

Shasta Coordinated Transportation Plan

Technical Memorandum 3 - Recommended Strategies and Implementation Plan



Prepared for the
Shasta Regional Transportation Agency



January 16, 2024

Shasta Coordinated Transportation Plan

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Prepared for

Shasta Regional Transportation Agency
1255 East Street, Suite 202
Redding, CA 96001

Prepared by

LSC Transportation Consultants, Inc.
2690 Lake Forest Road, Ste. C
Tahoe City, CA 96145
530-583-4053

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INTRODUCTION

The goal of the *Shasta Coordinated Transportation Plan* (Coordinated Plan) is to improve mobility within the Shasta Region (Shasta County and incorporated cities in the county) by enhancing coordination among public, non-profit, and for-profit transportation providers. In particular, the Coordinated Plan intends to improve transportation access for senior adults, persons with disabilities, and people with low incomes.¹

The first technical memorandum (Tech Memo 1) reviewed existing conditions in the Shasta Region, including demographics, the local economy, and the transportation providers operating in the region. In Tech Memo 2, the goals and strategies from the previous 2017 Coordinated Plan were reviewed, and progress towards implementation summarized. Tech Memo 2 also provided a summary of public and stakeholder engagement to date. Tech Memo 3 assesses transportation service needs in the Shasta Region, identifies duplicative services, and recommends potential coordination strategies. All tech memos developed during the planning process will later be compiled to forge the *2024 Shasta Coordinated Transportation Plan*.

¹ Federal Transit Administration (FTA). (2022). *Coordinated Public Transit-Human Services Transportation Plans*. USDOT. <https://www.transit.dot.gov/funding/grants/coordinated-public-transit-human-services-transportation-plans>

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TRANSPORTATION NEEDS, GAPS, AND DUPLICATIVE SERVICES

INTRODUCTION

The ultimate goal of the Coordinated Plan is to improve the quality and quantity of transportation services available to senior adults, people with disabilities, and low-income persons in the Shasta Region. Existing transportation needs within the community must be identified to determine how to improve transportation services. A thorough understanding of regional transportation needs reveals where enhanced coordination and expanded service options would be most impactful in increasing transportation access.

This chapter first summarizes transportation needs identified by stakeholders and community members throughout the planning process. Then, demographic data is used to quantify the relative need for transportation services based on community characteristics. Gaps in service are then identified based on community input and the various demographic analyses conducted during this Coordinated Plan. Then, challenges currently inhibiting coordination among Shasta Region transportation providers are discussed, followed by an analysis of duplicative transit services in the Shasta Region. The findings presented in this chapter inform the strategy and proposal recommendations made in the following chapters.

TRANSPORTATION NEEDS AND DEMANDS

To learn more about regional transportation needs, transportation service agencies were surveyed during the summer of 2023. Public workshops were also held on July 25th and September 25th, 2023, to elicit input directly from stakeholders and local residents. The major transportation needs identified during these outreach opportunities are listed below.

- Additional affordable transportation options for seniors, people living with disabilities, and low-income residents.
- Additional marketing tools and strategies to increase awareness of existing transportation services in the Shasta Region.
- The provision of “door-through-door” transportation services, versus curb-to-curb or door-to-door.
- Service and capital improvements to make Redding Area Bus Authority (RABA) services more accessible – install more bus stop shelters to protect passengers from the elements, travel training programs for passengers, and increased service frequency, among others.

In Tech Memo 1, demographic data from the 2021 American Community Survey (ACS) 5-Year Estimates and the 2020 Decennial Census was analyzed to assess transportation needs in the Shasta Region by community. This demographic review included a Transit Need Index (TNI) analysis. The TNI determined relative transit need by place based on how many transit-dependent persons (seniors, disabled, low-income, unemployed residents, and people living in zero-vehicle households) live in each community. Six communities (listed in Table 1) had TNI scores of 10 or greater out of 25, indicating a greater relative need for transit compared to other communities in the Shasta Region.

Table 1 shows the estimated daily and annual demand for public transit in terms of passenger-trips for each of the six communities with high transit need. These figures were estimated using 2021 ACS data and the Transportation Research Board (TRB) Transit Cooperative Research Program (TCRP) Report 161: Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation: Final Workbook (2016). TCRP Report 161 recommends procedures on how to quantify the need for transportation services in a community based on demographics, as well as the expected demand that is likely to be generated if services were to actually be provided to all desired locations and at all hours. Applying the demand estimation methodology recommended in the TCRP Report to the six communities in the Shasta Region with the most relative need for transit resulted in the following conclusions:

- Redding is home to the greatest number of transit-dependent people in the Shasta Region. It also has the most transportation services operating within the community, including RABA, ShastaConnect, and several other private and non-profit transportation providers. According to the methodology in TCRP Report 161 and the demographic data presented in Table 12, it was estimated that Redding residents could generate transit demand equal to 2,300 daily one-way trips and 689,700 annual one-way trips. This figure is based on the fact that 15 percent of Redding residents are low-income, and 6 percent of homes have no vehicle.
- Anderson has a fairly significant proportion of residents who are low-income, with 19.5 percent of its population living below the poverty line. The transit demand analysis found that Anderson could generate 530 daily one-way trips and 159,700 annual one-way trips.
- Shasta Lake could generate transit demand equal to approximately 350 daily one-way trips and 105,600 annual one-way trips, due in large part to the high proportion of low-income residents in the community (17.5 percent).
- While Johnson Park has a smaller population (872 people) and only 342 households, 12 percent of these households have no vehicle available for use. Based on the TCRP estimation tool, there is estimated demand for 50 daily one-way passenger-trips and 13,500 annual one-way passenger-trips by residents of Johnson Park.
- Burney is estimated to generate transit demand equal to 60 one-way passenger-trips per day and 19,100 per year, in large part due to the high proportion of local residents who are low income (19 percent).
- Considering the number of low-income residents and zero vehicle households, Mountain Gate was estimated to potentially generate transit demand equal to 60 one-way passenger-trips per day or 18,800 passenger-trips annually.

The estimates of relative transit demand presented in Table 1 should be considered alongside public and stakeholder input to determine where, or whether, additional transportation services are warranted. For instance, while there may be need for transportation services in communities like Johnson Park beyond existing ShastaConnect services, the estimated level of transit demand indicates it would likely not be operationally or financially feasible to run additional fixed route or paratransit services directly to that area at this time. This Coordinated Plan recommends other coordination and improvement strategies in addition to increasing transit service levels to address the transportation needs of rural Shasta Region residents more efficiently. These strategies are presented in Chapter 5.

Table 1: Daily and Annual Passenger Trip Demand

	Total Population	Total Low Income Persons		Total Households	Zero-Vehicle Households		Daily 1-Way Passenger- Trips	Annual 1-Way Passenger-Trips
		#	%		#	%		
Redding	93,251	13,750	14.7%	36,880	2,090	5.7%	2,300	689,700
Anderson	11,208	2,186	19.5%	4,577	484	10.6%	530	159,700
Shasta Lake	10,399	1,815	17.5%	3,988	320	8.0%	350	105,600
Johnson Park	872	146	16.7%	342	41	12.0%	50	13,500
Burney	3,377	640	19.0%	1,128	58	5.1%	60	19,100
Mountain Gate	795	372	46.8%	378	57	15.1%	60	18,800
Source: TCRP Report 161: Methods for Forecasting Demand and Quantifying Need for Rural Passenger Transportation: Final Workbook								
Note 1: Only communities that scored 10 or greater in the Transit Needs Index (presented in Chapter 3 of Technical Memorandum 1) were included in the demand analysis.								

GAPS IN SERVICE

Gaps in service are typically identified under three categories, or a combination of them:

- **Geographic gaps** are those areas which do not have service available. Besides areas with no services altogether, geographic gaps also occur apply when there are no specialized services available within the region (i.e. no specialized services for people with disabilities) or because there are no services available to the key destinations where people need to go.
- **Temporal gaps** are defined as days or times when service is not available.
- **Eligibility gaps** exist when individuals are not eligible for transportation services because they do not meet the criteria of agencies providing transportation or the programs that fund them.

The following gaps in service were identified during the development of the 2024 Coordinated Plan through the review of existing services presented in Tech Memo 1, stakeholder input, and public outreach:

1. There are few transportation programs that offer specialized assistance, such as wheelchair accommodations and door-through-door staff support, for senior adults with limited insurance coverage.
2. There are no transportation services available on Sundays besides the ShastaConnect Sunday on-demand service. As this service primarily serves urban and rural residents living along the Interstate 5 corridor (Shasta Lake, Redding, and Anderson), it excludes residents of other major rural communities within the region such as Burney and Johnson Park.
3. The existing RABA fixed routes generally operate on an hourly basis, which can result in long wait times for passengers. Long wait times limit people's ability and desire to take transit, especially when weather conditions are uncomfortable. This indicates a need for more shelters, as well as more frequent service.

4. Most existing transportation services end operations in the early evening, leaving residents who work later hours, such as retail and food services workers, with no options for getting home. The same issue applies to workers who have overnight shifts.
5. There are limited transportation service options outside of the cities of Redding, Anderson, and Shasta Lake (the RABA service area). A number of organizations, including ShastaConnect, do provide service to Bella Vista, Burney, Cottonwood, Happy Valley, and Palo Cedro, but many of these services are limited in their eligibility or availability. In particular, there are limited paratransit options for eligible senior, disabled, and Americans with Disabilities Act (ADA) certified passengers outside of the three-quarter mile buffer from RABA fixed route services.
6. Often, residents do not know about the various transit programs available within the Shasta Region, including service areas, eligibility requirements, fares, operating hours, and system access, due to the complexity of the program parameters and boundaries. Transit dependent populations also change regularly, meaning residents may be unaware of programs they are newly eligible for. Ongoing, regular outreach campaigns informing potential riders of various services is needed.

COORDINATION CHALLENGES

Most transportation service organizations in the Shasta Region expressed interest in improving coordination, however, some potential coordination strategies, such as sharing vehicles between agencies, are logistically difficult to implement. The following challenges were identified by stakeholders as limiting coordination between transportation providers:

- Regulatory constraints – Many transportation providers in the Shasta Region receive some level of grant funding. Grants typically have strict requirements about who can use the funds and how funds may be used, limiting how organizations can share resources.
- Limited organizational capacity – Most transportation service organizations operate with limited staff and funding. In many cases, there is not even a full-time staff member dedicated to operating the transportation program. These challenges make it difficult to potentially take on additional commitments related to improving regional coordination.
- Different organizational focuses – Transportation providers in the Shasta Region have different missions; also, transportation is not the primary focus for most of the organizations identified, such as Northern Valley Catholic Social Service, Krista Foster Homes, and Shascade Community Services, among others. The ability to coordinate between organizations is minimized if programs serve different groups or purposes. The capacity to coordinate transportation services is also minimized if organizations have other programs requiring time and resources.

SIMILAR SERVICES

Based on the review of existing transportation services (Chapter 4 of Tech Memo 1), as well as community and stakeholder feedback, no duplicative services were identified in the Shasta Region. The only services that were found to have duplicative elements were the RABA Demand Response and the ShastaConnect Consolidated Transportation Services Agency (CTSA).

These programs provide the same type of service, serve the same areas (at least partially), and incur similar administrative and capital costs. The three programs' service areas are shown in Figure 1, and key service characteristics are summarized in Table 2.

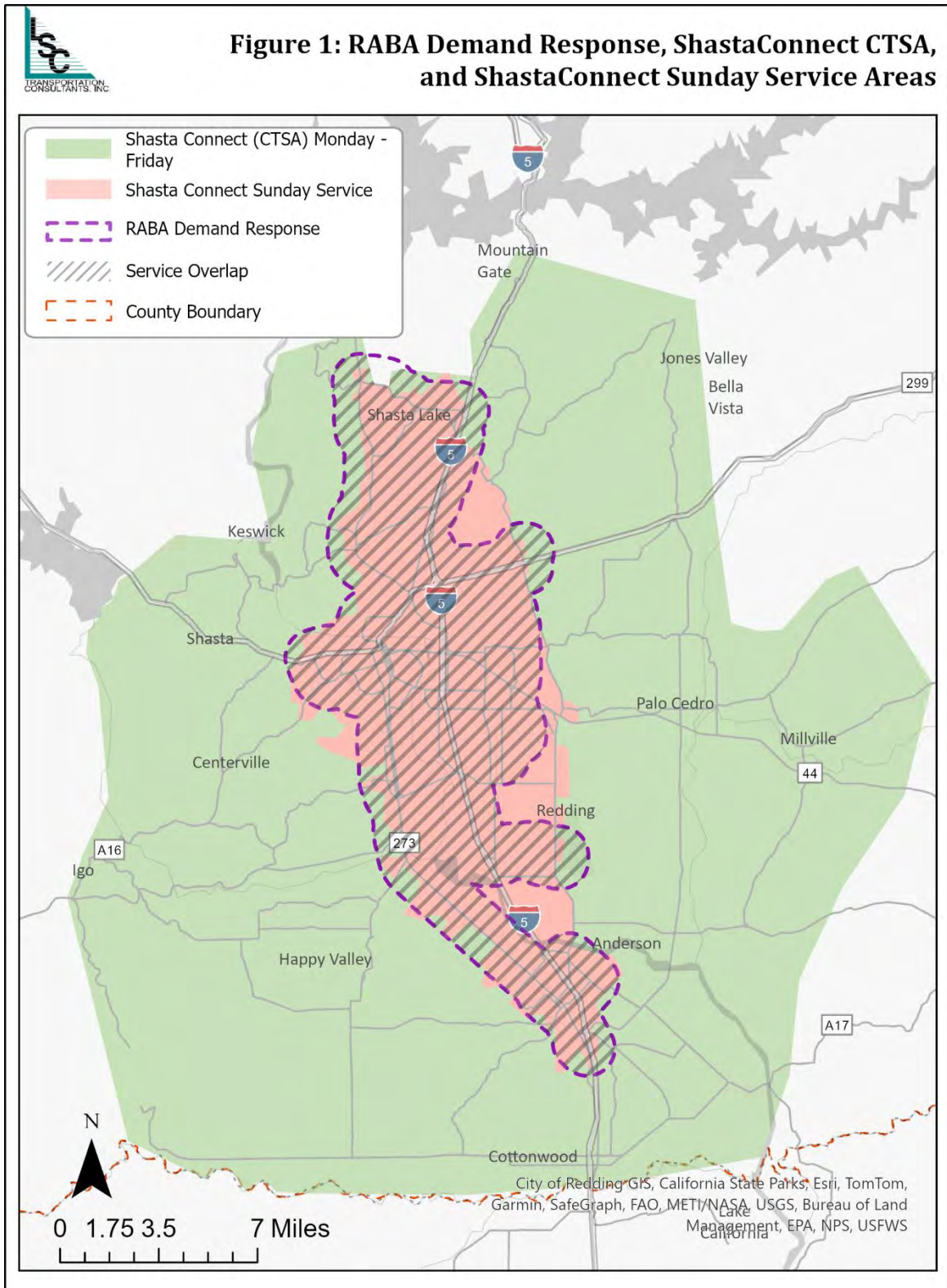


Table 2: RABA Demand Response and ShastaConnect Service Characteristics			
	RABA Demand Response	ShastaConnect ¹	
		CTSA	Sunday On-Demand
Service Type	Dial-a-Ride	Dial-a-Ride	Microtransit
Days	Mon. - Sat.	Mon. - Fri.	Sun.
Hours	M - F: 5:35 AM - 7:20 PM; S: 8:35 AM - 7:20 PM	8:00 AM - 3:30 PM	6:30 AM - 7:30 PM
Service Area	See Figure 1	See Figure 1	See Figure 1
Fares - One-Way Trip	\$3.00 + \$1.50 per additional zone	Free	Free
Reservation Process	Call Dispatch ²	Call Dispatch	Phone Application / Call Dispatch
Passenger Eligibility Requirements	People with Disabilities Whom Cannot Ride RABA Fixed Routes	Residents Outside RABA Service Area	N/A
Sources: RABA, ShastaConnect Note 1: ShastaConnect services are currently fare-free due to grant funding. Fares are planned to resume in July 2024. Note 2: RABA will rollout new trip planning phone application, Manage My Trip, on February 1, 2024.			

It should be noted that RABA and ShastaConnect have structured their respective services to minimize duplication as much as possible. RABA Demand Response is available on weekdays and Saturdays for ADA-paratransit riders only and does not serve seniors, low-income riders, or passengers not meeting ADA eligibility criteria. The ShastaConnect CTSA service is available on weekdays as well but does *not* serve trips that start and end in the RABA service area and could therefore be served by RABA. As shown in Figure 1, while the ShastaConnect Sunday on-demand service operates within a nearly identical service area as RABA Demand Response, there is not any duplication of services because RABA does not operate on Sundays.

While the three services considered are not duplicative, operating them under different operators means more staff, technology licenses, and vehicles are required than if only one operator were used. Productivity, as measured by the number of trips carried per hour, is not maximized under the current structure either; if all ride requests were submitted to one organization, drivers could likely take on more total trips per hour. For instance, a combined weekday service that is serving a trip from an area outside of the RABA Demand Response zone (such as a trip from Palo Cedro to downtown Redding) could potentially also serve a trip within the RABA Demand Response zone (such as from eastern Redding to downtown Redding) along the way. Consolidating the three services so they are operated by one provider would allow for the more efficient use of capital resources and staff time and improve the impact of limited transit funds, including Federal Transit Administration (FTA) Section 5307 (Urbanized Areas), Section 5310 (Enhanced Mobility for Seniors and Individuals with Disabilities), Section 5311 (Rural Areas) grants, Section 5339 grants, and State grants such as Low Carbon Transit Operations Program (LCTOP) grants, State of Good Repair (SGR) funds, and Senate Bill (SB) 125 funds.

Consolidating the services would also likely improve residents' understanding of the different services, potentially boosting ridership. For instance, RABA passengers who rely on the Demand Response service might be currently unaware of the ShastaConnect Sunday On-Demand service because it is operated by a different provider. However, this confusion would be eliminated by consolidating services.

COORDINATION PROJECT REVIEW PROCESS

INTRODUCTION

Each region has its own processes in reviewing and submitting applications for proposals to potentially be funded by the Federal Transit Administration or the State of California. The following section describes the Shasta Region's process for reviewing and submitting projects for FTA funding. This is followed by the potential project examples under these types of funding mechanisms.

PROJECT REVIEW PROCESS

As stated in the Shasta Regional Transportation Agency's (SRTA) Policies and Procedures, the FTA Section 5310 Enhanced Mobility of Seniors and Individuals with Disabilities Program provides formula funds to states to improve mobility for seniors and individuals with disabilities. Under the federal Moving Ahead for Progress in the 21st Century legislation (MAP-21) (2012), FTA Section 5310 was expanded to incorporate project types from the repealed New Freedom program. The vehicle projects and related equipment under the previous 5310 program are now called Traditional 5310; the former New Freedom projects are called Expanded 5310. In small urban (population under 200,000) and rural areas, the California Department of Transportation (Caltrans) Division Local Assistance, Office of Federal Transit Grants, provides funding for capital and operating assistance on a competitive basis and administers the projects.

All proposals selected for funding must be included in a locally developed, coordinated public transit-human services transportation plan. SRTA, as the Regional Transportation Planning Agency for Shasta County and the Metropolitan Planning Organization for the Redding Urbanized Area, reviews and assists in scoring only the traditional applications, per state and federal policy.

PROJECT EXAMPLES

Proposed projects must aim to improve the mobility for seniors and individuals with disabilities by removing barriers to transportation service and expanding transportation mobility. Possible proposals or programs may include any of the following examples:

- The purchasing of:
 - Buses and vans.
 - Wheelchair lifts, ramps, and securement devices.
 - Transit-related information technology systems, including scheduling/routing/one-call systems.
 - Other vehicles to support new accessible taxis, ride sharing services, and/or vanpooling programs.
- The acquisition or implementation of:
 - Mobility management programs.

- o Transportation services under a contract, lease, or other arrangement.
- o Travel training.
- o Volunteer driver programs.
- o Signage, or way-finding technology.
- o Accessibility improvements to bus stops (curb cuts, sidewalks, or other accessibility features).

Lastly, the federal share of eligible capital costs may not exceed 80 percent, and 50 percent for operating assistance. The 10 percent that is eligible to fund program administrative costs, including administration, planning, and technical assistance, may be fully covered by federal funding. Further discussion of funding opportunities will be included in the Draft Coordinated Plan.



Note: Wheelchair passenger being unloaded from van now operated by ShastaConnect [Photo], sourced from SRTA

COORDINATION GOALS AND CRITERIA

INTRODUCTION

This chapter identifies mobility goals and evaluation criteria for coordination strategies within the Shasta Region. These goals have been created to ensure potential proposals modify transit services to yield service improvements which more aptly meet the transportation needs of senior adults, people living under the poverty level, and people with a disability in the Shasta Region. Through discussion with SRTA staff, the Social Services Transportation Advisory Council (SSTAC), and other community stakeholders, four major, overarching goals were identified to prioritize the implementation of recommended coordination strategies. These major goals are described in this chapter, followed by examples of strategies and/or proposals that would support each of these goals.

COORDINATION GOALS FOR THE SHASTA REGION

The following regional coordination goals are presented in order of priority based on community need, as determined through discussion with SRTA staff, the SSTAC, and existing transportation providers. The only exception is Goal IV: Outreach, which was not actually deemed as fourth most important; rather, stakeholders suggested that efforts designed to advance the other three goals should also include elements that simultaneously advance the marketing goal as well. Each coordination goal is followed by general examples of activities, programs, and proposals that would support the goal and could potentially be funded by FTA application requests. More specific recommendations for actual proposals to advance the four coordination goals are included in later chapters.

I. Increase Cooperation and Coordination Among Transportation Providers

This goal is supported by measures that enhance the ability of different organizations to coordinate with each other in the provision of services, resulting in improved overall efficiency and service quality.

Proposal themes that advance this goal are listed below.

- Expand opportunities for communication between transportation service providers and referral agencies.
- Support on-going communication and coordination between public, tribal, non-profit, and for-profit transportation service providers.
- Enhance the capacity for coordinated scheduling, reservations, and dispatch services among providers.
- Support vehicle sharing and maintenance agreements between providers where feasible.
- Enhance emergency transportation planning for people with special mobility needs.
- Coordinate public and specialized transportation services with veterans' transportation programs.
- Investigate and reduce potential duplication of services to improve efficiency.
- Apply for grants to support coordinated planning and service efforts between providers.

II. Enhance or Expand Transportation Services

This goal is advanced by measures that increase the availability or duration of mobility services or which introduce new programs to address identified unmet needs. Proposal themes that support this coordination goal are listed below.

- Increase existing services' hours of operation to start earlier in the day and/or run later at night.
- Increase the number of days existing services are available, including weekend service options.
- Increase the operating frequency of existing services.
- Expand services into new or underserved areas.
- Recruit and retain volunteer and/or paid drivers to expand service levels.
- Enhance or introduce "first mile/last mile" service connections.
- Reduce travel costs as a barrier to accessing services, specifically those offered by social service organizations and private companies.
- Improve Non-Emergency Medical Transport (NEMT) services for patients discharged from hospitals or other care facilities where private services are unable to meet needs.
- Seek capital and operating grants to enhance or expand transportation services.
- Gain federal/state support for increased program flexibility to expand rider eligibility.

III. Maintain Existing Access to Transportation Services

This goal is supported by measures that keep existing public transit, tribal transit, non-profit, and private for-profit services operating in a safe and reliable manner. Possible activities that advance this goal are listed below.

- Maintain and replace vehicles to State of Good Repair and asset management standards.
- Maintain transportation infrastructure and facilities to State of Good Repair, asset management, and ADA standards.
- Recruit and retain volunteer and/or paid drivers to maintain existing service levels.
- Promote location-efficiency and accessibility when siting new facilities that serve seniors, people with disabilities, or individuals with low income.
- Sustain shared-cost programs for human and social service providers, enhancing flexible mobility options for clientele who are seniors, people with disabilities, veterans, or people with low income.
- Seek capital and operating grants to support existing transportation services.

IV. Improve Marketing/Outreach Resources

This goal includes measures that reduce or eliminate uncertainty and confusion about mobility services or that increase traveler confidence in how to use the services available to them. Proposals that advance this goal are listed below.

- Develop and deploy travel training programs for seniors, people with disabilities, and people with low-incomes.
- Develop and promote coordinated online resources and information brochures that inform and educate about all mobility resources available in the region.
- Target public engagement with seniors, people with disabilities, and people with low income about the array of long-distance, “one-seat” travel options currently available.
- Educate human service providers to increase awareness of travel options available to their clients.
- Establish a consolidated call center for traveler information and trip reservations.
- Seek grants to increase public awareness of available resources.

EVALUATION CRITERIA

Based on the proposed coordination goals for the Shasta Region, the following criteria were developed to assess potential strategies that will advance each of the four goals. In order to prioritize funding for proposals that most effectively support the intended coordination goals developed during the planning process, they should address the following criteria.

Gaps and Barriers

Does the strategy and/or proposal:

- Provide service in a geographic area with limited transportation options?
- Serve a geographic area where the greatest number of people need service?
- Improve the mobility of clientele receiving state and federal aid (i.e. seniors and individuals with disabilities)?
- Provide an improved level of service not currently provided with existing resources?
- Preserve and protect existing services?

Implementation and Feasibility

Can this strategy be feasibly implemented given time constraints and available resources? Does the strategy and/or proposal:

- Have funding eligibility, and from which source(s)?
- Result in efficient use of available resources?
- Have a potential proposal sponsor with the operational capacity to carry out the strategy?
- Have the potential to be sustained beyond the initial grant period?

Coordination

Does the strategy and/or proposal:

- Minimize duplication and promote coordination of services and programs?

- Allow for and encourage participation of local human service and transportation stakeholders?

CONCLUSION

In conclusion, projects to be considered and funded by SRTA with FTA or state transportation funds should not only advance the primary coordination goals identified in this plan, but also meet the basic evaluation criteria described above to ensure the proposal will effectively increase mobility access for seniors, disabled, and low-income residents in the Shasta Region.

INTRODUCTION

The following section includes a list of recommended strategies and supportive projects that would continue to improve the availability of transportation and transit services throughout the Shasta Region. These strategies, including their supportive proposals and responsible party for implementation, are shown in Table 3.

RECOMMENDED STRATEGIES

Strategy 1: Improve Regional Organizational Coordination

This strategy encourages continued improvements to existing coordinated transportation planning efforts. By expanding representation amongst community stakeholders (community development organizations, health and human services, government agencies, Native American tribes, non-profits, major employers, and other groups), transportation and transit providers can continue to develop effective and collaborative solutions to transportation and related issues, share information and resources, apply for grant funding, and deal with coordination issues. This strategy is supported by the following specific proposals:

- Support the designation of a mobility manager position under RABA to serve the Shasta Region and ensure the mobility manager consults with the SSTAC to inform regional transit.
- Create and maintain an email listserv that includes contact information for a variety of organizations that represents seniors, disabled, and low-income residents to inform the community about important transportation updates and ongoing planning efforts.
- Create consistent regional driver recruitment, screening, and training standards.
- Share program updates with other regional providers (hours, routes, programs, grant eligibility, etc.).
- Include regional service and demographic representatives (low-income service agencies, tribal organizations, etc.) in the SSTAC and other transportation planning efforts through ongoing outreach.

Strategy 2: Minimize Duplication of Operational and Administrative Functions

As discussed in Chapter 2, the RABA Demand Response, the ShastaConnect CTSA, and the ShastaConnect Sunday on-demand services were found to have some duplicative elements. While these programs are not entirely duplicative, consolidating these services would still be beneficial as it would improve the operational efficiency of each of the three services, as well as facilitate improved passenger understanding of what services are available. The following proposals will support this strategy:

Table 3: Recommended Coordinated Transportation Plan Strategies

Strategy	Recommended Proposals		Responsible Party
Strategy 1: Improve Regional Organizational Coordination	1.1	Designate Mobility Manager position under RABA and ensure Mobility Manager consults with SSTAC and informs regional transit.	SRTA & RABA
	1.2	Create and maintain an email listserv that includes contact information for a variety of organizations that represents seniors, disabled, and low-income residents to inform the community about transportation updates and ongoing planning efforts.	Mobility Manager
	1.3	Create consistent regional driver recruitment, development, screening, and training standards.	Mobility Manager
	1.4	Share program updates and changes with other regional providers (Examples: hours, routes, programs, grant eligibility, etc.).	SRTA, RABA, & CTSA Operator(s)
	1.5	Include regional service and demographic representatives (low income service agencies, tribal organizations, etc.) in the SSTAC and other transportation planning efforts through regular, ongoing outreach.	SRTA
Strategy 2: Minimize Duplication of Operational and Administrative Functions	2.1	Consolidate RABA and ShastaConnect services under one organizational lead.	SRTA, RABA, & CTSA Operator(s)
	2.2	Research and make progress towards resource sharing between agencies. (Examples: drivers, maintenance agreements, vehicles).	SRTA, RABA, & CTSA Operator(s)
Strategy 3: Implement Technological Improvements	3.1	Research relevant app-based trip-planning programs and issue an RFP for development.	SRTA & RABA
Strategy 4: Invest in Infrastructure and Capital Improvements	4.1	Install bus shelters, benches, signage, lighting, and security improvements to improve the passenger experience.	RABA
	4.2	Procure new or replacement vehicles when able, including alternative-fueled vehicles.	All Transportation Providers
Strategy 5: Improve Access to Transportation for Residents in Need	5.1	Develop and implement standardized Affordable Fare Programs.	RABA
	5.2	Expand existing RABA Travel Training Program.	RABA
	5.3	Develop Volunteer Driver Reimbursement Program.	RABA & Social Service Providers
	5.4	Support RABA in implementing new rural service options.	SRTA & RABA
Strategy 6: Maintain Current Level of Transportation Services	6.1	Apply for grants for transportation services (Section 5310, FTA Low or No Emission grants, etc.).	SRTA & RABA
	6.2	Complete vehicle and facility projects as outlined in the RABA and SRTA ZEB Rollout Plans.	SRTA & RABA
Strategy 7: Expand Marketing Efforts	7.1	Explore opportunities to consolidate all regional public transit providers under one brand.	SRTA, RABA, & CTSA Operator(s)
	7.2	Maintain database of transportation service providers and update Need-a-Ride Guide.	Mobility Manager
	7.3	Develop marketing materials to inform public of available NEMT services.	Mobility Manager

- Consolidate RABA and ShastaConnect services under one organizational lead.
- Research and make progress towards resource sharing between agencies (drivers, maintenance agreements, vehicles, etc.)

Strategy 3: Implement Technological Improvements

Understanding the transportation infrastructure in small urban and rural areas can pose a challenge to residents due to the presence of numerous services with eligibility criteria based on various, and sometimes differing, demographic characteristics. While the implementation of technological improvements, called for in this strategy, may encompass many types of investments related to the operation of transportation services in the Shasta Region, this study found that residents may also benefit from technological improvements that facilitate a clearer understanding of which services they are personally eligible for.

Building off the success of the Need-a-Ride Guide, it is recommended that SRTA and RABA pursue development and deployment of an app-based trip planner that indicates which services are available to residents based on the characteristics associated with their user profile (age, disability, etc.) and their origin and destination. SRTA and RABA should consider pursuing funding for the planning, implementation, and maintenance of this trip-planning app, so residents may get around the Shasta Region more easily using multiple transportation providers. Similar programs have been implemented by the San Joaquin Council of Governments (the Vamos-EZHub Mobility App) and by the San Luis Obispo Council of Governments (Rideshare.org).

It should be noted that the trip planning app will augment, not replace, existing information available on the SRTA website, the RABA website, in the Need-a-Ride Guide, and via telephone call.

Strategy 4: Invest in Infrastructure and Capital Improvements

Over the course of this plan, the need for higher quality passenger waiting facilities was expressed by stakeholders in the community. Due to the region's diverse weather, ranging from extreme heat to rainy winter months, additional bus shelters and more comfortable waiting areas are recommended at key stops. Bus stop and drop off areas that directly serve businesses or service agencies that aid older, disabled, and/or low-income populations should be prioritized for improvements. It is recommended that RABA and the SSTAC identify possible bus stops and waiting areas for improvement. RABA would be responsible for upgrades to bus stop facilities within its service area.



Note: Wheelchair passenger waiting for RABA bus [Photo], sourced from SRTA

Other capital improvements include the purchase of new and/or replacement vehicles for transit and transportation services. Public transit agencies are required to purchase zero-emission buses under the Innovative Clean Transit regulation. Private and nonprofit agencies procuring new or replacement vehicles should also consider alternatively fueled vehicles, like hydrogen or battery electric, when able.

Strategy 5: Improve Access to Transportation for Residents in Need

Improving access to transportation encompasses a variety of potential proposals for funding, administration, and implementation. The following ongoing proposals would continue to increase knowledge and access to available transportation resources within the Shasta Region.

- Develop and implement a standardized Affordable Fare Program – All transportation providers should continue assessing and implementing low-fare programs available for the senior, disabled, and/or low-income residents of the Shasta Region. When possible, eligibility requirements for these programs should be made consistent to minimize passenger confusion.
- Expand existing RABA Travel Training Program – Travel training programs are intended to encourage the public to use transit services through hands-on, in-person demonstration. Travel training can give new riders the skills to:
 - Understand trip planning tools.
 - Read route maps and schedules.
 - Locate bus and train stops.
 - Flag down buses.
 - Calculate and pay fares.
 - Obtain and use transit passes.
 - Recognize the desired stop.
 - Indicate to the bus driver where to stop.
 - Obtain service updates.
 - Use mobility devices safely on vehicles.
 - Tell if a vehicle is equipped for mobility devices.
 - How to use bicycles on buses.
- While a travel training program is currently offered by RABA, the Coordinated Plan recommends there be increased outreach regarding this program to agencies serving senior, disabled, and/or low-income populations in addition to the schools currently served. This outreach could potentially be the responsibility of the region's mobility manager.
- Develop Volunteer Driver Reimbursement Program - Volunteer driver reimbursement programs are typically implemented to address the mobility needs of older adults and people with disabilities living in hard-to-serve areas of the community. In these types of programs, individuals needing a ride recruit a friend or family member to drive them, then they apply to the program's sponsoring agency (for the Shasta Region, the agency would likely be RABA) for funds to reimburse this friend or family member for gas mileage. Volunteers would drive their own vehicles to avoid SRTA needing to obtain insurance. It would be important for RABA, as the sponsoring agency, to establish rules regarding passenger and trip eligibility to ensure the appropriate use of funds. More information on funding volunteer driver programs under Section 5310 can be found on the National Aging and Disability Transportation Center website².
- Support RABA in implementing new rural service options – The Coordinated Plan study process found that many residents living in rural areas of the Shasta Region have limited, if any, access to transportation services.

² National Aging and Disability Transportation Center website: <https://www.nadtc.org/wp-content/uploads/7-Volunteer-Driver-Programs-and-the-use-of-Section-5310-Funding.pdf>

RABA is about to finalize its updated Short Range Transit Plan, in which service alternatives are considered that would expand transportation services to rural communities. SRTA and RABA should collaborate to fund and implement the rural service options recommended in the Short Range Transit Plan. RABA will also need to coordinate with Dignity Health Connected Living.

- Maintain Database of Transportation Service Providers and Update Need-a-Ride Guide – SRTA should regularly update its comprehensive list of transportation providers in the Shasta Region to provide residents facing mobility difficulties with an accurate list of potential resources they could utilize. SRTA should also continue to update the Need-a-Ride Guide every two years. Revising and republishing the Need-a-Ride Guide also falls under Strategy 7 below. However, maintaining accuracy of this document falls under Strategy 5, as well, because it improves access to transportation services. The future RABA mobility manager could also be responsible for maintaining a database of providers and updating the Need-a-Ride guide instead of SRTA.

Strategy 6: Maintain Current Level of Transportation Services

During the development of this study, stakeholder and public input indicated that there is a relatively high need for the existing transportation services already offered in the Shasta Region. Additionally, there are concerted efforts being made to improve available public transportation services throughout the Shasta Region, such as those being considered under RABA's Short Range Transit Plan and during SRTA's annual Unmet Transit Needs process. While there are unmet transportation needs and service gaps that merit the development of additional service options, it is important to also maintain and improve existing services within the Shasta Region to ensure new gaps do not develop. Recommended proposals falling under this strategy include the following:

- Continue seeking and writing grants for regional transportation services that meet the needs of FTA Section 5310 and other grant programs.
- Complete vehicle and facility projects as outlined in the RABA and SRTA Zero-Emission Bus (ZEB) Rollout Plans.



Note: RABA Bus on bridge [Photo], sourced from SRTA

Strategy 7: Expand Outreach and Regional Education of Services

Transit marketing requires an understanding of the needs of current and potential riders as well as the benefits various transportation services provide. Marketing efforts are improved when a region identifies specific riders and tailors their marketing messages to speak to those groups individually rather than relying on mass marketing. While strategies discussed in the previous chapter were ranked in order of priority, marketing and education has been identified as an ongoing strategy integral to the successful implementation of all strategies. The following proposals are recommended to strengthen marketing efforts for existing and new transportation services and programs.

- Explore opportunities to consolidate all regional public transit providers under one brand.
- Maintain database of transportation service providers and update Need-a-Ride Guide.
- Develop marketing materials to inform the public of available NEMT services.

INTRODUCTION

This chapter begins with an overview of an implementation timeline for each recommended proposal, prioritized by strategy. This is then followed by a cost estimate by proposal.

RECOMMENDED SCHEDULE AND COSTS

Table 4 outlines each proposal, estimated costs, and an intended start date. As shown, proposals under Strategy 1 and 2 have been prioritized for years 1 and 2. Many proposals under Strategies 3 through 5 begin roll out during Year 3, while Strategy 6 proposals are either ongoing or begin in Years 3 and/or 4. Many on-going proposals, such as increasing representation amongst SSTAC, procuring new and replacement vehicles, bus stop improvements, and marketing initiatives span all five years.

It should be noted that while many of the proposals included in the implementation plan have no direct costs, they will likely require time from either SRTA or RABA staff to prepare grant proposals and adequately plan how to use potential funding. This staff time could potentially be funded through the same source used to fund the mobility manager position. Other proposals need additional SSTAC coordination for implementation. The role of mobility manager also covers the implementation of many recommended proposals. Proposals with the lowest costs include continued marketing and branding materials (\$7,000 - \$25,000) while the largest costs would include new and replacement vehicles (\$150,000-\$900,000).

Table 4: Shasta Coordinated Transportation Plan - Implementation Plan

Strategy and Proposals		Cost	Implementation Year				
			1	2	3	4	5
Strategy 1: Improve Regional Organizational Coordination							
1.1	Designate Mobility Manager position under RABA and ensure Mobility Manager consults with SSTAC and informs regional transit.	Job searches revealed an average salary between \$65,000-\$100,000 depending on experience and location.					
1.2	Create and maintain an email listserv that includes contact information for a variety of organizations that represents seniors, disabled, and low-income residents to inform the community about transportation updates and ongoing planning efforts.	This task would be executed by the Mobility Manager and would require no funding other than staff time.					
1.3	Create consistent regional driver recruitment, development, screening, and training standards.	This task requires additional SRTA and RABA hours to coordinate.					
1.4	Share program updates and changes with other regional providers (Examples: hours, routes, programs, grant eligibility, etc.).	This task requires additional SRTA and RABA staff hours to coordinate.					
1.5	Include regional service and demographic representatives (low income service agencies, tribal organizations, etc.) in the SSTAC and other transportation planning efforts through regular, ongoing outreach.	This task could be executed by SRTA Staff and would only require additional staff hours.					
Strategy 2: Minimize Duplication of Operational and Administrative Functions							
2.1	Consolidate RABA and ShastaConnect services under one organizational lead.	The cost of this task may vary depending on which vehicles and staff will be utilized through consolidation. (Cost unknown)					
2.2	Research and make progress towards resource sharing between agencies. (Examples: drivers, maintenance agreements, vehicles).	If the study is not done in house by either SRTA or RABA, a consultant would need to be hired. (\$50,000)					
Strategy 3: Implement Technological Improvements							
3.1	Research relevant app-based trip-planning programs and issue an RFP for development.	An RFP would need to be issued and a developer hired to build an app. (\$30,000-\$50,000) SRTA and RABA should consider partnering with other MPOs on development of a common app structure that may be refined for each region if this results in reduced costs for the region.					
Strategy 4: Invest in Infrastructure and Capital Improvements							
4.1	Install bus shelters, benches, signage, lighting, and security improvements to improve the passenger experience.	Additional analysis would need to be performed to determine number of bus shelters for improvements. (No estimate)					
4.2	Procure new or replacement vehicles when able, including alternative-fueled vehicles.	This cost would vary by type and number of vehicles. (\$150,000-\$900,000)					
Strategy 5: Improve Access to Transportation for Residents in Need							
5.1	Develop and implement standardized Affordable Fare Programs.	Cost would vary by extent of program. (No estimate)					
5.2	Expand existing RABA Travel Training Program.	This task requires additional SRTA and RABA hours to coordinate.					
5.3	Develop Volunteer Driver Reimbursement Program.	This task requires additional SRTA and RABA hours to coordinate.					
5.4	Support RABA in implementing new rural service options.	Cost would vary by extent of program. (No estimate)					
Strategy 6: Maintain Current Level of Transportation Services							
6.1	Apply for grants for transportation services (Section 5310, FTA Low or No Emission grants, etc.).	Cost would vary by extent of program. (No estimate)					
6.2	Complete vehicle and facility projects as outlined in the RABA and SRTA ZEB Rollout Plans.	This task requires additional SRTA and RABA hours to coordinate.					
Strategy 7: Expand Marketing Efforts							
7.1	Explore opportunities to consolidate all regional public transit providers under one brand.	This task requires additional SRTA and RABA Costs for printing and design (\$7,000-\$25,000)					
7.2	Maintain database of transportation service providers and update Need-a-Ride Guide.	This task would be executed by the Mobility Manager and would only require staff time. If completed by an outside consultants, the cost would vary based on consultant fees and the extent of updates being completed (\$2,500 - \$10,000)					
7.3	Develop marketing materials to inform public of available NEMT services.	This task would be executed by the Mobility Manager and would only require staff time.					

Calculations of Estimated Transit Demand

SERVICE AREA CHARACTERISTICS INPUT TABLE -- Fill In All Unshaded Boxes

Service Area:	Anderson
Analysis Description:	
Additional Description:	

Transit Need Inputs

Number of persons residing in households with income below the poverty level:

2,186

Number of households residing in households owning no vehicles:

1-Person households:

Households

Persons

395

395

2-Person households:

38

76

3-Person households:

10

30

4-or-more-Person households:

41

164

Mobility Gap:

Enter State (from drop-down list):

CA

RURAL TRANSIT NEED/DEMAND ESTIMATION - OUTPUT TABLE

Service Area:	Anderson
Analysis Description:	
Additional Description:	

Estimation of Transit Need

Total need for passenger transportation service:

700

Persons

Total households without access to a vehicle:

484

Households

State Mobility Gap:

1.1

Daily 1-Way Psgr.-Trips per Household

Total need based on mobility gap:

530

Daily 1-Way Passenger-Trips

159,700

Annual 1-Way Passenger-Trips

SERVICE AREA CHARACTERISTICS INPUT TABLE -- Fill In All Unshaded Boxes

Service Area:	Johnson Park
Analysis Description:	
Additional Description:	

Transit Need Inputs

Number of persons residing in households with income below the poverty level:

146

Number of households residing in households owning no vehicles:

1-Person households:

2-Person households:

3-Person households:

4-or-more-Person households:

Households

Persons

0

0

0

0

41

123

0

0

Mobility Gap:

Enter State (from drop-down list):

CA

RURAL TRANSIT NEED/DEMAND ESTIMATION - OUTPUT TABLE

Service Area:	Johnson Park
Analysis Description:	
Additional Description:	

Estimation of Transit Need

Total need for passenger transportation service:

300

Persons

Total households without access to a vehicle:

41

Households

State Mobility Gap:

1.1

Daily 1-Way Psgr.-Trips per Household

Total need based on mobility gap:

50

Daily 1-Way Passenger-Trips

13,500

Annual 1-Way Passenger-Trips

SERVICE AREA CHARACTERISTICS INPUT TABLE -- Fill In All Unshaded Boxes

Service Area:	Redding
Analysis Description:	
Additional Description:	

Transit Need Inputs

Number of persons residing in households with income below the poverty level:

13,750

Number of households residing in households owning no vehicles:

Households

Persons

1-Person households:

1,610

1,610

2-Person households:

319

638

3-Person households:

0

0

4-or-more-Person households:

161

644

Mobility Gap:

Enter State (from drop-down list):

CA

RURAL TRANSIT NEED/DEMAND ESTIMATION - OUTPUT TABLE

Service Area:	Redding
Analysis Description:	
Additional Description:	

Estimation of Transit Need

Total need for passenger transportation service:

16,600

Persons

Total households without access to a vehicle:

2,090

Households

State Mobility Gap:

1.1

Daily 1-Way Psgr.-Trips per Household

Total need based on mobility gap:

2,300

Daily 1-Way Passenger-Trips

689,700

Annual 1-Way Passenger-Trips

SERVICE AREA CHARACTERISTICS INPUT TABLE -- Fill In All Unshaded Boxes

Service Area:	Shasta Lake
Analysis Description:	
Additional Description:	

Transit Need Inputs

Number of persons residing in households with income below the poverty level:

1,815

Number of households residing in households owning no vehicles:

Households

Persons

1-Person households:

219

219

2-Person households:

41

82

3-Person households:

34

102

4-or-more-Person households:

26

104

Mobility Gap:

Enter State (from drop-down list):

CA

RURAL TRANSIT NEED/DEMAND ESTIMATION - OUTPUT TABLE

Service Area:	Shasta Lake
Analysis Description:	
Additional Description:	

Estimation of Transit Need

Total need for passenger transportation service:

2,300

Persons

Total households without access to a vehicle:

320

Households

State Mobility Gap:

1.1

Daily 1-Way Psgr.-Trips per Household

Total need based on mobility gap:

350

Daily 1-Way Passenger-Trips

105,600

Annual 1-Way Passenger-Trips