

STAFF REPORT



MEETING DATE:	February 28, 2017
SUBJECT:	Direct Staff to Develop a Five-Year Agreement with Shasta Senior Nutrition Program (SSNP) for Consolidated Transportation Services Agency (CTSA) Transit Services and Other Related Transit Services.
AGENDA ITEM:	12
STAFF CONTACT:	Dan Little, AICP, Executive Director

SUMMARY:

SRTA currently contracts with Shasta Senior Nutrition Program (SSNP) for public transit services provided outside the RABA service area. The contract expires at the end of June, and a request for proposals (RFP) was issued to solicit interest from other transit service providers. SSNP was the sole proposer and staff recommends a new contract with SSNP for consideration at the April 25, 2017, board of directors meeting.

STAFF RECOMMENDATION:

It is recommended that the board of directors authorize staff to develop a five-year agreement with SSNP for Consolidated Transportation Services Agency (CTSA) and other transit services.

DISCUSSION:

Background – Under contract to SRTA, SSNP provides CTSA transit services in areas not covered by RABA. Approximately 17,000 passenger trips are provided annually, primarily to seniors and persons with disabilities.

Request for Proposals – The SSNP contract expires on June 30, 2017. SRTA issued a request for proposals in early January to determine interest from other qualified service providers. SSNP submitted the only proposal. Staff surveyed transit providers who showed initial interest but did not propose. Most felt that they would not be competitive because SRTA could not provide the needed transit vehicles. This concern was discussed with the board of directors prior to issuing the RFP. Staff intends to develop the new agreement so that new vehicles purchased with public funds for the contracted services are transferrable to a subsequent service provider.

Recommended New Contract – Staff recommends a new five-year contract with SSNP, with an option for an additional five-year extension. The cost per service hour would increase by roughly 10% due to minimum wage and employee benefit increases. Staff has been satisfied with the services provided by SSNP to date. SSNP is vested in the community, and the agency mission aligns well with SRTA goals for public transportation. SSNP provides up to 35% in matching funds through other social service programs.

The new contract will be developed for consideration by the board of directors at the April 25, 2017, meeting. The CTSA budget will be determined annually. The current-year budget is \$280,000. Key elements to be developed in the new contract include:

- Purchase and transfer of service vehicles to a new provider when the contract ends.
- Provision of transit services beyond CTSA limitations, including pilot programs such as a Sunday service.
- Cost, reimbursement, and performance structure to incentivize enhanced services, matching funds, coordination, and cost efficiencies.
- Incentives to acquire and employ technologies that make services more efficient.

ALTERNATIVES:

The board of directors may request other provisions for the contract consistent with the RFP or may choose to rebid the project.

OTHER AGENCY PARTICIPATION:

The Technical Advisory Committee concurs with the staff recommendation.

FINANCING:

Similar to RABA, the operating budget would be determined annually by the SRTA Board of Directors as part of the unmet transit needs process. In the 2016-17 fiscal year, approximately \$280,000 was budgeted for CTSA transit operations.

Up to five percent of Local Transportation Funds (LTF) may be budget for CTSA services, which equals about \$350,000 annually. Under the new contract, SRTA may provide additional funds through grants or other means for public transit services beyond the CTSA limitations set forth in the Transportation Development Act.


For Daniel S. Little, AICP, Executive Director

Attachment: CTSA Application for SSNP



Dignity Health

Shasta Senior Nutrition Program

Shasta Senior Nutrition Program (SSNP) was formed in 1979 to assist seniors in preserving their independence by providing meal assistance, social services, transportation, and senior activities. SSNP operates as an independent non-profit public benefit corporation under its parent company Dignity Health Mercy Medical Center Redding. Animated by a spirit of compassion, caring, and collaboration SSNP provides nutritious meals and transportation and supportive services that promote and enhance the physical, social, and spiritual health of seniors, those with disabilities and underserved families.

SSNP's Transportation Department has proven to be a creative, flexible and affordable supplier of transportation services to the Shasta region. A variety of transportation services are provided by SSNP. In addition to providing transportation to those aged 60 or older, we offer Shasta County Consolidated Transportation Services. These radio dispatched services are provided in most of Shasta County for senior and disabled customers who are not able to use conventional transit services. Door to Door service enables our senior and disabled customers to continue daily activities such as shopping, doctor's appointments, accessing dining facilities or simply visiting a friend.

SSNP would entertain the prospect of partnering with other agencies and municipalities to assist in micro-transit efforts to meet the needs of individuals living in less-dense travel areas. SSNP is well poised to take on the responsibility as CTSA mobility managers in the paratransit space, a model that is very common with CTSA programs across the State. As paratransit mobility managers, SSNP would facilitate information dissemination, travel training for riders, streamline payment modalities and offer single-point-of-entry for paratransit dispatch. SSNP is aware of Trillium's GTFS Flex and is following their developments closely. Additionally, as a responsible community partner, SSNP is seeking to build a collaborative educational offering with Shasta College to offer students the opportunity to work on electric buses in their mechanic training.

To continue CTSA services in the Shasta region at current levels, Shasta Senior Nutrition Program anticipates CTSA funding of \$301,134; this cost would rise to approximately \$408,532 if the service area would expand to require two additional buses, two additional drivers and a part-time dispatcher. *Please reference the attached FY 2018 Budget Proposal.*

SERVICE INTENT

1. Provide Service Links to Intra-Community Origins and Destinations: SSNP will pick up persons residing outside of the Demand Response service area and bring them into the greater Redding area connecting to established Transit programs and services.

2. Respond to Transportation Needs Not Met in the Region by the Traditional Fixed-Route and Related Paratransit System: Senior Transportation serves seniors 60 years or older or mobility impaired persons 18 years of age or older that live outside the Redding Area Bus Authority (RABA) service area. The primary pick-up and drop-off locations are Redding, Shasta Lake, Anderson, Happy Valley, Cottonwood, Burney, Bella Vista and Old Shasta. The 2015 PSA2 needs assessment identified transportation as one of the top three greatest unmet needs and problems among seniors in Shasta County. Additionally, the Shasta County Coordinated Human Transportation Plan has consistently identified transit services as lacking in rural areas. SSNP is currently the designated CTSA to provide transportation for the elderly and mobility impaired persons 18 years of age and older that live outside of the Demand Response service area.
3. Integrate with Existing Transit Services: SSNP works closely with other transit agencies including: Far Northern Regional, Opportunity Center, Golden Umbrella, Lavender Hills, Veterans Affairs, Brand New Day Care, and Trinity Transit to fill gaps in service allowing people to travel beyond their local service area.
4. Effectiveness, Efficiency and Quality of Travel Services While Avoiding Service Overlaps: SSNP provides door to door service. A 24 hour reservation is requested but in an emergency SSNP can respond immediately if a vehicle is available. SSNP creates opportunities for riders to arrive and depart locations in a timely manner. The program is more responsive than traditional transit services and has nimble routing. It is also cost effective for the senior population. SSNP uses the Zonar GPS program to locate each vehicle in real time. Every vehicle is equipped with 2-way radios and all are wheel chair accessible. SSNP has safe, friendly and experienced drivers that create a senior friendly environment. SSNP partners with Redding Area Bus Authority (RABA) to avoid overlaps within the Redding Area. SSNP also partners with other agencies to provide services across county lines (Tehama & Trinity counties).
5. Pursue Grants While Offering Matching Funds to Increase Service: SSNP and Mercy Foundation North are collaboratively applying for 5310 funding to purchase two gas-fueled medium buses with wheelchair accessibility. Additionally, SSNP submitted a successful application for PSA2 Title III B funding to support the transportation program. Mercy Foundation North, the philanthropic arm of SSNP, will continue to work closely with SSNP to identify potential funding sources for new fleet vehicles and operational support.
6. Utilize Technology for Innovation and Efficient Dispatch and Delivery of Public Transit Services: SSNP currently utilizes Simplii for transportation data and Zonar for vehicle

tracking and positioning – both are capable of allowing SSNP Transportation to adopt new, technologically-advanced ride planning modalities – Reference SRTA/RABA transit technology plan and SSNP's current contract with IBI Group consultants.

SERVICE AREA, SERVICE HOURS AND LEVEL OF SERVICE

1. SSNP meets all requirements to operate a CTSA fleet, including supply vehicles, personnel, fuel, maintenance and operations necessary to provide services. *Please reference fleet attachment.*
2. Services hours:
 - a. Existing service: Monday through Friday, 7:30am – 4pm
 - b. Expanded service area: Monday through Friday, 7:30am – 4pm
 - c. Proposed Sunday Service: SSNP applied as a sub-recipient for MOD Sandbox funding with SRTA; proposal was unsuccessful, nevertheless, SSNP is dedicated to seeking future funding for this service.
3. Service Area: The transportation area to be served is a mix of rural and urban extending from the unincorporated community of Mountain Gate at the north end of Shasta County down to Cottonwood at the southern Shasta County line. The catchment area passes through the cities of Shasta Lake, Redding, and Anderson. The area includes the unincorporated rural communities of Olinda, Shasta and Happy Valley. Services are also provided in the Intermountain area of eastern Shasta County. The service area is designed to provide transportation from some rural areas of Shasta County with lesser population density, to the more populated areas where life-sustaining services can be obtained.
 - a. Minimum service area: Palo Cedro, Happy Valley, Millville, Burney, Fall River Mills, Igo-One, Cottonwood and outlying areas of Redding, Anderson and Shasta Lake City.
 - b. Additional, current areas served by SSNP: Old Shasta, Keswick, Bella Vista, Balls Ferry area
4. Door-to-door Service: Personalized service is provided to seniors over the age of sixty and disabled individuals. This is the specialty of SSNP. Any non-disabled individual under sixty receives service when space permits. SSNP is willing to provide licensed drivers authorized to transport children. If SSNP receives the CTSA contract, SSNP would be willing to pay for the licensing upgrade as soon as notification is received. Drivers will complete the required training as soon as possible upon SSNP securing the CTSA contract.

REPORTING

The SSNP Transportation Department staff, as current providers of CTSA service, are familiar with monthly reports required by SRTA and are willing to submit the following:

a) Operating cost by type, including depreciation and total personnel cost for drivers and fleet maintenance, and cost for CTSA administration by employee; b) Total operating costs, broken down by fund source: TDA share, fare box revenue, and other grants; c) Service hours; d) Operating days; e) Service miles; f) Passenger trips; g) Average passengers each hour of the operating day; h) Denied trips and reasons for denial; i) Number of missed trips (a failure of the vehicle to show up) and no-shows (when the vehicle arrived on time, and the rider did not show up or cancel in advance); j) Daily origins and destinations of passenger trips; k) Number and percent of non-disabled and under age sixty trips; l) Log of passenger complaints and resolution or actions taken.

PERFORMANCE GOALS - EXISTING PERFORMANCE

The performance goals listed in the RFP are no different than the performance goals SSNP currently strives to meet. Highlighted in red are SSNP's six month averages for the performance goals set by SRTA:

1. Fare Contribution Ratio	7.74%	(10%)
2. Pass Trips/Hr	2.19	(2.74)
3. Cost/Service Hr	\$51.99	(\$42.58)
4. Subsidy/Trip	\$18.23	(\$11.43)
5. Trips/Service Miles	0.16	(0.2)

Transportation operations are coordinated from the central dispatch located at the SSNP Transportation Administrative office. The Transportation Office has a base station with a repeater located at Burney by implementation of a central V.H.F. radio system. The service area is sectioned by 6 zones that fluctuate to the center point of Redding and serve the area of its location from within. Persons 60 years of age or older and their spouse, regardless of income are eligible for transportation services within the service area. In order to better serve our customers and provide dependable cost efficient service, a twenty-four hour request for reservations is desired, however, in an emergency we can respond immediately because all vehicles are radio equipped. First time customers fill out an intake form allowing us to track unduplicated customers. All requests for transportation are logged by the dispatcher to allow scheduling of drivers and vehicles efficiently. A telephone recorder is provided to customers after service hours to allow twenty-four hour ability to request transportation. Normal service hours are 7:30 a.m. to 4:00 p.m. Monday through Friday. Planning of zone coverage and logistics are made by the Transportation Manager to ensure compliance with all governmental and company policies so that rotating can be accomplished safely, expediently and with the most customer comfort that is possible. Vehicles are pre-tripped am and post -tripped pm daily. Using our newest technology ZONAR software, the driver will log on the device using an ID card then take use the hand held EVIR (Electronic Vehicle Inspection Report). The vehicle has five main safety points on the outside and 5 safety points in the interior. The driver checks the vehicle to make sure that all points are in good working order by clicking Y or N on the EVIR. Once this is done, the driver returns the EVIR to its pocket where the information is

automatically downloaded to a cloud based program (ZONAR). The dispatcher, Transportation Manager and Mechanic can log in to review the progress of each vehicle.

The Transportation Manager coordinates with the maintenance provider to assure a safe vehicle is available. Safety inspections and records are in compliance with C.H.P. and D.M.V. regulations. Daily, monthly and year-to-date one-way passenger trips are tracked. Each zone shows in what area they are providing transportation and monthly mileage is tracked. SSNP has provided transportation for 28 years. Computerized dispatching is in place to assure accurate logging of call using Simplii dispatching software and complete information to both driver and dispatcher for same and future request for service, allows for subscription service customers to call only when a change of schedule is needed. A dispatch log, customer registration and map legend are in our database. Driver daily logs are used to record passenger's destination, mileage and other particulars of trips for record keeping and summarizing for reports. SSNP does not discriminate in providing transportation services based upon destination (medical, social, financial, etc). There is a fixed route municipal bus stop in front of the Redding Dining Center, and RABA Demand Response transportation is available to ADA qualified customers. Ample parking, including allotted handicapped-designated spaces, is available at all Centers.

MONITORING AND MEASURING CTSA ACTIVITIES

SSNP understands the importance of developing CTSA performance measures.

In advancing our agencies CTSA responsibilities we will develop clearly articulated objectives and performance measures. The former will include:

- Facilitate joint procurements of equipment and services for public transportation and social service agency transportation providers.
- Directly provide transportation services.
- Collaborate with other service providers to avoid service duplication and the strategic accommodation of unmet needs.
- Actively support one stop transportation information call center initiatives through referrals and/or marketing outreach.
- Conducting funding research and securing grants for public and/or social service agency transportation providers in Shasta County.
- Collaborating with transportation providers in neighboring Counties to maximize coverage and minimize service overlaps.

Potential criteria to measure the effectiveness of SSNP's role as CTSA could include but not be limited to:

- The number of trips successfully coordinated by SSNP.
- The average operating cost of trips coordinated.
- SSNP's cost to administer each trip coordinated.
- The percentage of requested trips that were successfully accommodated (a ratio of accommodated trips to trips that could not be accommodated).
- The number of coordination meetings hosted by SSNP.

- Any demonstrable cost savings through the coordination of trips (through a centralized mobility management trip broker).
- The number of persons travel trained to use fixed route transit (as part of a paratransit demand management strategy).
- The number of monthly and annual transportation calls handled by the Shasta 2-1-1 call center.
- The number of monthly and annual visits to the Shasta 2-1-1 web-based transportation resources database.

SSNP will work with SRTA in developing performance criteria and will be documented in the performance expectations of contract documentation.

PUBLIC INFORMATION AND WEBSITE

Shasta Senior Nutrition Program and all programs and services can be found at ssnpweb.org. Additionally, program updates are also posted on SSNP's Facebook page at <https://www.facebook.com/ShastaSeniorNutritionProgram>

TECHNOLOGY INCENTIVES

As an agency, SSNP has set a priority of obtaining new fleet vehicles utilizing electric and/or hybrid technology, aligning with SRTA's priorities to lower greenhouse gas emissions. SSNP's fundraising team at Mercy Foundation North is currently exploring funding opportunities to build electric charging station infrastructure and alternative-fuel buses.

Zonar and Simplii are currently in use to streamline safety and performance monitoring, enable vehicle location (for safety purposes as well as in preparation for on-demand transit services). SSNP is willing to consider other products and vendors.

SSNP is exploring gogograndparent.com – a ride scheduling option featuring custom pick-up locations, scheduled services, 24/7 operators and offering transit updates to seniors' families.

SSNP is also following Trillium's GTFS-flex transit trip planner, which will provide fully-integrated trip planning in the demand-response service space. The Executive Director at SSNP participates in Trillium's communication updates and solution surveys to help create a user-friendly flexible trip planner.

SSNP is currently undertaking technology assessment including scheduling and communication enhancements (including the prospect of on-line trip booking), opportunities for enhanced (real-time) customer information, trip planning capabilities (GTFS-flex – coordinate with RABA), alternate delivery frameworks (that might include use of supplemental taxi/TNC services, micro-transit, etc.),

NON-CTSA SERVICES, GENERAL PUBLIC USE AND COORDINATION

Shasta Senior Nutrition Program is eager to provide additional services beyond those eligible for CTSA funding as part of SRTA's annual unmet transit needs and budgeting process. SSNP

actively coordinates with other transit providers and currently participates as a member of SRTA's Social Services Transportation Advisory Council (SSTAC). As previously mentioned, SSNP works closely with other transit agencies including, Far Northern Regional, Opportunity Center, Golden Umbrella, Lavender Hills, Veterans Affairs, Brand New Day Care, and Trinity Transit to fill gaps in service, allowing people to travel beyond their local service area. Also, SSNP partners with Redding Area Bus Authority (RABA) to avoid overlaps within the Redding Area. SSNP partners with other agencies to provide services across county lines (Tehama & Trinity counties).

SSNP is willing to exploring reduced fare for children and increasing collaboration with the Veterans Administration locally.

Other ideas include:

- General public use (a) within current delivery framework – on a space-available basis; and (b) expand mandate to partner/be service provider – example – Sunday service in Shasta City or supplemental service to RABA.
- Target to collaborate with other agencies including VA and Tribal mobility needs.
- Pricing “Incentives” – may include reference to use of advanced technologies for payment (including partnering agency billing)

Service coordination can range from: the simple collaborative efforts to share resources and information and client referrals for service; to, the full administrative and operational consolidation of transportation providers. The *Shasta County Coordinated Human Transportation Plan* identified four levels of coordination:

1. Communication: Involves recognizing and understanding problems, and discussing possible solutions between individuals from various agencies who are in a position to influence transportation developments within their jurisdiction.
2. Cooperation: Involves working together in a cooperative way, with individuals or agencies retaining their separate identities. This can be sharing of training resources, vehicle procurement or fuel contracts, or arranging a ride for a client using a different service.
3. Coordination: Involves bringing together independent agencies to act together to provide a smooth interaction of separate transportation systems. Individual provider funds, equipment, facilities, and services are used in concert to enhance delivery and efficiency of services. Agencies retain their individual identities.
4. Consolidation: Involves joining together or merging agencies for mutual advantage.

This is a fully integrated system, and individual agency identity is no longer maintained. A range of efficiency and service quality benefits from coordination were introduced in the AB 120.

The following benefits were defined in the Act:

- Combined purchasing of necessary equipment so that some cost savings through larger number of unit purchases can be realized¹.
- Adequate training of vehicle drivers to insure the safe operation of vehicles. Proper driver training should promote lower insurance costs and encourage use of the service.
- Centralized dispatching of vehicles so that efficient use of vehicles results.
- Centralized maintenance of vehicles so that adequate and routine vehicle maintenance scheduling is possible.
- Centralized administration of various social service transportation programs so that elimination of numerous duplicative and costly administrative organizations can occur. Centralized administration of social service transportation services can provide more efficient and cost effective transportation services permitting social service agencies to respond to specific social needs.

Identification and consolidation of all existing sources of funding for social service transportation services can provide more effective and cost efficient use of scarce resource dollars. *Please reference the attached Overview of Social Service Providers.* Consolidation of categorical program funds can foster eventual elimination of unnecessary and unwarranted program constraints.

Additional benefits from coordination range from:

- Meeting legislative requirements.
- Operating cost savings by minimizing service overlap and duplication.
- The effective accommodation of unmet transportation needs through a centralized trip broker. *The focus of many transportation coordination efforts is on serving the mobility needs of seniors, persons with disabilities and the low income.*
- Effective demand management through a centralized mobility management including the delivery of transit training programs to shift paratransit riders to fixed route options, a centralized call center for information on available transportation alternatives, and the coordination of supplemental programs such as volunteer driver programs or taxi scrip programs.
- Joint procurement of insurance coverage including umbrella and supplemental coverage to increase liability coverage.

VEHICLES

Shasta Senior Nutrition Program operates 6 ADA-compliant vehicles with a capacity of eight to twelve passengers. Vehicles operate out of the Redding and Burney Centers. Fuel is purchased from Flyer's Energy LLC and Ed Staub Petroleum. Maintenance is provided by Genuine Automotive, allowing for clean and safe vehicles for SSNP staff and clients. SSNP will continue to supply the current vehicles and is willing to assist SRTA with the acquisition of new vehicles over the term of the agreement. SSNP is currently seeking funding (toll credits, federal dollars, and CA state dollars) to procure new vehicles comprising a "mixed fleet" of electric

¹ This can include the joint procurement of management reporting and trip scheduling software, IT support services and computer hardware, as well as other intelligent transportation technologies.

buses for shorter trip and gasoline buses for extended-mileage trips. *Please reference fleet attachment for additional detail.*

FARE STRUCTURE, MATCHING FUNDS AND GRANTS

CTSA riders contribute \$2.00 per one way trip. PSA2 IIIB-funding stipulates donations of \$2.00 per one way; both models are communicated to the client upon time of reservation depending on their route. Money is collected by the drivers at the time client steps on bus. The money is put into a locked cash box and returned to the transportation office at the end of their route. No one is turned away for lack of payment.

As mentioned, SSNP also operates the PSA2 Title III B senior transportation program and continuously looks for grant opportunities to support the Transportation Department. SSNP works closely with Mercy Foundation North to identify, write and submit grants on a regular basis; the Foundation also maintains a Transportation Fund for community donations. SSNP receives in-kind corporate support from Mercy Medical Center Redding, which includes the payment of vehicle and liability insurance policies, IT personnel and equipment, marketing and legal expenses.

ADMINISTRATIVE PROVISIONS AND POLICIES

SSNP maintains a Policy and Procedure Manual including the following information: 1) organizational structure, 2) employee experience and background, 3) licensing and health requirements, 4) provider resources, 5) technology requirements, 6) transportation accommodations, 7) ADA compliant facilities, 8) safety requirements (including equipment and an agency disaster plan), 9) language capability and equal access requirements, 10) personnel policies, job descriptions, salary schedules, volunteer policies, and staff training.



February 9, 2017

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

Subject: Proposal to provide CTSA public transit services within the Shasta Region

Shasta Senior Nutrition Program is pleased to submit a proposal to continue providing CTSA services with the understanding that the potential exists to expand transit services.

Shasta Senior Nutrition Program is an independent non-profit public benefit corporation under its parent company, Mercy Medical Center Redding and Dignity Health. SSNP was formed in 1979 to assist seniors in preserving their independence. Animated by a spirit of compassion, caring and collaboration, SSNP provides nutritious meals, transportation services and supportive services that promote and enhance the physical, social and spiritual health of seniors and underserved families.

SSNP is requesting a five-year contract with the option to extend the contract up to an additional five years. This proposal is a firm offer, subject to final contract negotiations, for a minimum of 120 days.

Jennifer Powell, Executive Director



STATEMENT OF UNDERSTANDING

Shasta Regional Transportation Agency (SRTA) currently distributes Transportation Development Act (TDA) funds to Shasta Senior Nutrition Programs (SSNP) as the Consolidated Transportation Services Agency (CTSA).

Consolidated Transportation Services Agencies (CTSAs) are designated by county transportation commissions (CTCs), local transportation commissions (LTCs), regional transportation planning agencies (RTPAs), or metropolitan planning agencies (MPOs) under auspices of the AB 120 to achieve the intended transportation coordination goals of that Act. The goal of AB 120 is to *"to improve transportation service required by social service recipients by promoting the consolidation of social service transportation services"*.

In California a CTSA, as designated at the county level, is a formalized organization responsible to implement a transportation plan that promotes cost effectiveness in the delivery of county public and social service agency transportation services through service coordination. The range of options for CTSA designation as defined in law are:

1. A public agency, including a city, county, operator [transit operator], any state department or agency, public corporation, or public district, or a joint powers entity created pursuant to Title 21, Chapter 3, Article 7, and Section 6680 of the California Government Code.
2. A common carrier of persons as defined in Section 211 of the Public Utilities Code, engaged in the transportation of persons, as defined in Section 208.
3. A private entity operating under a franchise or license.
4. A nonprofit corporation organized pursuant to Division 2 (commencing with Section 9000) of Title 1, Corporations Code.

In Shasta County, SRTA is responsible to: develop and update a coordinated human transportation plan; create a CTSA; and provide oversight to make sure the CTSA is fulfilling the goals of the *Social Services Transportation Improvement Act*. SRTA is able to designate CTSA functions to one or more individual agencies, or directly assume coordination functions in-house. Although SRTA can take a role in coordinating transportation services in Shasta County, it cannot be formally designated as the CTSA for Shasta County.

Shasta Senior Nutrition Program's Transportation Department is familiar with the *Scope of Work* dictated by CTSA, as we've provided CTSA transportation service for 20+ years within the Shasta Region. Additionally, SSNP has provided Lifeline and New Freedom programs in the last five years. *Please reference attached Service Listing*. SSNP's expertise lies in providing specialized transportation needs for disabled adults and seniors on wheelchair-accessible

buses with experienced, compassionate drivers. The Transportation Department is also willing to obtain additional licensing to enable our drivers to transport all age groups.

MANAGEMENT APPROACH

The SSNP Leadership Team values service innovation, strategic partnerships, collaboration amongst peers and stellar communication internally and with the public. The Leadership Team strives to honor their commitments, empower employees to better themselves and our community and promotes accountability for personal and professional behavior. Staff members collectively participate (on their own time) in community events/fundraisers and take pride in the fact that SSNP consistently ranks in the top-tier of Employee Experience Survey results within the Dignity Health system.

SERVICE DELIVERY

Efforts in the last 24 months have been taken by the Transportation Department towards complete operational transparency, including real-time knowledge of all transportation activities, together with accurate rider demographics and trip characteristics. Working as a team, the Transportation Department is improving dependability and increasing efficiencies, enabling an increase in ridership and decrease in operational costs.

Shasta Senior Nutrition Program, as an agency, is capable of programmatic agility and flexibility that only a team of our size can offer—a large corporation simply can't move as responsively as we can. SSNP is an enthusiastic partner in exploring the opportunity of centralizing transportation and is well positioned to take on the responsibility of mobility managers for the Shasta Region's paratransit providers should the need arise. Our goal at SSNP is to connect agencies, drivers, and riders with a platform that provides visibility to all, allows the capture of activity, volume, cost and service information to drive ongoing analysis and discussion. This approach allows for data-driven engagement with transportation partners, and provides the platform to ensure service decisions and funding levels are appropriate and grant-related expectations are delivered.

CORE VALUES

Dignity: Respecting the inherent value and worth of each person.

Collaboration: Working together with people who support common values and vision to achieve shared goals.

Justice: Advocating for social change and acting in ways that promote respect for persons and demonstrates compassion for our sisters and brothers who are powerless.

Stewardship: Cultivating the resources to us to promote healing and wholeness.

Excellence: Exceeding expectations through teamwork and innovation.

PHILOSOPHY: Transportation with a Heart

The entire staff of SSNP brings incredible commitment and a strong mix of strengths and capabilities to their work, which is reflected in our Dignity Health system-wide employee survey results. As Executive Director, I am proud of my team because they put their hearts into the business and, as a result, we're all growing in the same direction.

SSNP expects commitment, loyalty, integrity and compassion from employees. Customer comments and testimonials consistently cite interactions with SSNP staff that exemplify our Philosophy and Core Values.



Dignity Health

Shasta Senior Nutrition Program

5-YEAR SERVICE LISTING

Title of Program	Service	Description	Budget	Schedule	Performance	Contact Information
CTSA	Consolidated Transportation Service provider	Disabled adults and seniors	\$339,100 FY 2017	Mon-Fri	Meets performance measures	Lisa White (SSNP); Dan Little (SRTA)
PSA2 IIB	Senior Transportation	Door-to-door transportation for adults aged 60+	\$101,013 FY 2017	Mon-Fri	Meets performance measures	Lisa White (SSNP); Teri Gabriel (PSA2)
New Freedom	Feeder Service	From: a) Shingletown to Redding; b) Palo Cedro to Redding	\$60,682 FY 2013	a) Tus/Thurs; b) M/W/Fri	3-year program that despite best efforts, did not have sustained ridership	Lisa White (SSNP); Amar Cid (S317 CalTrans, Acting Branch Chief)
Lifeline	Frail & Elderly	On-demand door-to-door service in the Redding area (excluding RABA service area)	\$45,000 FY 2008	Mon-Fri	Project expired	SSNP staff member has since retired; Shasta County: Sue Crowe



Dignity Health™

Shasta Senior Nutrition Program

Overview of Social Service Transportation Providers in Shasta County

There is currently a wide range of public and private transportation providers in Shasta County accommodating local travel within the County and regional inter-county travel. Many of these services operate independent of one another. SRTA has prepared and distributed a brochure titled, *Need A Ride* – offering a guide to the services available and contact information for 2-1-1 Shasta. 2-1-1 Shasta provides for an extensive transportation database organized by service type and detailed information on the purpose of the service, type of vehicles used, eligibility, fee structure and service area. 2-1-1 Shasta transportation information is available through their call center or website <http://211norcal.org/shasta/>.

The following provides an overview of service providers referenced in the SRTA *Need A Ride* brochure. Additional agencies providing client oriented services or travel assistance through volunteer driver or voucher programs are listed on the 2-1-1 Shasta website. This includes several home health care providers who provide travel assistance if needed by their clients.

Transportation Services Available to the Public in Shasta County

Type of Service	Service	Coverage
Public Transit	RABA	Local coverage within Redding urbanized area. General public.
	Burney Express	Operated by RABA along HWY 299 between Redding and Burney. General public.
	Sage Stage	Operated by Modoc Transportation Agency along HWY 299 between Alturas and Redding, serving Burney. General public.
	44 Express	Operated by SSNP along HWY 44 between Redding and Shingletown with service to Millville and Palo Cedro. Seniors aged 60+ and persons with disabilities aged 18+.
	Trinity Transit	Operated by Trinity County along HWY 299 between Weaverville and Redding. General public.
	Susanville Rancheria Public Transit	Operated by Susanville Rancheria along HWY 36 & I-5 between Susanville and Redding. General public.

Public Demand Response	RABA	ADA complementary paratransit service within RABA service area. ADA eligible persons with disabilities.
	SSNP	Demand response service within SSNP service area. Seniors aged 60+ and persons with disabilities aged 18+.
Non-emergency Medical Transportation	Care-A-Van	Operated in conjunction with Medical Home Care Professionals. Medi-Cal eligible non-emergency medical transportation company with wheelchair and gurney equipped vans.
	Merit Medi Trans	Operates wheelchair accessible vans for non-emergency medical trips. No eligibility restrictions - Distance based fees.
	Precious Cargo	Operates wheelchair accessible vans for non-emergency medical trips. No eligibility restrictions - Distance based fees.
	Quality Medi-Ride	Operates wheelchair accessible vans for non-emergency medical trips. Persons with disabilities - Distance based fees.
	Mercy Outreach Van	Operated by Dignity Health in conjunction with Mercy Medical Center (Redding) from Burney, Red Bluff and Weaverville.
	Veterans Affairs	Shuttle bus service operated by VA for VA out-patient clinic visits. Restricted to VA clients for VA clinic out-patient visits.
	Pit River Health Services	Operated by Pit River Rancheria to transport Native Americans to medical appointments.
	Redding Rancheria	Operated by Redding Rancheria to transport Native Americans to medical appointments.
Taxi Companies	ABC Cab	Taxi service for local Redding area trips as well as from Redding to destinations throughout Northern California. General public - distance based fares.
	Redding Yellow Cab	General taxi services operated from Redding. General public - distance based fares.
	Day and Nite Cab	General taxi services in Shasta county. General public - distance based fares.
Inter-city Bus	Greyhound	Scheduled intercity bus serving communities along I-5 corridor. General Public - distance based fares.
Airport Shuttle	First Class Shuttle	Airport shuttle service between Redding and Sacramento and San Francisco Airports, and charters. General public.



Dignity Health

Shasta Senior Nutrition Program

Existing Fleet Available for CTSA Services

Vehicle	Age (Years)	Condition	Capacity	How Maintained	Where Maintained	Fueling Site
2011 Ford E-450 Med Bus Gas	6	Fair	12+2	5,000 miles or 3 months whichever comes first	Genuine Automotive Anderson CA	Flyers Energy LLC Multiple fueling stations
2011 Ford E-450 Med Bus Gas	6	Fair	12+2	5,000 miles Or 3 months whichever comes first	Genuine Automotive Anderson CA	Flyers Energy LLC Multiple fueling stations
2013 Ford E-350 Small Bus Gas	4	Good	8+2	5,000 miles Or 3 months whichever comes first	Genuine Automotive Anderson CA	Flyers Energy LLC Multiple fueling stations
2013 Ford E-350 Small Bus Gas	4	Good	8+2	5,000 miles Or 3 months whichever comes first	Genuine Automotive Anderson CA	Flyers Energy LLC Multiple fueling stations
2014 Ford E-450 Med Bus Gas	3	Good	12+2	5,000 miles Or 3 months whichever comes first	Genuine Automotive Anderson CA	Flyers Energy LLC Multiple fueling stations
2014 Ford E-450 Med Bus Gas	3	Good	12+2	5,000 miles Or 3 months whichever comes first	Genuine Automotive Anderson CA	Flyers Energy LLC Multiple fueling stations

PERSONNEL

The chart below describes attributes of key personnel on the Transportation service provider team.

Name	Title	Role	Qualifications	Work Experience
Jennifer Powell	Executive Director	Administrative Responsibilities:, fiscal management, program analysis, Board participation & reporting	Education: Masters in Public Health, Bachelor in Molecular Biology; strategic revenue generation; leadership, staff management	Fifteen years of experience in the design, development and management of comprehensive programs
Lisa White	Transportation Manager	Manage and coordinate all aspects of the transportation department: programs, budgets, operations	Class B w/passenger endorsement, no restrictions; Experience working with various government, private and public agencies; skilled in personnel, management and reporting duties; webmaster; payroll responsibilities	Thirty years of transportation experience (fixed route, demand response, dispatching, school bus driver, trainer, staff management)
Elizabeth Duarte	Dispatcher (and relief driver if needed)	Effectively schedules client transportation; responsible for dispatching vehicles; assist with a) Simplii data entry and management, b) Zonar management	Class B license with 15-Passenger endorsement	vault cashier and office administration