday service. I'm not able to attend many community activities that happen at the weekends. I'm in an electric wheelchair.

Sometimes wish I could do short notice or one way trips. Please send out a notification refresher of trip rules plus a map of coverage area. Would like to book on shorter notice (my illnesses have flare-ups) Would like one way trip option, so if health permits, I could use regular bus or come back from different locale after a short walk. This might make life cheaper/easier for Telecare too. Thank you for offering Telecare services that are so appreciated. Also rarely meet a "grumpy" driver"- So important!

When the phone person says after looking a while "call me back tomorrow" or "later"- it seems they should call you back with "You're scheduled for" or "we can't do it". Your drivers are terrific!

Please look at #s on service times. I need to understand more about my card.

The drivers need to look at their paperwork so they don't assume facts which are not true anymore; and the dispatchers need to write down each passenger that is going on the bus that day.

Would it save money to run a few taxi-type vehicles for people who don't need wheelchairs. The buses are mostly empty or only have 2 passengers.

The only reason I asked for rides is medical people will not allow me to drive home after a procedure and I have no-one left in this area to give me a ride. I'm willing to pay more within reason for assistance. The cab I had to use when I was rejected by Telecare was \$50-\$60 each trip which is pretty steep for an old retired guy. I even tried hitch hiking in nice clothes, arm in sling and a \$10 bill in hand. No takers.

Drivers have been very helpful. Background noise in your office makes it hard to hear your dispatcher.

Cutting services is not the answer, even due to lack of funding.

Can a same day emergency be handled?

I would like to suggest: The people at Eskaton and Quail Ridge have their own buses, yet many use Telecare to go to lunch, get hair done, etc. Just wondering... Most of us do not even have a bus stop close enough when you are disabled, or handicapped, or walking. Thank you guys. You are all GREAT and I am THANKFUL TO HAVE YOU.

No driver should decide whether a person can walk to destination

The drivers need to pay attention to their paperwork so they don't get the destinations messed up.

Please communicate with your riders a little more, e.g. when there is a delay arranging a ride.

It would be great if Telecare resumed Saturday service.

Later hours would help seniors get to community events which don't usually happen until 7:00 pm or so.

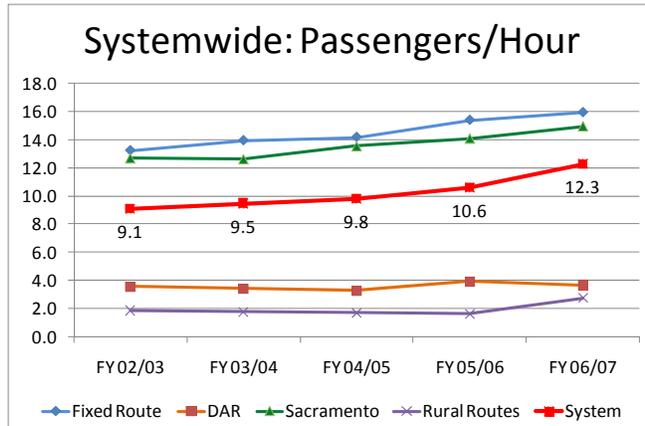
When calling to arrange a ride, there is one female who answers the phone who is rather unfriendly and curt. I hate it when she answers! Don't want to use names but maybe you can check it out.

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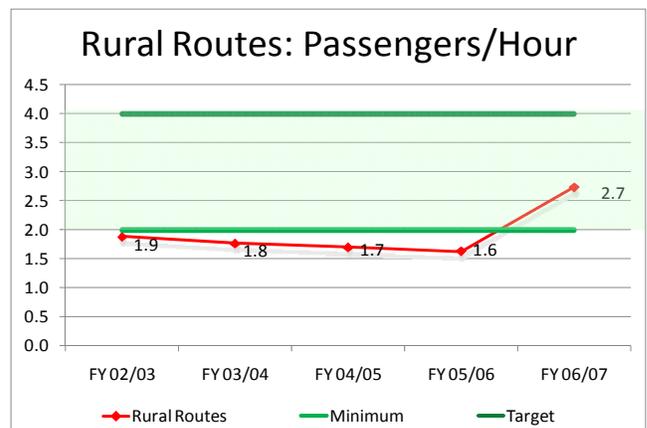
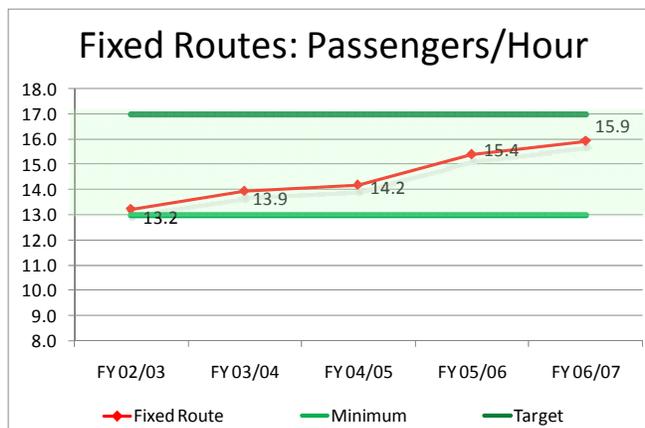
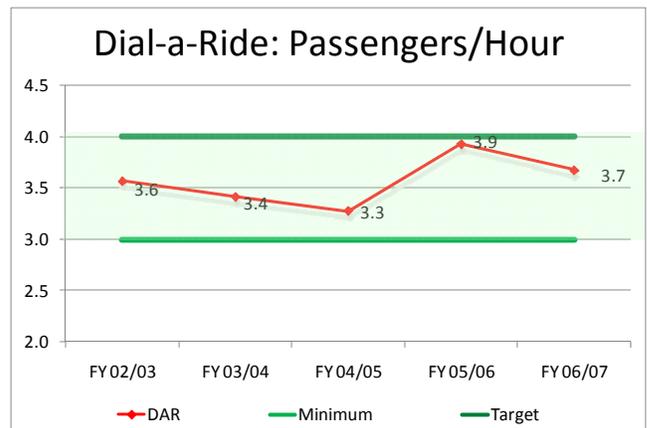
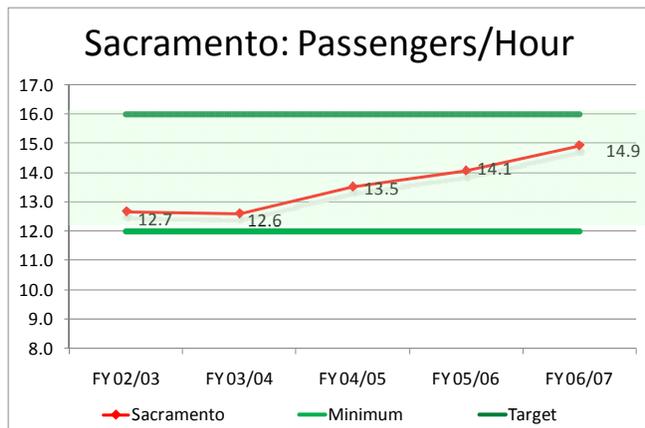
**APPENDIX B**  
**Sample Performance Report**

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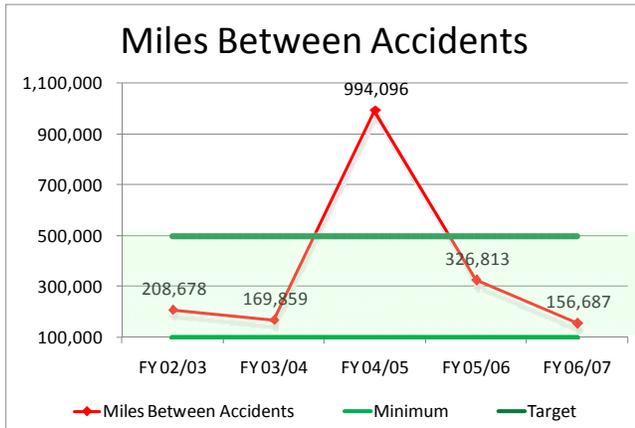
## EFFECTIVENESS



**Passengers Per Vehicle Revenue Hour**  
The primary measure of effectiveness or service productivity is Passengers Per Vehicle Revenue Hour. The productivity standard will vary depending on the type of service. The chart at the left shows the Systemwide average over the last five years and compares this to the various services. The charts below show the minimum standard, target and five year history for each of the service types.



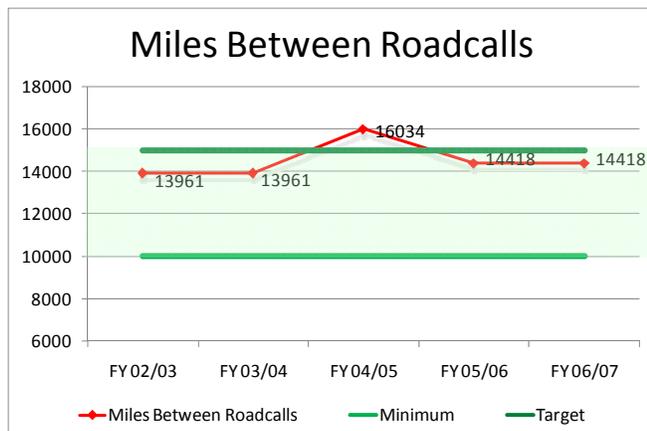
# SAFETY



The primary performance standard for the safety goal is miles between accidents. In FY 2004/05, Yuba-Sutter Transit far exceeded the target standard of 500,000 because there were no accidents. In FY 06/07, the number of miles between accidents was 156,687, above the 100,000 minimum standard but below the five year average.

A summary of training and safety compliance by the contractor will be included in future editions of the performance report summary.

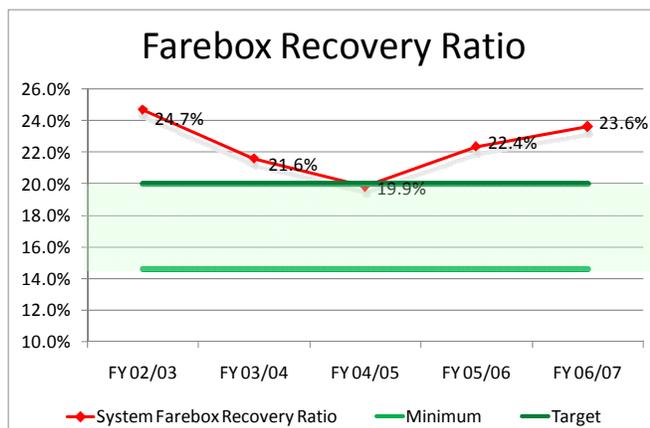
# SERVICE QUALITY



Service quality standards reflect the passengers' experience. Miles between roadcalls, is an indicator that is directly correlated to passenger perception of service reliability. In FY 06/07, the contractor did an excellent job of reducing roadcalls with 18,457 miles between roadcalls, exceeding the standard of 15,000.

Standard	Min	Target	FY06/07
On-time Late/Early	95%/.5%	99%/0%	Not Available

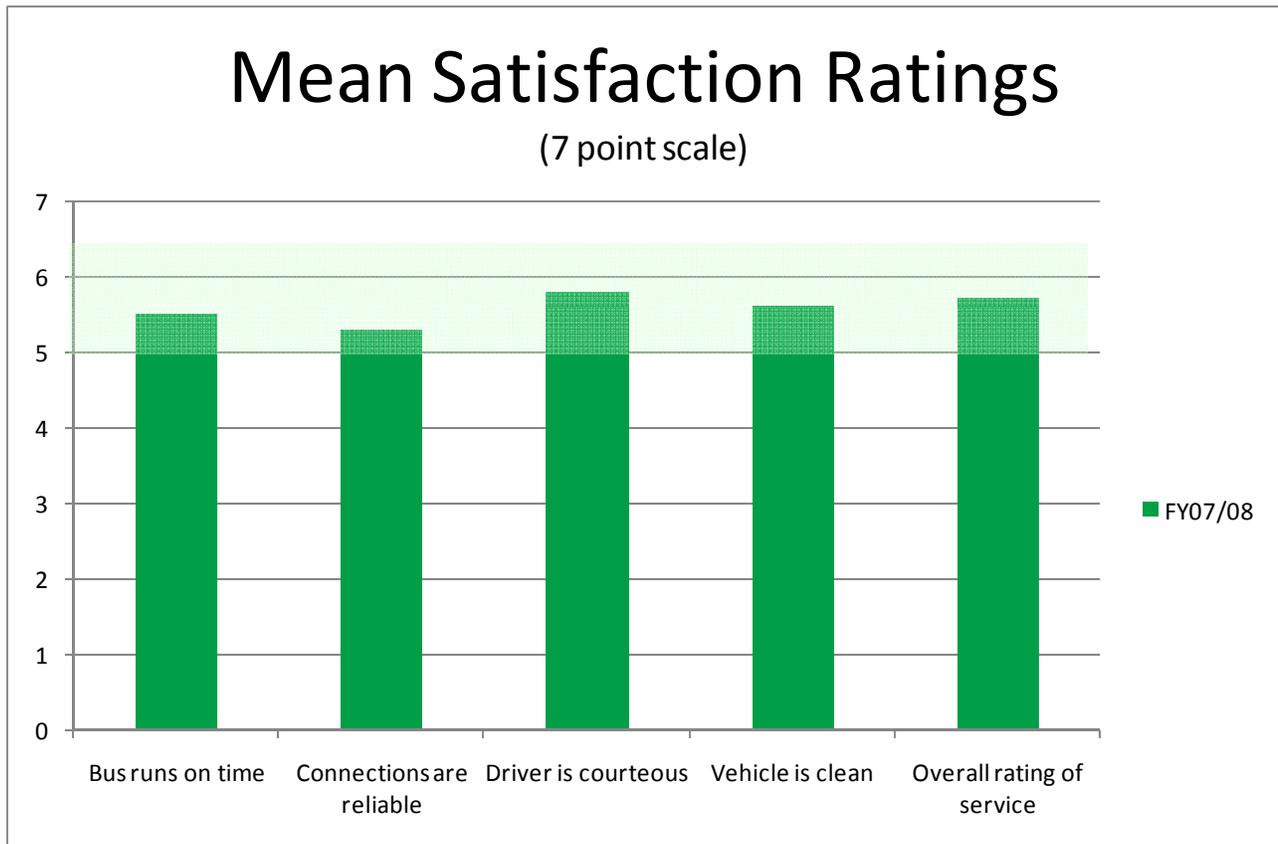
# FINANCIAL SUSTAINABILITY



The primary standard for the financial sustainability goal is farebox recovery. Yuba-Sutter Transit has exceeded the minimum standard of 14.6% and the target farebox recovery ratio of 20% for most of the past 5 years. At \$62.04, Yuba-Sutter's cost per vehicle hour was below the average of five peer agencies, just above the target objective of \$59.99.

Standard	Min	Target	FY06/07
Cost/Vehicle Revenue Hour	\$59.99	\$73.32	\$62.04

# CUSTOMER SATISFACTION



Customer satisfaction is the ultimate measure of service effectiveness. Yuba-Sutter Transit measures customer satisfaction with a bi-annual on-board survey. Passengers rate Yuba-Sutter Transit, both on overall service quality and on specific criteria, on a 7 point scale. The above chart shows the ratings history from recent surveys. The shade green band indicates the acceptable to target range.