

CHAPTER 4

Assessment of Transit Needs

INTRODUCTION

A key step in developing and evaluating transit plans is a careful analysis of the mobility needs of various segments of the population and the potential ridership of transit services. The analysis presented below segments the potential ridership for transit services into four categories:

- Commuter demand
- Elderly/disabled trips not associated with a social service program
- Trips associated with social service programs in the Redwood Coast region
- Intercity transit services (service between two or more cities)
- Visitor demand

This analysis yields estimates of the demand that could be expected given a high level of transit service for each category of ridership, and for each portion of the study area. It represents an “upper bound” for an idealized transit service that could serve all of the needs of the community, if a very high level of service could be provided. In reality, no service can efficiently serve one hundred percent of this potential demand. Table 1 in Chapter 2 presents the estimated 2005 demographic information that will be used, in part, to estimate the upper bound demand for transit in the Redwood Coast region.

EMPLOYEE TRANSIT DEMAND

One element of the total demand for transit services in the region is commuter services. This element has become an important “market” for other transit systems. One quantitative source on which to base an analysis of commuter demand is provided by the *2000 Census Transportation Planning Package* from the Bureau of Transportation Statistics, U.S. Department of Transportation. The total number of employed Redwood Coast residents in 2005 is an estimated 2,988. Approximately 94 percent of employees in Mendocino County work outside of the home, therefore it is reasonable to estimate that approximately 2,808 employees work outside of the home in the Redwood Coast region, as indicated in Table 19.

In evaluating a reasonable maximum commuter mode split for transit services, it is necessary to consider those factors that impact the feasibility of transit service in the regional commuter market. In light of observed transit commuter mode split in other similar areas, a maximum feasible mode split of 2.0 percent of all commuter travel is appropriate. Typically, each employee makes two trips approximately 250 days per year; thus, the 2,808 commuters in 2005 would have made a total of approximately 1,404,140 commuter trips per year. Applying the 2.0

TABLE 19: Estimated General Public Employee Transit Demand

Census Tract & Block Group	Area Description	Employees ¹	Annual One-Way Trips	
			Total	Transit
Mendocino County				
110.6 (partial)	Elk	159	79,370	1,590
	111.1 Manchester/Irish Beach	285	142,410	2,850
	111.2 Pt. Arena - Iverson Rd.	520	259,910	5,200
	111.3 Gualala - Anchor Bay	945	472,350	9,450
	Total	1,908	954,040	19,090
Sonoma County				
1543.01 BG 1	Sea Ranch / Annapolis	650	324,770	6,500
1543.01 BG 2	Stewarts Pt. / Fort Ross	251	125,330	2,510
	Total	900	450,100	9,010
Redwood Coast Total		2,808	1,404,140	28,100

Note 1: Employees Working outside the home, within the Redwood Coast Region.
Source: LSC Transportation Consultants, Inc.

percent mode split suggests a total commuter demand for transit trips on the order of 28,100 one-way transit passenger-trips per year:

$$\begin{aligned}
 2,808 \times 2 \times 250 &= 1,404,140 \text{ total annual one-way person trips} \\
 1,404,140 \times 2.0\% &= 28,100 \text{ annual one-way transit trips}
 \end{aligned}$$

This information is presented for each block group in Table 19.

RURAL NON-PROGRAM-RELATED TRANSIT DEMAND

The demographic data analyzed in Chapter 2 were applied to a series of analytical techniques to provide estimates of the various types of transit demand. These estimates were then considered as a whole to develop overall estimates of total transit demand. An important source of information regarding demand generated by programs is the *Transit Cooperative Research Program (TCRP) Project A-3: Rural Transit Demand Estimation Techniques*. This study, completed by SG Associates, Inc., represents the first substantial research into demand for transit service in rural areas and small communities since the early 1980s. Study documents present a series of formulae relating the number of participants in various types of programs with the observed actual demand for service, based upon a database of 185 transit agencies across the country. The TCRP analytical technique uses a “logit model” approach to the estimation of

transit demand, similar to that commonly used in urban transportation models. This model incorporates an exponential equation that relates the quantity of service and the demographics of the area.

As with any other product or service, the demand for transit services is a function of the level of supply provided. To use the TCRP methodology to identify a feasible maximum demand, it is necessary to assume a high supply level, as measured in vehicle-miles of annual transit service per square mile of service area. For rural areas such as the Redwood Coast, a reasonable maximum level of service would be to serve every portion of the Coast with four round trips of transit service daily, Monday through Friday. This equates to approximately 7,200 vehicle-miles of transit service per square mile per year. However, due to the dispersed nature of the population in the Redwood Coast, this level of service is not feasible. As a point of comparison, the current services provided by MTA are equivalent to approximately 176 annual vehicle miles per square mile.

Employing this service density to the population of the Redwood Coast region yields the estimated elderly/disabled non-program transit demand presented in Table 20 below. As indicated, a total of 13,140 one-way passenger-trips would be generated by elderly persons, and 920 one-way passenger-trips by persons with mobility limitations. Combined, this equates to 14,060 annual one-way passenger-trips for elderly/mobility limited persons if a very high level of service could be provided. The TCRP methodology can also be applied to general public non-work trips for the county. As indicated in Table 20, a total demand of 4,830 annual non-program passenger-trips is estimated for the study area if a very high level of service could be provided.

Block Group	Tract Description	Estimated Annual Passenger-Trip Demand				Estimated Daily Transit Demand
		Elderly	Mobility-Limited	General Public	TOTAL	
Mendocino County						
110.6 (partial)	Elk	410	30	180	620	2
	111.1 Manchester/Irish Beach	1,480	110	780	2,370	9
	111.2 Pt. Arena - Iverson Rd.	1,500	260	1,850	3,610	14
	111.3 Gualala - Anchor Bay	3,460	210	290	3,960	16
	Total	6,860	610	3,080	10,550	42
Sonoma County						
1543.01 BG 1	Sea Ranch / Annapolis	5,140	180	950	6,270	25
1543.01 BG 2	Stewarts Pt. / Fort Ross	1,140	130	790	2,060	8
	Total	6,280	310	1,750	8,340	33
Total	Redwood Coast	13,140	920	4,830	18,890	76
Note: Demand estimated based on the methodology presented in "TCRP Report 3: Workbook for Estimating Demand for Rural Passenger Transportation."						

SOCIAL SERVICE PROGRAM-RELATED TRANSIT DEMAND

In most rural areas transit trips made by residents to and from specific social programs (such as senior nutrition, job training, or sheltered workshops) typically comprise a large part of the total transit demand. However, within the Redwood Coast region there are almost no social services, and therefore little transit demand associated with social services. Nonetheless, demand associated with the nutrition program can be estimated using the *TCRP Project A-3: Rural Transit Demand Estimation Techniques*. There are an estimated 60 participants in each of the congregate meal sites, or 120 total participants. The TCRP equation uses a factor of 248 times the number of participants for a five-day program. Because meals are only offered twice a week in Point Arena and once a week in Gualala, these numbers have been reduced to 99 and 50 respectively. Multiplying these factors times the number of participants gives the following estimated demand:

Point Arena: 99 TCRP factor x 60 meal site participants = 4,950 annual one-way trips
Gualala: 50 TCRP factor x 60 meal site participants = 3,000 annual one-way trips

There is an estimated demand for 7,950 annual one-way trips to and from the congregate meal sites. Again, the reader is cautioned that this number reflects the demand if a *very high level of service* was possible to every portion of the county.

INTERCITY TRANSIT DEMAND

In order to estimate demand for intercity bus service, a model was used from the report “*Planning Techniques for Intercity Transportation Services*.” In general, the model considers the following input factors: the number of passengers traveling one way on a given route is a function of the frequency of service, the population served, the cost to the rider, and the distance for the trip. The model that proved to be appropriate is of the following format:

$$\text{PASS/MO} = \text{CONST} \times \text{RTFREQ}^a \times \text{SERVPOP}^b \times \text{FARE/MI}^c \times \text{DIST}^d$$

where:

PASS/MO = the number of one-way passengers boarding per month for the route segment specified.

CONST = a constant specifically derived for this equation.

RTFREQ = scheduled round trips per week on the route.

SERVPOP = the population served: defined as the sum of the populations of villages, towns, and cities directly along the route, divided by 100.

FARE/MI = fare per mile in cents, found by dividing the cost of a one-way fare between the end points of each route by the one-way distance between the end points of the route.

DIST = one-way distance between the endpoints on the route.

^a = the exponent for round trip frequency

^b = the exponent for service population

^c = the exponent for fare per mile

^d = the exponent for one way distance

The specific model that was used for the estimation of demand in this study was chosen based on the route distance of the study area. The final equation used for this study was designed for route distances of between 20 and 200 miles.

$$\text{PASS/MO} = 6.871 \times \text{RTFREQ}^{1.093} \times \text{SERVPOP}^{0.409} \times \text{FARE/MI}^{-0.352}$$

Distance was left out of the final equation because this formula was designed specifically for distances of between 20 and 120 miles one way. Intercity trips of different lengths are quite different in terms of trip purpose and frequency.

This equation can be applied to estimate the potential demand for services between the Redwood Coast and an urban area such as Fort Bragg, Ukiah, or Santa Rosa. Assuming one round trip per day throughout the year, and a fare equivalent to \$0.10 per mile (an industry standard), the total demand for intercity service can be calculated to equal 4,060 one-way passenger-trips per year, or approximately 5.5 passengers per one-way trip. Again, this figure represents an upper bound, as discussed above.

VISITOR TRANSIT DEMAND

As a tourist destination, the Redwood Coast region has the potential for visitors (particularly overnight visitors) to generate demand for transit services. One potential transit market is patrons of campgrounds and RV resorts along the coast. Experience in other summer resort areas, such as Jackson, Wyoming, and Mammoth Lakes and South Lake Tahoe, California indicates that campers – and particularly RV owners – have a high potential to use transit services, if convenient to their site. Once camps are established, RV owners without "tag-along" vehicles find it inconvenient to pack all their belongings to make a local trip. In addition, many overnight travelers – whether they have a car or not – find it enjoyable to use an attractively-marketed transit service as an "excursion," since they are more willing to adjust their activities to the transit schedule than are commuters or other local travelers.

Table 21 provides an analysis of summer visitor transit demand. (Winter and off-season demand is unlikely to generate enough demand to be considered.) An inventory of campgrounds, lodging units, and vacation rentals is provided for areas of the Redwood Coast. Based on observed traffic generation, it is estimated that each unit generates an average of three vehicle-trips per day for local trips (excluding the trips into and out of the region that would not be served by a local visitor transit program). Further, a typical visitor vehicle occupancy of three persons per vehicle is assumed. Multiplying these factors gives an estimated number of daily vehicle trips. A transit mode split was estimated based on experience in Mammoth Lakes, California, where 0.8 percent

TABLE 21: Estimated Summer Visitor Transit Demand on the Redwood Coast

Mode split = 0.8%

	Redwood Coast Lodging Inventory				Estimated Visitor Local Daily Person-Trips (summer) ¹				Estimated Daily Transit Trips (summer) ²				Total Summer Demand ³
	Camp-grounds	Lodging	Vacation home	Total	Camp-grounds	Lodging	Vacation home	Total	Camp-grounds	Lodging	Vacation home	Total	
Mendocino County													
Elk	0	49	13	62	0	397	99	496	0	3	1	4	350
Manchester/Irish Beach	124	0	120	244	1,060	0	918	1,978	8	0	7	16	1,410
Pt. Arena - Iverson Rd.	44	43	0	87	376	348	0	725	3	3	0	6	520
Gualala - Anchor Bay	210	144	25	379	1,796	1,166	191	3,153	14	9	2	25	2,240
Total	378	254	158	790	3,232	1,912	1,209	6,352	26	15	10	50	4,520
Sonoma County													
Sea Ranch / Annapolis	0	20	250	270	0	162	1,913	2,075	0	1	15	16	1,480
Stewarts Pt. / Fort Ross	230	22	4	256	1,967	178	31	2,175	16	1	0	17	1,550
Total	230	42	254	526	1,967	340	1,943	4,250	16	3	15	34	3,030
Area Total	230	296	412	938	5,198	2,252	3,152	10,602	41	18	25	84	7,550

Note 1: Assumes a summer occupancy rate of 95 percent for campgrounds, 90 percent for lodging, and 85 percent for vacation homes. Assumes a vehicle occupancy rate of 3, and an average of 3 local vehicle-trips per accommodation unit.

Note 2: Assuming a mode split of 0.8 percent, based on Mammoth Lakes data.

Note 3: Based on June 10 to September 10 season, or 90 days.

Source: LSC Transportation Consultants, Inc.

Redwood Coast Demog.xls

of local person-trips generated by lodging of all types are made on the summer trolley. Multiplying this factor by the total local person-trips yields an estimated daily transit trips of 80. The total summer demand (assuming a 90 day season) would be 7,550.

SUMMARY

A summary of the various elements of transit demand in the Redwood Coast region is presented in Table 22 below. As indicated, total transit demand for all trip purposes within the region is estimated to equal 66,550 annual one-way passenger-trips *if a very high level of service could be provided*. The largest portion of estimated demand is generated by employee demand (42.2 percent), followed by non-program-related elderly and disabled demand (21.2 percent), social service program-related transit demand (11.9 percent), visitor demand (11.3 percent), non-program-related general public demand (7.3 percent), and intercity demand (6.1 percent), as also illustrated in Figure 12. It should be emphasized, however, that these numbers represent a maximum potential under optimal service conditions throughout the Redwood Coast region. It is not financially feasible to expect that the transit systems that serve the Redwood Coast could ever approach this level of service.

ANALYSIS OF THE DEMAND ESTIMATES: MET VERSUS UNMET NEEDS

Table 23 presents the unmet needs for the Redwood Coast region by Census Tract Block Group. The unmet need is calculated by subtracting the actual ridership numbers for the area providers from the demand estimates. The ridership numbers are reviewed in the chapter on existing providers. Note that these ridership figures include persons carried on both the MTA South Coast Routes, CRC's volunteer service, and SCS service, but exclude the school transportation systems.

A review of this table indicates the following overall conclusions:

- Total transit demand in the study area is estimated to equal 66,550 one-way passenger-trips per year.
- Overall, existing transit services are meeting 29.4 percent of the transit demand in the study area. There is a higher percentage of demand met in Sonoma County (33.3 percent) than in Mendocino County (27.4 percent).
- Employee trip demand is the highest of all trip types. It is not known what percentage of the MTA ridership serves employees, but this is likely the highest unmet demand.
- Approximately 5,475 non-program elderly and disabled trips are provided annually, which meets 39.0 percent of total estimated demand. In comparison, only an estimated 285 program-related trips are made, which equates to 4.0 percent of demand met.

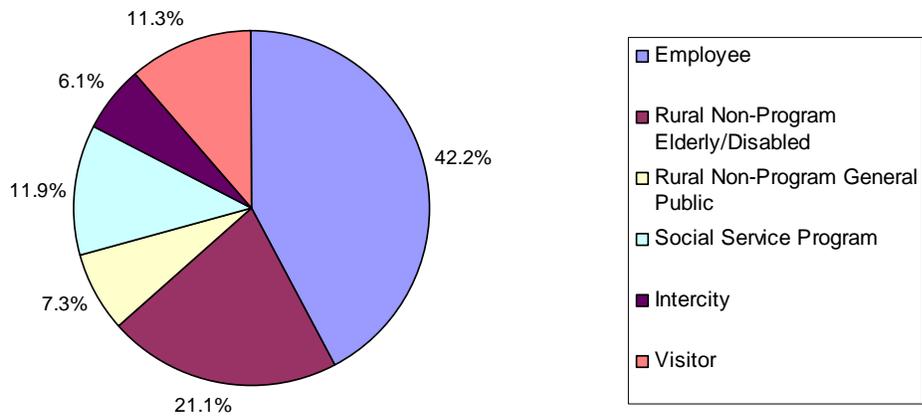
In general, this comparison of demand and ridership on current services indicates a need for additional employee and program transportation in the Redwood Coast region.

TABLE 22: Total Transit Demand on the Redwood Coast

Type of Demand	One-Way Passenger Trips		
	Average Daily	Annual	% Of Total
Employee	112	28,100	42.2%
Rural Non-Program Elderly/Disabled	56	14,060	21.1%
Rural Non-Program General Public	19	4,830	7.3%
Social Service Program	32	7,950	11.9%
Intercity	11	4,060	6.1%
Visitor	84	7,550	11.3%
Total	230	66,550	100.0%

Note: Annual figures assume maximum level of transit service is provided.

Figure 12: Redwood Coast Transit Demand by Type



Source: LSC Transportation

Redwood Coast Demog.xls

TABLE 23: Unmet Demand on the Redwood Coast

Block Group	Tract Description	Estimated Annual Transit Demand					Annual Transit Provided ²	Annual Unmet Demand	% Met	
		Employee	Non- Program	Social Service	Intercity ¹	Visitor				TOTAL
Mendocino County										
110.6 (partial)	Elk	1,590	620	--	158	350	2,718	657	2,061	24.2%
	111.1 Manchester/Irish Beach	2,850	2,370	--	447	1,410	7,077	2,010	5,067	28.4%
	111.2 Pt. Arena - Iverson Rd.	5,200	3,610	4,950	778	520	15,058	3,810	11,248	25.3%
	111.3 Gualala - Anchor Bay	9,450	3,960	1,500	1,052	2,240	18,202	5,318	12,884	29.2%
	Total	19,090	10,560	6,450	2,435	4,520	43,055	11,795	31,259	27.4%
Sonoma County										
1543.01 BG 1	Sea Ranch / Annapolis	6,500	6,270	1,500	1,103	1,480	16,853	5,653	11,200	33.5%
1543.01 BG 2	Stewarts Pt. / Fort Ross	2,510	2,060	--	522	1,550	6,642	2,171	4,470	32.7%
	Total	9,010	8,330	1,500	1,625	3,030	23,495	7,825	15,671	33.3%
Total Redwood Coast		28,100	18,890	7,950	4,060	7,550	66,550	19,620	46,930	29.5%

Note 1: Assumes intercity service is proportional to population.

Note 2: Assumes SCS service is 30% Sea Ranch, 30% Gualala, 30% Point Arena, 10% Manchester; CRC service is 40% Sea Ranch, 40% Gualala, 10% Point Arena, and MTA is proportional to the area population.

CHAPTER 5

Service Alternatives

The Redwood Coast has unique transit needs that call for unique transit solutions. The area is rural and isolated from larger urban areas. In addition, government is fragmented in the area, which encompasses portions of two counties, one incorporated city (that holds just 7 percent of the population), and two Rancherias with sovereign governments. In addition to the complicated jurisdictional constitution, the geography of the region is composed of a narrow strip of coastal land shadowed by rolling mountains, and roadways that are windy and create slow travel. Many services, including higher education, social services, major medical care, and bulk shopping are not available within the region, requiring citizens to travel sixty to ninety miles for such services. While the existing services offered by Mendocino Transit Authority (MTA), South Coast Seniors (SCS), and the Community Resource Connection (CRC) fulfill certain transportation niches, other transit needs are unserved.

To address all of these challenges, residents of the area have come together to address the desire to provide a high quality of life for all of the regions' citizens. Transportation is one of the basic necessities to maintain a quality lifestyle—but a plan of action is needed. The basis for any transit plan is the development of an effective and appropriate service strategy. The types of service provided, their schedules and routes, can effectively determine the success or failure of a transit service. Based upon the service plan, capital requirements, funding requirements, and appropriate institutional and management strategies can be determined.

REDWOOD COAST SERVICE ALTERNATIVES

In evaluating these alternatives, a key “measuring stick” is the farebox return ratio, defined as the ratio of service revenues over operating costs. The Transportation Development Act requires that all rural services maintain a minimum farebox return ratio of 10 percent. Furthermore, the Mendocino Transit Authority has established a stricter requirement of meeting a 15 percent farebox ratio for its rural services, including those on the South Coast. For purposes of evaluating individual routes in this analysis, “operating farebox ratio” is considered, rather than “total allocated farebox ratio” that would also consider an allocated portion of fixed administrative costs. Another important standard to consider is MTA’s requirement that rural routes serve a minimum of 2.5 passengers per service hour.

The question of who is presumed to provide the services has a strong impact on how the alternative has been developed. The role of each provider is discussed in Chapter 8 of this document. In brief, South Coast Seniors (SCS) would not be an appropriate provider for general public transit service as its mission is specifically to serve seniors. MTA and CRC each have a potential role to provide additional service. MTA was generally assumed to be the presumed provider for services that are extensions of the existing Routes 75/95 service, and CRC was assumed for local services.

MTA’s operating costs were analyzed to assess those factors that impact cost levels. Each cost item is allocated to that quantity—vehicle service hour, vehicle service mile, peak vehicles or fixed costs—upon which it is most dependent. Fuel costs, for example, are allocated to vehicle service miles. When divided by the total quantity of service, a “cost equation” can be developed, as presented in Table 24. This analysis was based on 2004-2005 costs, and adjusted for inflation, wage increases, and fuel increases. The equation is:

$$\begin{aligned}
 \text{2005-06 Operating Cost} = & \$33.68 \times \text{annual vehicle service hours} + \\
 & \$0.86 \times \text{annual vehicle service miles} + \\
 & \$3,957 \times \text{Number of revenue vehicles} + \\
 & \$648,456 \text{ in annual fixed costs.}
 \end{aligned}$$

This equation was used to evaluate the cost impacts of service alternatives where MTA is the presumed provider.

As CRC does not currently have a detailed budget, nor paid drivers, a cost estimate was projected with typical costs incurred by transit providers. CRC estimated costs are shown in Table 25. The equation is:

$$\begin{aligned}
 \text{2005-06 Operating Cost} = & \$21.92 \times \text{annual vehicle service hours} + \\
 & \$0.63 \times \text{annual vehicle service miles} + \\
 & \$4,623 \times \text{Number of revenue vehicles} + \\
 & \$6,840 \text{ in annual fixed costs.}
 \end{aligned}$$

With these considerations, and based upon the findings and analysis of demographic and survey analyses, a wide range of alternatives were evaluated, as discussed below. For each of the alternatives, the number of vehicles required was determined, as well as the hours and miles of service. These factors were used to estimate the annual cost. Fares were estimated based on current fare structures. Ridership was projected using transit demand from Chapter 4, adjusted to reflect the service characteristics of the various alternatives. These factors are all outlined in Table 26. Additionally, the performance indicators for each of the potential service alternatives were calculated, as shown in Table 27.

Status Quo Service

A good starting point for the evaluation of service alternatives is the consideration of the impacts of the "status quo"—if current services remain unchanged over the upcoming five years. For small, rural counties with limited resources, a “status quo” option may represent a careful and prudent approach. The major impact that would result from the continuation of existing services would be that some identified needs will continue to be unmet. In addition, the status quo would not take advantage of changes to MTA’s service which would make it more efficient, such as requiring advance reservations for morning service at Sea Ranch, or taking advantage of deadhead miles from Point Arena to Gualala once the new vehicle storage area is established in Point Arena. The service characteristics of the status quo are shown in Table 26 and performance indicators are shown in Table 27.

TABLE 24: MTA Cost Allocation Model, Estimated Fiscal Year 2004-05

Line Item	Total	Vehicle Service Hours	Vehicle Service Miles	Per Vehicle	Fixed
Salaries & Benefits ⁽¹⁾	\$2,540,061	\$1,793,183	\$324,998		\$421,881
Uniform allowance	\$13,762	\$11,110	\$2,652		
Travel Expenses	\$6,960	\$2,000	\$2,300		\$2,660
Fuel: Revenue Vehicles ⁽²⁾	\$328,018		\$328,018		
Lube: Revenue Vehicles	\$11,600		\$11,600		
Tires/Tubes: Revenue Vehicles	\$19,594		\$19,594		
Parts: Revenue Vehicles	\$23,861		\$23,861		
Expense Parts	\$1,800		\$1,800		
Non-capital Equipment	\$5,100	\$1,500	\$1,800		\$1,800
Office Supplies	\$15,000	\$300			\$14,700
Subscriptions	\$2,118	\$925			\$1,193
Dues & Mmembershuips	\$4,320	\$1,030			\$3,290
Janitorial Supplies	\$8,994				\$8,994
Shop Supplies	\$3,000		\$3,000		
R&M Buildings & Property	\$4,390				\$4,390
Shelters Expense	\$6,000				\$6,000
Telephone	\$25,524	\$12,540	\$960		\$12,024
Utilities	\$23,627	\$4,637			\$18,990
Insurance	\$117,600			\$98,000	\$19,600
Marketing	\$80,826				\$80,826
Training	\$8,728	\$6,353	\$1,250		\$1,125
Board Expense	\$4,240				\$4,240
Miscellaneous	\$5,039	\$4,319	\$600		\$120
Equipment Rental	\$300				\$300
Property Rental	\$15,445				\$15,445
Total Expenditures	\$3,275,907	\$1,837,897	\$722,433	\$98,000	\$617,578
Unit Quantities		57,298	884,137	26	--
Cost Per Unit		\$32.08	\$0.82	\$3,769	--
Cost with 5% Inflation		\$33.68	\$0.86	\$3,957	\$648,456

Note (1): Salaries and benefits are increased 5% to represent expected raises.
 Note (2): Fuel is increased 45% due to increased fuel costs.
 Source: MTA Operating Cost Comparison: 2004/2005 Budget. LSC Transportation Consultants.

TABLE 25: CRC Cost Allocation Model for Paid Service, 2006/2007

Line Item	Total	Vehicle Service Hours	Vehicle Service Miles	Per Vehicle	Fixed
Salaries & Benefits ⁽¹⁾	\$20,800	\$20,800			
Uniform allowance	\$200			\$200	
Fuel: Revenue Vehicles ⁽²⁾	\$3,224		\$3,224		
Lube: Revenue Vehicles	\$892		\$892		
Tires/Tubes: Revenue Vehicles	\$1,507		\$1,507		
Maintenance (via local garage)	\$1,974		\$1,974		
Office Supplies	\$500				\$500
Subscriptions	\$50				\$50
Dues & Mmembershuips	\$200				\$200
Janitorial Supplies	\$100				\$100
Shop Supplies	\$231		\$231		
Office rent, utilities	\$1,000				\$4,390
Telephone	\$600				\$600
Insurance	\$9,046			\$9,046	
Marketing	\$1,000				\$1,000
Training	\$2,000	\$2,000			
Total Expenditures	\$43,324	\$22,800	\$7,828	\$9,246	\$6,840
Unit Quantities		1,040	12,480	2	--
Cost Per Unit		\$21.92	\$0.63	\$4,623	--

Estimate based on two peak vehicles, 20 vehicle hrs/week of service, 12 vehicle miles per hour of service.
Does not include administrative costs.
Source: LSC Transportation Consultants, Inc.

TABLE 26: Redwood Coast Transit Service Alternatives Analysis

Potential Transit Service Alternatives ¹	Vehicles				Service Characteristics					Fares			Ridership		Cost Factors	
	Presumed Operator	Number of Peak Vehicles	Req'd Backup Vehicles	Total Vehicles Required	Daily Vehicle-Hours ⁽³⁾	Annual Operating Days	Annual Vehicle-Miles	Annual Vehicle-Hours	Annual Operating Cost ²	Regular	Senior / Disabled / Youth	Average	Average Day	Annual	Annual Farebox Revenue	Annual Subsidy Required
Status Quo: Existing Services ⁽¹⁾	--	4	1	5	23	312	186,647	8,625	\$330,054	--	--	--	71.9	20,487	\$37,765	\$292,289
Local DAR																
Gualala /Anchor Bay/ Sea Ranch: 2 Days/Week	CRC	1	0	1	8	104	12,480	832	\$30,700	\$3.00	\$1.50	\$1.80	15	1,573	\$2,832	\$27,868
Pt. Arena / MPA Rancheria: 2 Days/Week	CRC	1	0	1	8	104	12,480	832	\$30,700	\$3.00	\$1.50	\$1.80	12	1,275	\$2,295	\$28,405
Pt. Arena / Manchester: 2 Days/Week	CRC	1	0	1	8	104	12,480	832	\$30,700	\$3.00	\$1.50	\$1.80	19	2,003	\$3,606	\$27,094
Route Deviation Service on the Ridge																
Via Pacific Woods																
Continual Service One Day/Week, 7:30 a.m. to 5:30 p.m.	CRC	1	0	1	10	52	7,062	520	\$20,500	\$2.00	\$1.00	\$1.20	10	529	\$634	\$19,866
Continual Service M-F 7:30 a.m. to 5:30 p.m.	CRC	1	1	2	10	255	34,629	2,550	\$82,300	\$2.00	\$1.00	\$1.20	5	1,322	\$1,586	\$80,714
Via Fish Rock Road																
Three Round Trips One Day per week	CRC	1	0	1	3	52	2,560	156	\$9,700	\$2.00	\$1.00	\$1.20	11	564	\$677	\$9,023
Continual Service One Day/Week, 7:30 a.m. to 5:30 p.m.	CRC	1	0	1	10	52	8,533	520	\$21,400	\$2.00	\$1.00	\$1.20	20	1,057	\$1,269	\$20,131
Continual Service M-F 7:30 a.m. to 5:30 p.m.	CRC	1	1	2	10	255	41,846	2,550	\$86,900	\$2.00	\$1.00	\$1.20	10	2,643	\$3,172	\$83,728
Other Local Services																
Year-round Bus: Pt. Arena - Gualala (8 hrs/day)	MTA	1	0	1	8	255	59,894	2,040	\$124,200	\$1.00	\$0.50	\$0.60	4	1,110	\$666	\$123,534
Year-round Bus: Pt. Arena - Gualala (12 hrs/day)	MTA	1	0	1	12	255	89,842	3,060	\$184,400	\$1.00	\$0.50	\$0.60	5	1,214	\$728	\$183,672
Midday Service between Gualala - Pt. Arena	CRC	1	0	1	1	255	7,487	255	\$19,000	\$1.00	\$0.50	\$0.60	2	593	\$356	\$18,644
Morning run Pt. Arena to Gualala, Afternoon reverse ⁽⁴⁾	MTA	0	0	0	0.5	255	0	128	\$4,300	\$1.00	\$0.50	\$0.60	1	194	\$116	\$4,184
Additional mid-day run to Sea Ranch Apts	CRC	1	0	1	3	255	1,346	765	\$22,200	\$1.00	\$0.50	\$0.60	1	213	\$128	\$22,072
Activities Van: by reservation	CRC	1	0	1	3	100	4,000	300	\$13,700	\$4.00	\$2.00	\$3.19	6	600	\$1,912	\$11,788
MPA Rancheria Services to Route 75																
1 Round-trip, One Day/ Week: No. & So. Rancherias	CRC	1	0	1	2.7	52	2,764	138	\$9,400	\$1.00	\$0.50	\$0.60	1.5	78	\$47	\$9,353
1 Round-trip, Five Days: No. & So. Rancherias	CRC	1	0	1	2.7	255	13,556	678	\$28,000	\$1.00	\$0.50	\$0.60	0.8	195	\$117	\$27,883
1 Round Trip, One Day: South Rancheria	CRC	1	0	1	0.6	52	674	34	\$5,800	\$1.00	\$0.50	\$0.60	1.1	59	\$35	\$5,765
1 Round Trip, Five Days: South Rancheria	CRC	1	1	2	0.6	255	3,305	165	\$10,300	\$1.00	\$0.50	\$0.60	0.6	147	\$88	\$10,212
Summer Visitor Trolley:																
Anchor Bay to Gualala	MTA	1	0	1	10	90	19,080	900	\$50,700	\$1.00	\$0.50	\$0.60	25	2,240	\$1,344	\$49,356
Gualala to Pt. Arena	MTA	1	0	1	10	90	26,424	900	\$57,000	\$1.00	\$0.50	\$0.60	18	1,656	\$994	\$56,006
Pt. Arena to Stewart's Point	MTA	1	0	1	10	90	22,923	900	\$54,000	\$1.00	\$0.50	\$0.60	26	2,316	\$1,390	\$52,610

Note 1: Each alternative is considered a stand-alone alternative. Combining alternatives may have an impact on over-all cost.

Note 2: Allocated costs for MTA equal \$33.68 per hour of service, plus \$0.86 per mile of service, plus \$3,957 per peak vehicle. CRC's costs are estimated at \$21.82 per hour of service, \$0.63 per mile of service, and \$4,623 per peak vehicle.

Note 3: Vehicle operation time only, excluding any additional driver check-in/check-out time.

Note 4: Assumed to be provided as part of "deadhead" runs at beginning/end of Rt 75.

Source: LSC Transportation Consultants, Inc.

TABLE 27: Redwood Coast Transit Service Alternatives Performance Analysis

Potential Transit Service Alternatives	Passenger Trips per Hour of Service	Passenger Trips per Mile of Service	Subsidy Required per Passenger Trip	Farebox Ratio
Status Quo: Existing Services ⁽¹⁾	2.4	0.11	\$14.27	11.4%
Local DAR				
Gualala /Anchor Bay/ Sea Ranch: 2 Days/Week	1.9	0.13	\$17.71	9.2%
Pt. Arena / MPA Rancheria: 2 Days/Week	1.5	0.10	\$22.28	7.5%
Pt. Arena / Manchester: 2 Days/Week	2.4	0.16	\$13.52	11.7%
Route Deviation Service on the Ridge				
Via Pacific Woods				
Continual Service One Day/Week, 7:30 a.m. to 5:30 p.m.	1.0	0.07	\$37.58	3.1%
Continual Service M-F 7:30 a.m. to 5:30 p.m.	0.5	0.04	\$61.07	1.9%
Via Fish Rock Road				
Three Round Trips One Day per week	3.6	0.22	\$16.00	7.0%
Continual Service One Day/Week, 7:30 a.m. to 5:30 p.m.	2.0	0.12	\$19.04	5.9%
Continual Service M-F 7:30 a.m. to 5:30 p.m.	1.0	0.06	\$31.68	3.7%
Other Local Services				
Year-round Bus:Pt. Arena - Gualala (8 hrs/day)	0.5	0.02	\$111.24	0.5%
Year-round Bus: Pt. Arena - Gualala (12 hrs/day)	0.4	0.01	\$151.32	0.4%
Midday Service between Gualala - Pt. Arena	2.3	0.08	\$31.46	1.9%
Morning run Pt. Arena to Gualala, Afternoon reverse.	1.5	--	\$21.62	2.7%
Additional mid-day run to Sea Ranch Apts	0.3	0.16	\$103.55	0.6%
Activities Van: by reservation	2.0	0.15	\$19.65	14.0%
MPA Rancheria Services to Route 75				
1 Round-trip, One Day/ Week: No. & So. Rancherias	0.6	0.03	\$119.88	0.5%
1 Round-trip, Five Days: No. & So. Rancherias	0.3	0.01	\$142.96	0.4%
1 Round Trip, One Day: South Rancheria	1.7	0.09	\$98.04	0.6%
1 Round Trip, Five Days: South Rancheria	0.9	0.04	\$69.47	0.9%
Summer Visitor Trolley:				
Anchor Bay to Gualala	2.5	0.12	\$22.03	2.7%
Gualala to Pt. Arena	1.8	0.06	\$33.82	1.7%
Pt. Arena to Stewarts Point	2.6	0.10	\$22.72	2.6%

Source: LSC Transportation Consultants, Inc.

Local Dial-a-Ride Service

Demand-response transit service, also termed "dial-a-ride," is characterized as door-to-door service, scheduled by a dispatcher. A 24-hour advance reservation for service is normally required, though some immediate requests are filled as time permits and if the service is particularly needed.

Demand-response service is most convenient for persons who can schedule their trips in advance. The need to provide door-to-door service increases the time required to serve each

passenger, which in turn requires a relatively high cost per trip provided. A standard "productivity" of demand-response service is on the order of three to five passenger-trips per hour.

The other substantial limitation of demand-response service is that it is, by its very nature, less dependable in terms of pick-up and arrival time than fixed-route transit. To maximize productivity, vehicles are dispatched to make several pick-ups in a residential area before traveling to the requested destinations. Individual passengers must therefore wait on the vehicle while subsequent pick-ups are made. This factor substantially decreases the attractiveness of demand-response service to passengers that are time-sensitive, particularly if they have an auto available for relatively short trips within the Redwood Coast region.

A local Dial-a-Ride (DAR) service could be provided to meet the needs of the general public for accessing medical appointments, errands, and social/recreation opportunities. Potential DAR service was evaluated for two days per week in Gualala and Anchor Bay, two days per week in the Manchester Point Arena area, or two days per week in the Point Arena and the MPA Rancheria, between the hours of 8:00 a.m. and 4:00 p.m. The operating characteristics of these alternatives are shown in Table 26. As indicated, CRC is the presumed operator of this service. As with all of the alternatives evaluated, each is considered a stand-alone alternative, and therefore peak vehicle costs are estimated for each. However, if any of the alternatives were combined, it would reduce the overall cost.

For this alternative, CRC would use its existing volunteer program for dispatching. Reservations would be required 24 hours in advance, though standing reservations would also be permitted, and more immediate trips would be provided on a "time available" basis. The DAR service would require one vehicle in service, plus one backup vehicle. Therefore one additional vehicle would be required for purchase for this service, as CRC already has one, unless the DAR were limited to Thursdays and Fridays when CRC could potentially use the SCS vehicle as a back-up vehicle.

Each of the two-day-a-week alternatives would cost approximately \$30,700 per year. Ridership would range from 18 to 29 passengers per day, depending on the service area. This was calculated based on the non-program demand by census tract, as presented in Chapter 4, factored downward to reflect service only two days a week.

Table 27 shows the performance indicators for each of the potential service alternatives. As indicated, the Point Arena/Manchester DAR would be the best performing alternative, not only among the DAR alternatives, but also under each alternative evaluated. Assuming a full fare of \$3.00 (with half-fare for seniors, disabled, and youth), the farebox ratio would be between 7.5 percent for the Point Arena/MPA Rancheria service, to 11.7 percent for the Point Arena/Manchester service. The passengers per hour would be between 1.5 and 2.4 (compared to MTA's average of 4.82 for its DAR in Fort Bragg, Willits, and Ukiah, or the average of 2.4 passengers per hour on Routes 75 and 95). The subsidy required per passenger trip ranges from \$13.52 to \$22.28.

Route Deviation Transit Service on “The Ridge”

One alternative to demand-response service is route deviation. Transit vehicles follow a specific route, but leave the route to serve demand-response origins or destinations. The vehicles are required to return to the designated route within a block of the point of deviation to insure all intersections along the route are served. As with the demand-response service, passenger on-board travel time is increased, and service reliability is decreased. This service strategy has advantages for serving “The Ridge” area northeast of Gualala, as there is one primary roadway with several residential neighborhoods off of this roadway.

Several route deviation alternatives were evaluated as shown in Table 26 and Figure 13. One route would begin in downtown Gualala, take Old Stage Road toward the ridge, and return to Gualala by way of Pacific Woods Drive. The total route length would be 5.8 miles, with an additional 1 mile estimated for deviations (such as to serve the Gualala Arts Center, or the neighborhoods on Pelican Lane, Gualala Court, etcetera.) Operated once per week from 7:30 a.m. to 5:30 p.m., this service would cost an estimated \$20,500 annually using CRC’s existing vehicle. Alternately, this service could be provided Monday through Friday at a cost of \$82,300. A full fare of \$2.00 is assumed, with half-fares for seniors, disabled, and youth.

Ridership would be an estimated 529 annually for one day a week service, or 1,322 passengers annually for five days a week service. These estimates are based upon the population along the two corridors and the transit demand rates for the census tract, factored downward to reflect the limited service availability and the assumed transit fare.

As shown in Table 27, these alternatives would perform poorly, with only 1.0 passengers per hour for the one-day service and 0.5 passengers per hour for the five-day service. The subsidy requirements would be very high, ranging from \$37.58 to \$61.07 per passenger. Farebox ratio with a fare of \$2.00 would be quite low: between 1.9 and 3.1 percent.

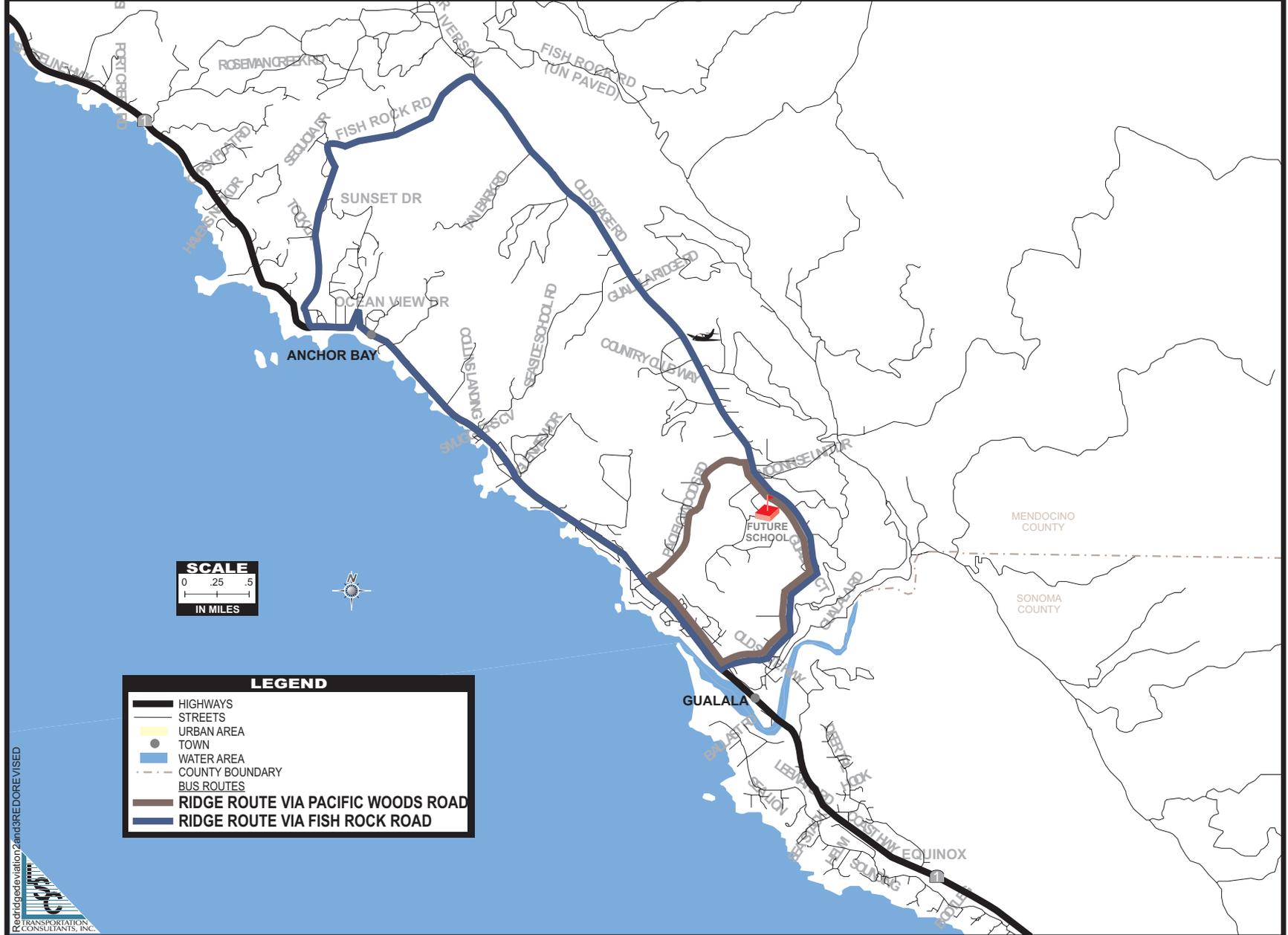
A second, longer route would begin in Gualala and take Old Stage Road, but continue along the Ridge north to Fish Rock Road, where the route would descend to Highway One and return to Gualala, as also shown in Figure 13. This route would be 13.4 miles in length with an estimated average of 3 miles of deviations and would take 50 minutes to operate. Three options are shown under this alternative: operating three round trips per day (morning, mid-day, and late afternoon), operating from 7:30 a.m. to 5:30 p.m. one day a week, or the same hours five days per week.

In the first option, because the run times are short and spread out in the day it would not be an effective route on its own, unless this service were combined with another option that could occupy the driver (including the Mobility Manager position described in Chapter 8). Operated three times per day, once per week, this service would cost an estimated \$9,700 annually using CRC’s existing vehicle. As shown in Table 27, this alternative would perform reasonably well with 3.6 passengers per hour at a subsidy of \$16.00 per passenger trip. The farebox ratio would be approximately 7 percent.

Operating the same service continually from 7:30 a.m. to 5:30 p.m. more than doubles the cost to \$21,400. The performance decreases, with an estimated 2.0 passenger trips per service hour at a subsidy of \$19.04 per passenger trip. The farebox ratio would be approximately 5.9 percent.

FIGURE 13

REDWOOD COAST SERVICE ALTERNATIVES RIDGE ROUTE DEVIATION SERVICE



Increasing the service to five days per week makes the cost rise to \$86,900 while performance drops to 1.0 passengers per hour of service, a required subsidy of \$31.68, and a farebox ratio of 3.7 percent. The drop in performance would be due to the fact that the potential demand would tend to be spread over a longer service period.

Other Local Services

A number of other local services were evaluated, including fixed route service between Point Arena and Gualala; mid-day service between Point Arena and Gualala, a mid-day run to the Sea Ranch Apartments, and an Activities Van. These services are also presented in Table 26 and Table 27.

For each of these local services, ridership on existing services was used to estimate future ridership using an “elasticity” equation. Taken from the field of economics, elasticity analysis relates the relative change in demand (ridership) with the relative change in some measure of service (such as frequency, fare, number of vehicle-miles of service, and so forth).

A simple form of elasticity equation is:

$$V_a = V_b \times (M_a/M_b)^E$$

Where:

- V_a = Ridership after the change
- V_b = Ridership before the change
- M_a = Service level or fare after the change
- M_b = Service level or fare before the change
- E = Elasticity Value

A negative value of E simply represents the fact that ridership moves in the opposite direction in the change from M_b to M_a. An “elasticity factor” appropriate for the characteristics of the service area and the potential change was applied in these equations, based upon data presented in “Forecasting Incremental Ridership Impacts from Bus Route Service Changes” (National Cooperative Transit Research and Development Program, TRB, 1991). This resulting analysis is shown in Table 28.

Additionally, if a convenience factor is involved (such as creating greater flexibility in ones schedule—a positive factor, or riding at night—a negative factor), these factors were applied to the base change to calculate the total increase in ridership. Each of the alternatives for local services is described below and depicted in Figure 14.

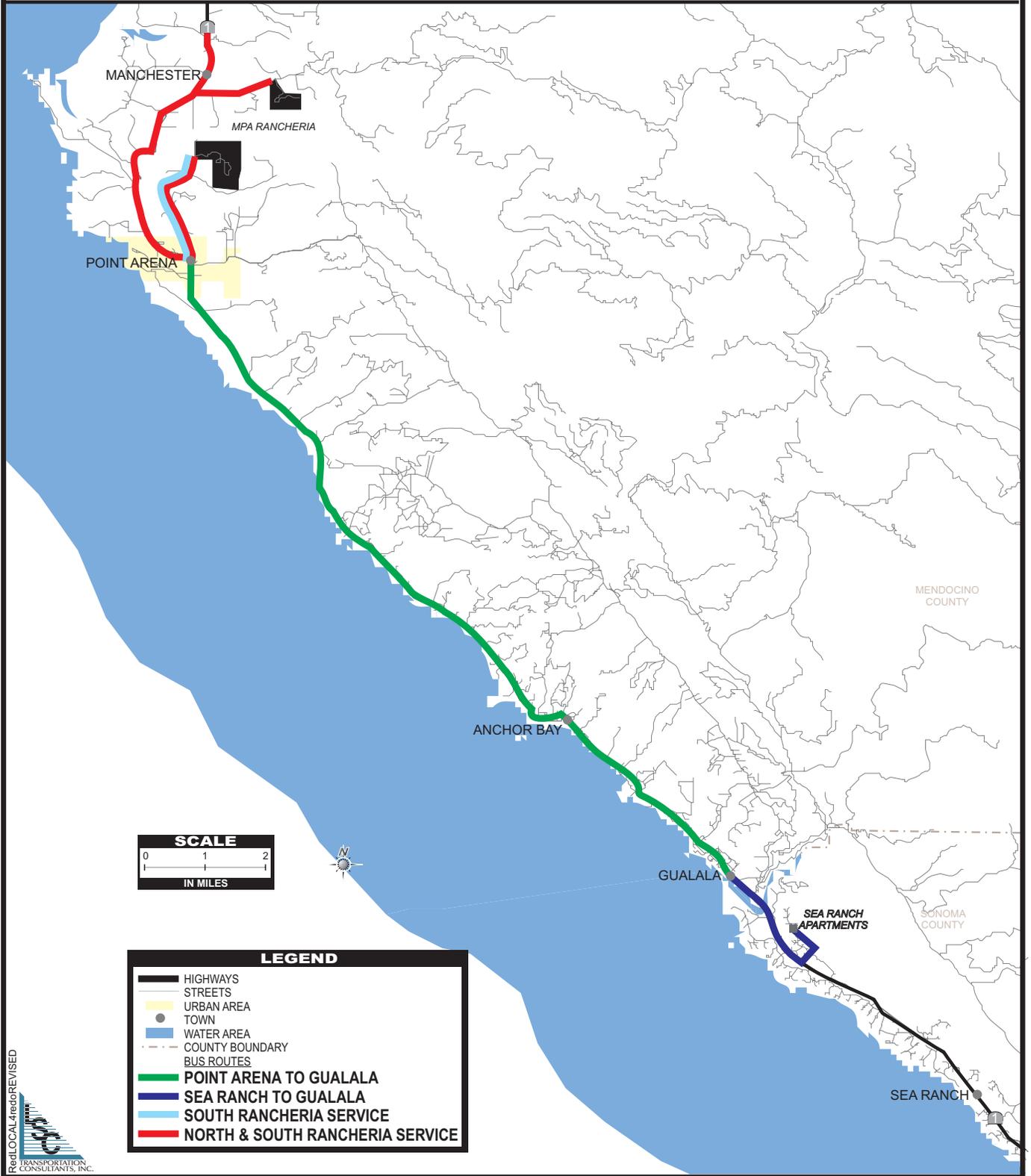
Year-round Fixed Route Service Between Point Arena and Gualala

Year-round fixed route service between Point Arena and Gualala was evaluated for both an 8-hour span of service and a 12-hour span of service. The round trip is approximately 30 miles, and

Potential Service Alternative	Service Quantities, Elasticity factor and Base and Total Changes									
	Level of Service		Elasticity Factor	Existing Passengers within the Service Area	Base Future Passengers	Base Change in Passengers	Base % Change	Additional Factor ¹	Total Increase	
	Existing	Future							Percent	Number
Year-round Bus: Pt. Arena - Gualala (8 hrs/day)	1	9	0.68	321	1432	1110	345.5%			
Year-round Bus: Pt. Arena - Gualala (12 hrs/day)	1	13	0.68	321	1839	1517	472.1%	80.0%	377.7%	1,214
Additional Midday Run: Point Arena to Gualala	2	3	0.68	1697	2236	539	31.7%	110.0%	34.9%	593
Additional runs: Morning Pt. Arena to Gualala; Afternoon reverse.	1	2	0.68	321	515	194	60.2%			
Mid-Day Daily Service: Sea Ranch Apartments to Gualala	1	2	0.68	354	567	213	60.2%	110.0%	66.2%	234
Note 1: Additional factor considers the relatively low ridership demand in the evening for the 12-hour a day service, and the increased service convenience associated with a mid-day run on the mid-day services. Source: LSC Transportation Consultants, Inc.										

FIGURE 14

REDWOOD COAST POTENTIAL SERVICE ALTERNATIVES LOCAL ROUTES



Redwood Coast Community Transit Plan
TRANSPORTATION
CONSULTANTS, INC.

would take a half hour each direction. It is presumed MTA would operate this route, which would require acquisition of a vehicle. If operated for eight hours per day, this service would cost an estimated \$124,200 annually and generate an annual ridership of 1,110. Charging a \$1.00 base fare, which is comparable to current fares, the farebox revenue would total \$666, or a 0.5 percent. The service would average only 0.5 passenger trips per hour of service at a very high subsidy of \$111.24 per passenger-trip.

Increasing the hours of operation to 12 hours per day only decreases the poor performance of this alternative. The cost would increase to \$184,400. The passenger trips per hour would drop to 0.4 per hour, and the subsidy per passenger trip would increase to \$151.32, the highest of all the alternatives.

Mid-day Runs from Point Arena to Gualala

To potentially improve convenience and allow passengers to get around locally in mid-day, this alternative evaluates providing one round trip between Point Arena and Gualala in the mid-day period. It is presumed CRC would operate this service using its existing vehicle. As shown in Table 26, this service would cost an estimated \$19,000 annually and generate a ridership of 593 passengers annually, or roughly two per day. This is an average of 2.3 passengers per hour, at a subsidy of \$31.46 per passenger trip. At a \$1.00 base fare, the farebox ratio would be 1.9 percent.

Provide Service on “Deadhead” Route 75 Runs

Route 75 currently begins and ends in Gualala. However, MTA is moving its Route 75 vehicle from storage at a driver’s home in Anchor Bay to a leased site in Point Arena. Instead of deadheading the vehicle from Point Arena to Gualala in the morning and back again in the evening, these runs could be operated “in service,” providing a morning run southbound and an evening run northbound.

This alternative assumes some additional driver time (to serve the additional stops), but no additional miles, as they would be driven regardless, as shown in Table 26. The estimated annual operating cost would be \$4,300. However, it is estimated that this would increase ridership on Route 75 by only one person per day, or 194 per year. This is an average of 1.5 passenger trips per hour, as shown in Table 27.

One concern with Route 75 is that ridership at the Sea Ranch Apartments has performed particularly poorly in the morning. Out of 256 days of service, ridership averaged one person every two days, while the afternoon service averaged two people per day of service. To improve morning performance, it would be practical to require passengers to make a reservation at least 24 hours in advance. Passengers could also have standing reservations so that they would not have to repeatedly call. However, this is not a practical solution if the Sea Ranch Apartments is no longer the first bus stop for Route 75, as people in Point Arena will come to depend on a regularly scheduled service. Therefore, if Route 75 were to be put into service beginning in Point Arena, the Sea Ranch would not be an “as needed” service, but a stop on the route. As such, it

adds approximately 20 minutes to the route. If the average ridership of 1.3 were applied to the time the route takes (40 minutes per day, morning and evening), it could be estimated that this service generates 2.0 trips per hour.

Mid-day Service to Sea Ranch Apartments

While the population at the Sea Ranch Apartments is low, people are seen walking between Gualala and the Apartments on a daily basis. The apartments are the start and ending bus stop for Route 75, which has been serving the apartments for over a year. As mentioned, ridership on Route 75 has been low—particularly in the mornings when one or more passenger is served only on roughly half of the days. (In the afternoon since it is the last stop, the bus only goes to the apartments if someone is on board to request it). The low ridership may be due in part to the fact that the bus arrives at the apartments at 7:35 a.m., and does not return until eleven and one-half hours later. This alternative evaluates potential service to the Sea Ranch Apartments.

As shown in Table 26, it is presumed that CRC would operate the service five days per week. The route would cost an estimated \$22,200 per year, generating a ridership of 213. This is only 0.3 passenger trips per hour of service at a subsidy of \$103.55 per passenger trip.

Activities Van

Redwood Coast residents have expressed that there is a lack of transportation for activities such as athletic programs, after school activities, and cultural events. Rather than plan a service for each activity, this alternative evaluates providing van service to accommodate afternoon and evening activities throughout the Redwood Coast Region. This service would essentially be a cross between a dial-a-ride and a public taxi service.

This service would be available to the general public between 4:00 p.m. and 9:00 p.m. Monday through Friday. However, passengers would be required to schedule the service 48 hours in advance, or to have a standing reservation. Additionally, the reservation would require a minimum of four passengers. Operating the service would depend on finding drivers who would be willing to be available on an “on-call” basis, not knowing their schedule until two days in advance.

As shown in Table 26, it is estimated that this service would be used an average of three hours a day, with 100 days of service annually. This would cost \$13,700. The alternative would serve an estimated 2.0 passengers per hour, at a subsidy of \$19.65 per passenger trip. The farebox ratio, with an established base fare of \$4.00, would be 14.0 percent. The fare would be higher than in other alternatives to represent the discretionary nature of these trips.

MPA Rancheria Service

Alternatives were also evaluated for service which would connect the Manchester Point Arena (MPA) Rancheria to Route 75. This area is part of a census tract that has a higher than average transit-dependent population. As shown in Table 26 and Figure 14, the first two options evaluate serving both the northern and southern Rancheria properties, either one day per week or five

days per week. The other two options would serve the south property only, which has more population and is a shorter trip.

The first service option, which would serve the northern and southern Rancheria properties once per week, would require a starting point at the southern property. The vehicle would drive into Point Arena, take State Route 1 (SR 1) to Mountain View Road, and drive to the northern property on Rancheria Road, then return to SR 1 and head north to Manchester. This would require 45 minutes to operate, and thus would need to begin by 7:30 a.m. in order to meet the 8:20 a.m. Route 75 bus in Manchester. This route is approximately 13.3 miles one way.

Provided one day per week, this service would cost \$9,400 annually, and generate a ridership of approximately 78 passengers per year. That equates to 0.6 passengers per hour of service at a subsidized cost of \$119.88 per passenger trip. Increasing the service to five days per week would cost an estimated \$28,000 and serve only 0.3 passengers per hour at a subsidy of \$142.96 per passenger trip.

Serving only the southern Rancheria property (where roughly three quarters of the Rancheria population lives) would reduce the route length by roughly ten miles. This option, operated one day per week, would cost an estimated \$5,800 annually and generate 59 passenger trips per year. This equates to 1.7 passenger trips per hour, but still at a very high subsidy of \$98.04 per passenger trip. Providing the service five days per week would increase the cost to \$10,300, and would generate 147 passengers at a subsidy of \$69.47 per passenger trip.

Summer Visitor Trolley Service

One popular transit strategy employed in many other tourist destination areas (including Monterey, Mammoth Lakes, and South Lake Tahoe) is a rubber-tired “trolley” service. They can be an attractive, fun way to get around, while reducing traffic congestion, and encouraging visitor activity.

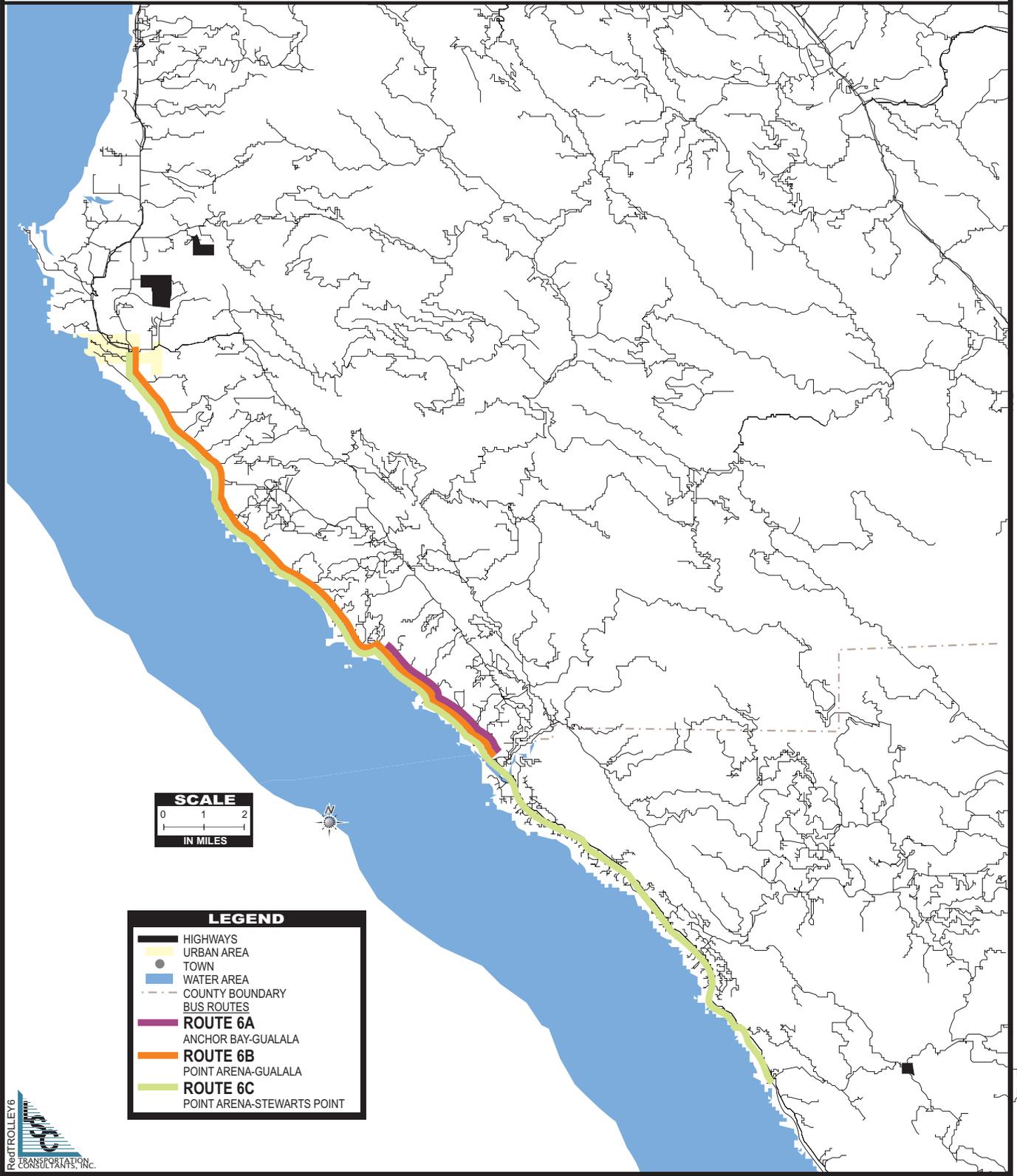
Three trolley service alternatives were evaluated, as shown in Table 26 and Figure 15. All were assumed to be operated ten hours per day in summer (9:00 a.m. to 7:00 p.m.) and each would require the acquisition of a trolley vehicle. The first alternative would establish a trolley route between Anchor Bay and Gualala Point Regional Park just south of the Gualala River. The route would be 5.3 miles in each direction, and it would take half an hour to complete the round trip. This service would cost \$50,700 per year and generate a ridership of 2,240. As shown in Table 27, the passengers per hour would be 2.5 and the subsidy per passenger trip would be \$22.03. The farebox ratio would be 2.7.

A longer trolley service from Point Arena to Gualala was also considered. This route would be nearly 15 miles each direction and a round trip would take an hour to run. This service would cost \$57,000 per year and generate a ridership of 1,656. As shown in Table 25, the passengers per hour would be 1.8 and the subsidy per passenger trip would be \$33.82. The farebox ratio would be 1.7 percent.

Finally, a trolley route between Point Arena and Stewarts Point was also considered. This route would be nearly 25 miles each direction and a round trip would take an hour and a half to run.

FIGURE 15

REDWOOD COAST POTENTIAL SERVICE ALTERNATIVES SUMMER TROLLEY ROUTES



This service would cost \$54,000 per year and generate a ridership of 2,316. As shown in Table 25, the passengers per hour would be 2.6 and the subsidy per passenger trip would be \$22.72. The farebox ratio would be 2.6 percent.

Other Alternatives Preliminarily Considered

We also briefly considered the following alternatives, but dismissed them for the following reasons:

- **Mid-day Runs of Routes 75 and 95:** Another option originally considered was the provision of a mid-day run on Route 75 or 95. In other areas, providing a mid-day run has generated relatively substantial increases in ridership, as passengers are provided with an opportunity to make relatively short half-day trips, rather than having to dedicate a whole day to a specific trip. A review of the existing schedule for these routes and the running time required for an additional run, however, indicates that operating additional runs would not provide much benefit for Redwood Coast passengers traveling to Santa Rosa, Ukiah, or Fort Bragg. Instead, the passenger using the mid-day run would have very little time in their destination city to accomplish their trip purpose. While there would be some small ridership that would find mid-day runs to be convenient for connecting with inter-city services, the transit demand analysis presented in *Technical Memorandum One* indicates that this demand is relatively small. In addition, a review of the existing Route 75 and 95 ridership patterns indicates that over half of the passengers who board in the Redwood Coast project area stay within the project area. For these reasons, it can be concluded that additional mid-day runs would not provide an effective benefit for Redwood Coast residents, and this alternative was not considered further.
- **Vanpool Program:** The largest unmet transit demand identified is for employee transportation. However, it is very difficult to address the needs of employees because housing is dispersed, shift times vary substantially, and there are no large employment centers. Nonetheless, if up to eight people commuting over 15 miles one way had a similar shift time and employment destination, vanpooling could be a solution. In talking to some of the larger employers (grocery stores, lodges), no such pattern could be found in the Redwood Coast region. However, if a mobility manager position is established, that person should continue to look for opportunities to form a vanpooling program.
- **Youth Van and Night Out Van:** Alternatives were evaluated which considered CRC operating a youth van to accommodate after school activities, as well as a “Night Out” van which would go from Sea Ranch to Point Arena to allow passengers to go to a movie.

However, it is difficult to know the specific needs of either program (how many students participating in programs after school would need transportation, and to which areas at what times? Who would like to go to the movies by shared van, and how often?).

Instead of determining specific needs for residents who have such a wide range of needs, the “Activities Van” alternative, discussed above, was developed to meet such needs.

Redwood Coast Potential Service Alternatives Package

As has been mentioned, each of the alternatives evaluated above are written as stand-alone alternatives. Combining some of the alternatives overlaps some of the costs, such as the per peak vehicle cost. Combining the alternatives may strengthen them both in efficiency and conveniences to the passengers. As an example, Table 29 shows a selection of some of the better performing alternatives, combined to make a complete service package. The alternatives selected include local DAR for Gualala/Anchor Bay/Sea Ranch two days per week and for Point Arena/Manchester and the MPA Rancheria two days per week; three Route Deviation trips (which would be required a break in the DAR service on one of the Gualala/Anchor Bay/Sea Ranch days), providing service on the new Route 75 deadhead runs, and the Activities Van.

A comparison of providers is made under this scenario, first, with MTA would operate the Route 75 extension (converting deadhead miles to service), and CRC would operate the DAR, Route Deviation, and Activities Van. In this scenario, CRC would be able to use its existing vehicle as a back-up, and would need to purchase a new vehicle for the service. This would require hiring two part time drivers. The Gualala/Anchor Bay/Sea Ranch DAR service would operate from 8:00 a.m. to 4:00 p.m., except that the vehicle would take three scheduled 45-minute loops to provide service along the Ridge Route via Fish Rock Road. DAR service in the Point Arena/Manchester/MPA Rancheria area would be provided from 8:00 a.m. to 4:00 p.m. The Activities Van would be available from 4:00 p.m. to 9:00 p.m.

Overall, this package would require \$63,800 in operating cost per year. Annual ridership would be an estimated 4,436. The program would serve 2.5 passenger trips per hour at an operating subsidy per passenger trip of \$12.83, and a farebox ratio of 12.6 percent.

As a comparison, the same services were evaluated with MTA providing all of the service. This increases the cost of the program by 20 percent, as shown in Table 29. In addition, the subsidy per passenger trip increases to \$16.49, and the farebox drops to 10.1 percent.

TABLE 29 : Redwood Coast Transit Service Alternatives Package																
Potential Transit Service Alternatives	Vehicles			Service Characteristics					Fares			Ridership		Cost Factors		
	Presumed Operator	Number of Peak Vehicles	Vehicles Necessary to Purchase	Daily Vehicle-Hours	Annual Operating Days	Annual Vehicle-Miles	Annual Vehicle-Hours	Annual Operating Cost ²	Regular	Senior / Disabled / Youth	Average	Average Day	Annual	Annual Farebox Revenue	Annual Subsidy Required	
Operated by MTA and CRC																
Local DAR																
Gualala /Anchor Bay/ Sea Ranch: 2 Days/Week	CRC	1		5	104	7,800	520	--	\$3.00	\$1.50	\$1.80	9	983	\$1,770	--	
Pt. Arena / Manchester / MPA Rancheria 2 Days/Week	CRC	1		5	104	7,800	520	--	\$3.00	\$1.50	\$1.80	20	2,069	\$3,724	--	
Combined DAR		1	1	5	208	15,600	1,040	\$37,200	\$3.00	\$1.50	\$1.80	29	3,052	\$5,494	\$31,706	
Route Deviation Via Fish Rock Road																
Three Round Trips Two Days per week (on DAR van)	CRC	1	0	3	104	5,120	312	\$10,100	\$2.00	\$1.00	\$1.20	6	590	\$708	\$9,392	
Other Local Services																
Morning run Pt. Arena to Gualala, Afternoon reverse ⁽⁴⁾	MTA	1	0	0.5	255	0	128	\$4,100	\$1.00	\$0.50	\$0.60	1	194	\$116	\$3,984	
Activities Van: by reservation	CRC	1	0	3	100	4,000	300	\$9,100	\$4.00	\$2.00	\$3.19	6	600	\$1,912	\$7,188	
Plus annual operating cost of one vehicle								\$4,600								
Total Annual Operations	Both	2	1		255	24,720	1,780	\$65,100			\$1.86	17	4,436	\$8,230	\$56,870	
Operated by MTA only																
Local DAR																
Gualala /Anchor Bay/ Sea Ranch: 2 Days/Week	MTA	1		5	104	7,800	520	--	\$3.00	\$1.50	\$1.80	9	983	\$1,770	--	
Pt. Arena / Manchester / MPA Rancheria 2 Days/Week	MTA	1		5	104	7,800	520	--	\$3.00	\$1.50	\$1.80	20	2,069	\$3,724	--	
Combined DAR		1	1	5	208	15,600	1,040	\$46,200	\$3.00	\$1.50	\$1.80	29	3,052	\$5,494	\$40,706	
Route Deviation Via Fish Rock Road																
Three Round Trips Two Days per week (on DAR van)	MTA	1	0	3	104	5,120	312	\$14,200	\$2.00	\$1.00	\$1.20	6	590	\$708	\$13,492	
Other Local Services																
Morning run Pt. Arena to Gualala, Afternoon reverse ⁽⁴⁾	MTA	1	0	0.5	255	0	128	\$4,100	\$1.00	\$0.50	\$0.60	1	194	\$116	\$3,984	
Activities Van: by reservation	MTA	1	0	3	100	4,000	300	\$12,900	\$4.00	\$2.00	\$3.19	6	600	\$1,912	\$10,988	
Plus annual operating cost of one vehicle								\$4,000								
Total Annual Operations	MTA	2	1		255	24,720	1,780	\$81,400			\$1.86	17	4,436	\$8,230	\$73,170	
Operated by....																
Performance Indicators	CRC	MTA Only		Cost Difference												
Passenger Trips per Hour of Service	2.5	2.5		MTA & CRC				\$65,100								
Passenger Trips per Mile of Service	0.18	0.18		MTA Only				\$81,400								
Subsidy per Passenger Trip	\$12.82	\$16.50		Increase				\$16,300								
Farebox Ratio	12.6%	10.1%		Percent Increase				20.0%								
Source: LSC Transportation Consultants, Inc.																

CHAPTER 6

Capital Alternatives

Before transit services can be provided, a variety of capital items are required. These capital items required for public transit service may consist of vehicles, vehicle maintenance, and management facilities, passenger amenities such as shelters and benches, and park-and-ride facilities. This chapter describes the types of capital equipment that would be needed for the service alternatives presented in the previous chapter.

VEHICLE NEEDS

Dial-a-ride and Route Deviation Van

Providing the dial-a-ride and/or the route deviation service would require acquisition of a 12-passenger, wheel-chair accessible van. With no alternative fueling stations available on the coast, the van would be gasoline fueled. This type of vehicle currently costs approximately \$77,000. The existing CRC van could be used as a back-up vehicle.

Trolley

If a rubber-tired trolley service were established, this would require the purchase or lease of a trolley. Costs of a new trolley start at around \$250,000. While used trolleys are available, the quality of these vehicles varies widely, and reliability of used trolley vehicles has been a problem for some services. If the service is tried on an experimental basis, it is recommended that a trolley be leased, which costs approximately \$3,500 per month. Including the time necessary for delivery and installation of signage, a trolley would probably need to be leased for four months each summer, for an annual capital cost on the order of \$14,000. Note that this capital cost is not part of the cost evaluation in the services alternatives table. Unless a second trolley is provided, moreover, a van would need to be operated on those days when the single trolley is under repair.

MANAGEMENT EQUIPMENT

Office Equipment for Mobility Manager

It is assumed that under the service alternatives that use MTA, management of the service will be accommodated within the existing organizational structure and office infrastructure in Ukiah. If CRC provides service using paid drivers, there will be some associated dispatching needs, and these too are assumed to be provided using existing volunteer staff and the office space available to CRC. However, if the CRC transit program is expanded, a budget of approximately \$4,000 should be provided to purchase office equipment including a computer with Internet access, office supplies, and phone equipment. Additionally, if a mobility manager position is established, rideshare software should be purchased.

BUS SHELTERS, BENCHES, AND SIGNS

The "street furniture" provided by a transit operation is an important component of the system's attractiveness to both passengers and non-passengers. Bus benches and shelters can play a large role in improving the overall image of a transit system, and in improving the convenience of transit as a travel mode. More importantly, shelter is vital to those waiting for buses in poor weather conditions.

Transit Plaza

Gualala has been chosen as a grant recipient for a downtown streetscape project. This provides a good opportunity to develop a "Transit Plaza" as part of this project, to accommodate current and future transit ridership. MTA buses currently pull into the parking lot in front of the flagpole by Gualala Grocery. While adequate, this arrangement does not provide a good waiting environment for passengers, does not provide a strong public image for the transit program, and can result in some delays to the transit services, particularly in the evenings when the parking lot tends to become more congested.

Building and designing a Transit Plaza would provide a safe, attractive location for passengers to wait, transfer, and obtain transit information. Optimally, this facility would provide the following:

- A loop driveway to provide an off-street opportunity for transit vehicles to turn around. This is particularly important if new services are added that terminate in Gualala.
- Bays for a minimum of two vehicles at a time, of sufficient size to allow both vehicles to enter and exit the facility regardless of whether a vehicle is in the other bay.
- A shelter, enclosed on at least three sides with glass to protect against the elements and provide visibility and thus security.
- Lighting inside and outside of the shelter.
- Bicycle racks.
- Benches placed both inside and outside of the shelter.
- A sign for posters with transit information and brochures would be placed on one or two walls.

While passenger facilities for larger systems typically provide fully enclosed waiting areas and restrooms, the additional capital and maintenance costs associated with such a facility are not warranted here.

The cost of designing and building a Transit Plaza with these amenities would depend greatly on the availability and cost of land, the level of "finish" desired, and the ability to share design and construction costs with the remainder of the streetscape program. A reasonable estimate for

design and construction is on the order of \$400,000. Maintenance and repair of vandalism to bus benches and shelters is a very minor cost, as modern benches and shelters are very durable and resistant to vandalism.

Bus Signs

Signed stops not only identify the location of a stop, but advertise to all who drive by that there is a bus service. Signs are a keystone of a transit marketing program. Particularly on routes where vehicles can only be seen on the routes a few times per day, signs provide an important on-street marketing tool for visitors and residents alike who are unfamiliar with the service. In addition to identifying the service, signs should provide a phone number to call for additional information on routes and schedules.

The Ridge Route service, for example, would require approximately twelve signs. The cost of a bus stop depends on the condition of the road, and can be substantial if shoulder widening to allow buses to pull out of traffic is warranted. Assuming that widening is not required, costs are limited to the purchase and installation of a post and sign. A unit cost of around \$200 per sign is typical, or \$2,400 for 12 signs.

Signs with a unique logo would be necessary if a trolley program were to be implemented. The number of stops would depend upon the route and possibly the number of participating lodging properties and other commercial properties. A reasonable estimate would be 30 individual stops, requiring on the order of \$6,000.

INTRODUCTION

The crux of any issue regarding the provision of public service is the matter of funding. Provision of a sustainable, permanent funding source has proven to be the single greatest determinant in the success or failure of transit service.

Experience with transit systems outside of large urban areas underscores the critical importance of a dedicated source or sources of funding, if the long-term viability of transit service is to be assured. To provide high-quality transit service and to become a well-established part of the community, a dependable source of funding is essential. Factors that must be carefully considered in evaluating financial alternatives include the following:

- It must be equitable—the costs of transit service to various segments of the population must correspond with the benefits they accrue.
- It must be sustainable—the ability to confidently forecast future revenues is vital in making correct decisions regarding capital investments such as vehicles and facilities.
- It must be acceptable to the public.

FEDERAL TRANSIT FUNDING SOURCES

Section 5311 Public Transportation for Rural Areas Funding

Federal transit funding for rural areas, such as the Redwood Coast region, is currently provided through the Public Transportation for Rural Areas (PTRA) program for non-urbanized areas. A 20 percent local match is required for capital programs and a 50 percent match for operating expenditures. These funds, administered by Caltrans, are segmented into "apportioned" and "discretionary" programs. The bulk of the funds is apportioned directly to rural counties based upon population levels. The remaining funds are distributed by Caltrans on a discretionary basis, and are typically used for capital purposes.

Fifteen percent of Section 5311 funds are set aside for the program for intercity services. These funds are intended to meet the following objectives:

- To support the connection between non-urbanized and the larger regional or national systems of intercity bus service.
- To support services to meet the intercity travel needs of residents in non-urbanized areas.
- To support the infrastructure of the intercity bus network through planning and marketing assistance and capital investment in facilities.

The intercity program funds are available for both capital and operating funding. Caltrans is currently emphasizing the funding of capital, though requests for operating funding will be considered. MTA received approximately \$150,000 the past two fiscal years in operating revenue from the FTA Section 5311 program.

Section 5310 Transit Capital for Elderly and Disabled Transportation Funding

In addition to the 5311 program, FTA funds are also potentially available through the Transit Capital for Elderly and Disabled Transportation (5310) program for elderly/disabled capital needs (largely vehicles). Previously, recipients of 5310 funding were restricted to nonprofit organizations. With passage of the Intermodal Surface Transportation Efficiency Act (ISTEA), however, local governmental jurisdictions are also eligible for funding, and MTA has taken advantage of this source of funding.

Section 5309 Transit Capital Improvements Funding

Another FTA program consists of the Transit Capital Improvements Grants. The bulk of this funding is allocated to fixed guideway systems such as major urban rail systems. Approximately ten percent, however, is set aside for rehabilitation or replacement of buses and equipment, and the construction of bus transit facilities.

Community Facilities Grants

The 1996 Farm Bill created the Community Facilities Grants program within the Department of Agriculture. Under the USDA regulations for the program, eligible applicants include municipalities, counties, and special-purpose districts, as well as non-profit corporations and tribal governments.

Grant funds may be used to assist in the development of essential community facilities. Grant funds can be used to construct, enlarge, or improve community facilities for health care, public safety, and community and public services, including public transportation. This can include the purchase of equipment required for a facility's operation. A grant may be made in combination with other CF financial assistance such as a direct or guaranteed loan, applicant contributions, or loans and grants from other sources.

The Community Facilities Grant Program is typically used to fund projects under special initiatives, such as Native American community development efforts; child care centers linked with the Federal government's Welfare-to-Work initiative; Federally-designated Enterprise and Champion Communities, and the Northwest Economic Adjustment Initiative area.

Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users – SAFETEA-LU

On August 10, 2005, the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for users (SAFETEA-LU) was signed into law. With guaranteed funding for highways,

highway safety, and public transportation totaling \$244.1 billion, SAFETEA-LU represents the largest surface transportation investment in the Nation’s history. SAFETEA-LU builds on the foundation of two landmark bills - the Intermodal Surface Transportation Efficiency Act of 1991 (ISTEA) and the Transportation Equity Act for the 21st Century (TEA-21). The new bill addresses challenges, such as improving safety, reducing traffic congestion, improving efficiency in freight movement, increasing intermodal connectivity, and protecting the environment, as well as laying the groundwork for addressing future challenges. SAFETEA-LU promotes more efficient and effective Federal surface transportation programs by focusing on transportation issues of national significance, while giving State and local transportation decision makers more flexibility for solving transportation problems in their communities. The bill also contains new programs that provide opportunities to make transit investments in a wider range of communities, making it less difficult to serve the range of persons both seeking and needing service. SAFETEA-LU is set to expire on September 30, 2009.

Table 30 summarizes the funding totals guaranteed to agencies by SAFETEA-LU.

**Table 30: COMPARISON OF GUARANTEED FUNDING
TOTALS BY AGENCY (in millions)**

AGENCY	TEA 21	SAFETEA LU
FEDERAL HIGHWAY ADMINISTRATION	\$163,000	\$227,560
FEDERAL TRANSIT ADMINISTRATION	\$36,000	\$52,579
FEDERAL MOTOR CARRIER SAFETY ADMINISTRATION	\$1,300	\$2,888
NATIONAL HIGHWAY TRAFFIC SAFETY ADMIN.	\$1,700	\$3,430
TOTAL	\$202,000	\$286,457

Rural Transportation System Implications

FTA Section 5311 - This rural formula program remains to be the core program for rural public transportation. According to the new SAFETEA-LU guidelines, *Section 5311* will grow from \$250.9 million in FY 2005 steadily upward to approximately \$465 million in FY2009 (an 85 percent increase)¹ representing 4 percent of total funding. Indian tribes are added as eligible recipients, and a portion of funding is set aside each year for Indian tribes—\$8 million in FY 2006 rising to \$15

¹ Federal Transit Administration, SAFETEA-LU_Funding by_Program_by_Year http://www.fta.dot.gov/17003_ENG_HTML.htm

million by FY 2009. The bill also states that 20 percent of the funding is allocated to states based on the land area not in urbanized areas and 80 percent is based on the ratio of population in non-urbanized areas. No single state, however, can receive more than 5 percent of the nationwide funding.

The Rural Transportation Assistance Program (RTAP) is funded with 2 percent set aside from the Rural Formula program rather than from the Research program as under current law. Up to 15 percent of such funds can be used by FTA to carry out national projects. Rural Formula program apportionments will include funds allocated from the Growing States program.

Rural transit systems receiving formula funds will now be required to report data to the National Transit Database (NTD), which is a new feature required only of urban transit systems in the past. This will result in additional data collection and reporting costs to rural operators. States now will have to report the following data:

- Total Annual Revenue
- Sources of Revenue
- Total Annual Operating Costs
- Total Annual Capital Costs
- Fleet Size, Type, and Facilities
- Revenue Vehicle Mileage
- Ridership

FTA Section 5310 - Elderly and Persons with Disabilities. Under SAFETEA-LU the Section 5310 program will grow from a FY 2005 guaranteed level of \$94.5 million up to a FY 2009 level of \$133.5 million. It will continue to be limited to transit capital assistance and purchase-of-service agreements for elderly and disabled persons' transportation, allocated to each state based on its relative population of persons with disabilities and persons over the age of 60, using an administrative formula crafted by FTA. However, SAFETEA-LU authorizes a seven-state demonstration of allowing these funds to be used for operating assistance. This demonstration is authorized for Alaska, Minnesota, Oregon, Wisconsin, and three other states to be named later. The second feature of note is that those states that qualify for increased federal matching fund percentages on account of their nontaxable public lands (primarily, 14 states in the western U.S.) can use these higher federal shares in Sec. 5310, too.

FTA Section 5309 - SAFETEA:LU has rewritten the discretionary capitol program. Funding from Section 5309 can no longer be used to fund alternatives analysis for new start or small start projects. Alternatives analysis is still required for new starts and small starts projects, but sponsors need to attain funding from the new alternative analysis program fund for this portion of their projects. This new fund has been established in Section 5339 and will award grants to states, authorities of states, metropolitan planning organizations (MPOs), and local government in order to complete the alternatives analysis.

STATE TRANSIT FUNDING SOURCES

State Transit Assistance (STA) Funds

The California Transportation Development Act includes a State Transit Assistance (STA) funding mechanism. The sales tax on gasoline is used to reimburse the state coffers for the impacts of the 1/4-cent sales tax used for the Local Transportation Fund. Any remaining funds (or "spillover") are available to the counties for local transportation purposes.

Statewide, STA funds have varied dramatically over recent years. Several years ago, funds were very low (due to the state's budget problems). In recent years, however, STA funding has returned to relatively high levels. This source, however, remains relatively susceptible to changes in the state's political climate. In 2004-05, MTA received \$276,434 in these funds that were applied to capital purchases.

LOCAL TRANSIT FUNDING SOURCES

Transportation Development Act LTF Funding

The Transportation Development Act (TDA) provides a mainstay of funding for transit programs in California. The major portion of TDA funds is provided through the Local Transportation Fund (LTF). These funds are generated by a 1/4-cent statewide sales tax, returned to the county of origin. The returned funds must be spent for the following purposes:

- Two percent must be provided for bicycle facilities (barring certain findings).
- The remaining funds must be spent for transit and paratransit purposes, unless a finding is made by the Transportation Commission that no unmet transit needs exist that can be reasonably met.
- If it is found there are no unmet needs which are reasonable to meet, remaining funds can be spent on roadway construction and maintenance purposes.

At present, LTF comprises the majority of Mendocino County's annual revenues (63 percent of operating revenue), generating approximately \$1.8 per year.

A review was conducted of operating funding (largely LTF) allocated to the Redwood Coast region versus other areas of Mendocino and Sonoma Counties. It is not possible to exactly identify subsidies provided solely to Redwood Coast residents, as some services benefit both residents of the study area as well as residents of other portions of the two counties. For instance, the portion of Route 75 between Navarro River Junction and Ukiah benefits residents of Mendocino and Boonville, as well as the Redwood Coast. However, in general the subsidy required for services to the Redwood Coast per resident are in line with those applied to other services in the two counties. In other words, the Redwood Coast should not expect that an increased proportion of total LTF funding will be available for services in the area.

Increased Passenger Revenues

Another option to increase funding would be to increase the passenger fares. Fares can be very flexible—they can be reduced for portions of the population (such as the elderly and disabled) who are least able to pay. When the available supply of transit service is exceeded by demand, fares can ration service so those who most need the service (and are thus most willing to pay) are provided with service. As fares make transit funding more equitable (those who directly benefit from the service pay at least part of the costs), a fare system has the advantage of increasing the political acceptability of transit.

The major disadvantage associated with a fare increase is reduction of the attractiveness and convenience of transit service. When fares are raised, often ridership will drop, especially initially, possibly increasing the overall subsidy required to run the system. This funding alternative, moreover, would affect those most in need of transit service: the low-income who cannot afford an automobile. In addition, by reducing the attractiveness of transit service, an unreasonable fare policy works at cross-purposes to many of the stated goals for transit with regard to increase in mobility.

Mileage Reimbursement

Another potential revenue source, which could be considered for CRC, is mileage reimbursement. Nevada County's Telecare is a non-profit transportation provider which has a dial-a-ride service within the County, but relies on volunteers for long-distance trips outside of the service area. The client is charged \$0.55 per mile. The driver is reimbursed at \$0.40 per mile, which more or less pays for the vehicle cost. Telecare receives \$0.15 per mile for administrative costs, which include dispatching and managing the volunteers. This service is therefore paid for by the client, with the volunteer donating his or her time. Under this scenario, a typical trip from Gualala to Santa Rosa would cost the client \$64. This cost is likely to seem high to someone who was receiving the service for free. It might be appropriate to charge a nominal fee service, perhaps \$0.10 per mile, to recover some of the driver's costs and offset increased fuels. This may help in retaining volunteer drivers, and ensure clients value the service.

Private Sector Funding

Another potential funding source is private sector funding, which is particularly pertinent for a trolley service alternative, as this service would be specifically developed to serve visitors. A good example of private funding for a similar service is found at the "Nifty 50 Trolley" program serving South Lake Tahoe. This program consists of a total of three trolley routes, operated summer only. Roughly half of total operating subsidy requirements are generated each summer through sponsorships from lodging properties, restaurants, and other visitor-oriented business. In fact, some stops were established near lodging properties specifically in response to their sponsorship. In addition, sponsoring organizations were listed in all schedules, as well as on the side of the rubber-tired trolleys.

If actively marketed, private sponsorship can provide a substantial level of funding for seasonal visitor transportation programs, particularly for the first few years of operation. However, financial support typically declines over time.

Management/Institutional Alternatives

For transit services to best work together as an effective network, it is important to clarify the role of the existing transportation providers in order to understand how they are best suited to provide services. This chapter examines the current role of existing providers, as well as examining changes that could influence service alternatives. In addition, this chapter presents several management alternatives.

ROLE OF EXISTING PROVIDERS

South Coast Seniors

Senior centers in rural areas find that to provide adequate services to their clientele they must provide transportation services as well. Many times such services have grown to accommodate the general public. If the senior center begins to serve as many general public passengers as seniors, often a separate transportation organization will be formed to take over such service so that the senior center may concentrate on their primary goal of serving seniors. While SCS has a vehicle and provides transportation to seniors, it would be a step in the wrong direction for them to expand their services to provide transportation to the general public. However, that should not prohibit them from vehicle-sharing or coordinating with other providers when convenient to do so, as discussed later in this chapter.

Mendocino Transit Authority

MTA has a mission statement “*To provide safe, courteous, reliable, and affordable transportation service.*” As the recipient of TDA funding and the appointed Consolidated Transportation Service Agency (CTSA), it is MTA’s role to oversee transportation services as a whole for the County. As the regional transportation provider, MTA allocates its resources where it feels service is most efficient, bearing in mind that all areas should have at least a modicum of service. As described in the financial chapter, the Redwood Coast receives an equitable share of services in terms of expenditures.

MTA’s services fit into four categories: senior transportation, public dial-a-ride, small urbanized transit, and intercity service. On the Redwood Coast, populations have not to date been considered sufficient to support the typical small urbanized services such as the fixed route and dial-a-ride services found in Fort Bragg, Ukiah, and Willits. Instead, MTA has focused its resources on providing intercity service to allow the transit dependent population in particular to get to needed services in larger urban areas, as well as supporting senior transportation. This is not to say that additional services are not warranted. However, any service above and beyond what MTA currently provides, unless it can be shown as an unmet need that is “reasonable to meet” (and within MTA’s financial capabilities), must be provided with local resources. This is a difficult task when there is almost no local government, but as discussed in the financial section, it may be possible that special grants, private funding, and fares can be obtained to fund services.

As MTA is operating in the service area, and as such services are within the mission statement of the organization, MTA is a potential provider of local public transit services on the Redwood Coast, so long as adequate funding can be provided. Costs under MTA service provision, however, would be higher than under those that would be incurred under CRC service provision (as discussed below). For instance, the costs associated with the example service scenario presented in Chapter 5 would be roughly 20 percent higher with MTA service provision than with CRC provision of the same services.

Community Resource Connection

Existing Role

CRC's mission is "...to provide a helping hand or referral to people in need in our local coastal community, regardless of their age or financial situation." In terms of transportation, CRC aims to assist residents with "an essential need." CRC has been an invaluable service in meeting the needs of residents whom MTA could not serve, particularly for local services such as to the Redwood Coast Medical Clinic (RCMC) or the pharmacy. CRC's service to Santa Rosa has also met the needs of those who need to access medical appointments.

However, it could be argued that by providing long distance service to Santa Rosa, CRC is competing with MTA for passengers. It might be a more efficient use of regional resources if MTA provided the long distance trips to Santa Rosa and Ukiah, and CRC provided local service. Obviously, riding to Santa Rosa in a comfortable, personal vehicle which will cater to the individual's trip needs is much more desirable to the passenger than riding on a less comfortable, less tailored MTA vehicle. When resources are limited, such choices should be considered. CRC has experienced this distinction from its clients; many will make requests to Santa Rosa by a personal vehicle, claiming they can only get appointments outside of the van's service dates. However, it is likely at least some of the clients would use the van if a private vehicle were not available. Likewise, if CRC's van were not available, some of these same clients would use MTA's service to Santa Rosa. In total, it is recommended that CRC work to ensure that those passenger-trips that can reasonably be accommodated on Route 95 be provided on the public transit program, thereby increasing the availability of the valuable volunteer services to those most in need of this service.

Expanded Role

CRC's transportation program could potentially expand in the future to include new local services for the general public. Under alternatives in which CRC is the presumed provider, it would need to be under a new management framework wherein CRC has at least one paid employee (a driver), and possibly several employees including additional drivers and a Mobility Manager. Combining CRC's current volunteerism with paid employees can be successfully achieved, but there are factors to consider, including the following:

- How will hiring drivers impact the willingness of residents to continue to volunteer?
- What kind of oversight will the CRC Board provide for employees?

- How can paid employees use the existing CRC administrative resources (volunteer phone staff, office space, etcetera?)

To answer these questions, it is instructive to examine the experience of Gold Country Telecare in Nevada County, which began in the 1970s as an all-volunteer transportation service similar to CRC's program. Telecare's program began as a volunteer service to offer various aid to seniors, but it was quickly realized that transportation was the greatest need of those calling for assistance. Telecare recruited drivers to take seniors to medical appointments. By the mid-1970s, the volunteer program was not enough to meet the needs of residents, so a paid driver program was established. The paid program currently has 21 full- and part-time drivers operating 21 vehicles. The service area is in Western Nevada County, which has a population around 77,500. The program operates 2,100 hours per month serving 4,900 boardings (an average of 2.3 passenger trips per hour). However, because Telecare has a limited service area, it still maintains the volunteer driver program. There have been as many as twelve volunteer drivers in recent years, but currently there are six. Volunteer drivers are reimbursed at \$0.40 per mile, and the client is charged \$0.55 (the \$0.15 going towards administration—particularly dispatching).

Virtually all of the trips provided by the volunteer program are for medical appointments, primarily in Roseville or Sacramento (though some of the drivers will only go as far as Roseville, not wanting to be in heavy traffic). Previously, trip purpose was limited to medical appointments only, but when Telecare reduced its service area, it opened up the volunteer program to all trip purposes. Nonetheless, despite the occasional shopping trip to town, the primary use is still for medical trips.

Telecare staff has not found that having a paid program impacts the willingness of residents to volunteer. Where there is an unmet need (such as outside of the paid program service area), volunteers continue to feel their service is worthy. However, other factors have impacted volunteerism. Specifically, one volunteer is 86 years old, and two have declining health; that is half of the volunteers. Additionally, volunteers have declined to continue when their insurance providers increased their premiums after having identified them as "commercial drivers" because they are paid to drive (though many insurance providers do not consider this a problem). Also, volunteers are facing increased liability costs, increased maintenance costs, and increased fuel costs.

COORDINATION

One of the most cost-effective changes in providing transportation is to maximize coordination. Currently, SCS occasionally uses CRC's van to supplement monthly trips to Ukiah or Santa Rosa as SCS's van typically fills up for the trip. CRC sometimes refers phone callers to SCS for transportation service or recommends them to their meal program. This coordination is fairly informal and inconsistent. By meeting quarterly or bi-annually specifically to discuss opportunities for coordination, both of these providers would likely find mutually beneficial, cost-saving methods to share resources. Areas these two organizations could benefit from coordinating include:

- Vehicle sharing; particularly for back-up or special trips.

- Referrals: by knowing what each other provide, SCS and CRC can offer referrals and make sure clients receive the best services available to them.
- Joint marketing: because both organizations serve seniors, SCS and CRC could coordinate some marketing and outreach strategies.

CRC and MTA could also similarly benefit from coordinating, particularly if CRC establishes a paid driver program under one of the service alternatives.

Establish a Mobility Manager Position

A "Mobility Manager" position could be established to monitor all available transportation services within the Redwood Coast Region as well as to provide assistance to individuals in planning and coordinating their transit trips. The Mobility Manager would have information on MTA's route services, as well as services available at the ends of Routes 75 and 95. The Mobility Manager would also keep up to date on the services available through SCS and CRC, as well as any new services provided in the region. Having this information would allow residents to take advantage of connecting services such as Golden Gate Transit or Santa Rosa Transit in Santa Rosa, or MTA's dial-a-ride services in Ukiah and Fort Bragg.

In addition to trip planning, this position could provide community outreach to increase public awareness of available services. The Mobility Manager could make presentations to groups such as the Soroptomists or Rotary Clubs and Redwood Coast Medical Clinic staff, etcetera. As part of these presentations, members of the groups could be educated with regard to how to use the services and the destinations available through the services. When presenting to potential users, this outreach program could include an actual ride on the transit service. A coupon good for one free round trip should be provided to help minimize apprehension of using the transit services. In addition to increasing awareness of the available services, this marketing element can effectively reduce or eliminate residents' uncertainties regarding the use of public transit (especially any anxiety from elderly or disabled passengers concerning the use of wheelchair lifts and tie-downs, and uncertainty of reaching their destination safely).

Finally, the Mobility Manager could act as coordinator for a ridesharing program. This could be accomplished through a combination of online software (many commercial services are available) and a phone service. While Internet ridesharing services can be highly efficient, the transit dependent population in particular may not have access to the Internet. As mentioned earlier, the Mobility Manager should continue to look for opportunities to form a vanpool program.

MARKETING PROGRAM

Marketing in its broadest context should be viewed as a management philosophy focusing on identifying and satisfying the wants and needs of customers. The basic premises of successful marketing are providing the right product (or service), offering it at the right price, and adequately promoting or communicating the existence and appropriateness of the product or service to potential customers. Unfortunately, for too many persons the word "marketing" is

associated only with the advertising and promotional efforts that accompany “selling” the product or service to a customer. Instead, such promotional efforts are only a part of an overall marketing process. Without a properly designed and developed product or service offered at the right price, the expenditure of promotional monies is often ill advised.

Obviously, the marketing program must fit within budgetary limitations of any organization. According to the American Public Transit Association, transit providers typically budget between 0.75 and 3.0 percent of their gross budget on marketing promotions (excluding salaries). Although this is less than most private sector businesses, public sector organizations can rely more heavily on media support for their public relations programs.

Marketing for New or Changed Services

If local transit service levels are increased, one aspect of marketing that could be particularly effective would be to increase the awareness of residents to any service changes before they are started. This increased awareness would translate into higher demand for local transit services.

The initiation of changes in transit service could tap new passenger markets. Marketing for such services should include newspaper advertising and a promotion. A major kickoff promotion should be sponsored that will attract feature article coverage. The kickoff promotion could include free coffee and doughnuts for the a.m. service, followed by a noon ribbon-cutting. Another very effective promotional strategy is to have “free service” the first day of the new service.

Additional marketing is particularly warranted to promote any change/expansion of service on the fixed-route or route deviation services. Schedules should be modified to reflect added service and a newspaper ad should be run to introduce the expansion. Posters placed in the various shopping centers throughout at least the first six months of expanded service should also be provided.

Improve the Existing Marketing Materials

MTA’s current schedule for Route 75 is somewhat confusing, due in part to how the service to Fort Bragg is shown, as well as confusing representation of the start time and location. People are used to reading from top to bottom, but the first stop time and location are shown at the bottom of the schedule. Route 5 and 60 are shown in the middle of the table, but it is not clear that you must transfer to go to Fort Bragg, or that you have the option of staying on the bus going to Ukiah. Providing a more linear schedule would be helpful (similar to Table 4 in *Technical Memorandum Number One*, except that route service from Fort Bragg would need to be included). A note on the map in the schedule which identifies the transfer point and lists the routes that serve Navarro River Junction would also help clarify the available service.

A strong single image for transit service cannot be underrated. The use of a logo for Community Resources Connection (such as is provided on the existing van) will help provide an identity.

CHAPTER 9

Transit Development Plan

In light of the characteristics and transit needs of the study area, as documented in previous chapters, the following Transit Development Plan has been developed for the Redwood Coast Region. The Plan is intended to address the following factors:

- The stated desire of the Redwood Coast Community Transportation Coalition and the general public to provide basic mobility, both locally and regionally, as possible, given limited financial resources.
- The documented existing unmet needs of residents and visitors to the area.
- Improved coordination of services on either side of the county line within the study area, as well as to urban centers outside of the area.

The plan elements recommended below are based on two underlying assumptions:

- While a single recommended service plan has been developed, there are two organizations (CRC or MTA) that could potentially provide the service. Therefore, the plan is written to provide implementation guidelines for whichever entity is best positioned in the future to undertake the service.
- The service plan can only be accomplished if additional funding sources become available for local transit programs.

The various Service, Capital, Financial, and Institutional and Management elements of the Redwood Coast Transit Plan are presented below. Together, these Plan elements address the provision of new services, capital requirements, and the potential opportunities for accessing funding. A discussion of institutional and managerial issues faced by either MTA or CRC is included. Finally, an Implementation Plan is presented to guide the initiation of transit service.

SERVICE PLAN

This section provides a discussion of recommended new services and improvements to the transit services. As detailed analysis for these service plan elements are provided in Chapter 5 of this report, the following summarizes the recommendations; the reader is encouraged to refer to previous chapters for additional details. The schedule for the service options are shown in Table 31, while the operating characteristics are shown in Table 32. It is assumed all service will not operate on major holidays, including New Years Day, Martin Luther King Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Thanksgiving, and Christmas.

Provide Local Dial-a-Ride Service

As discussed in Chapter 5 above, demand response service (Dial-a-Ride) best meets the basic needs for the low-density population on the Redwood Coast. It is recommended Dial-a-Ride

TABLE 31: Recommended Weekly Schedule of Service

30-Minute Period Starting	Day of Week					
	Monday	Tuesday	Wednesday	Thursday	Friday	
6:30 AM		Ridge Route Deviation Service ¹		Ridge Route Deviation Service ¹		
7:00 AM						
7:30 AM						
8:00 AM	Point Arena/ Manchester/ MPA Rancheria DAR	Gualala/Sea Ranch DAR	Point Arena/ Manchester/ MPA Rancheria DAR	Gualala/Sea Ranch DAR	Point Arena/ Manchester/ MPA Rancheria DAR	
8:30 AM						
9:00 AM						
9:30 AM						
10:00 AM						
10:30 AM						
11:00 AM						Ridge Route Deviation Service
11:30 AM						
12:00 PM						
12:30 PM						
1:00 PM						
1:30 PM		Gualala/Sea Ranch DAR		Gualala/Sea Ranch DAR		
2:00 PM						
2:30 PM						
3:00 PM						
3:30 PM						
4:00 PM	Activities Van: Minimum 4 Passengers for a Reservation for Trips Anywhere between Sea Ranch and Manchester				No service	
4:30 PM						
5:00 PM						
5:30 PM						
6:00 PM					Ridge Route Deviation Service ²	Ridge Route Deviation Service ²
6:30 PM						
7:00 PM						
7:30 PM						
8:00 PM						
8:30 PM						
9:00 PM						
9:30 PM						
10:00 PM						

Note 1: Connection to Route 75 at 7:45 a.m. in Gualala or 7:50 a.m. in Anchor Bay

Note 2: Connection to Route 75 at 5:55 p.m. in Gualala.

Source: LSC Transportation Consultants, Inc.

TABLE 32: Redwood Coast Transit Service Plan

Recommended Transit Service Elements	Vehicles			Service Characteristics						Fares			Ridership		Cost Factors		
	# of Peak Vehicles	Req'd Backup Vehicles	Total Vehicles Required	Daily Vehicle-Hours	Annual Operating Days	Annual Vehicle-Miles	Annual Vehicle-Hours	Annual Operating Cost (CRC) ¹	Annual Operating Cost (MTA) ²	Regular	Senior / Disabled / Youth	Avg	Avg Day	Annual	Annual Farebox Revenue	Annual Subsidy Required (CRC)	Annual Subsidy Required (MTA)
Local DAR																	
Gualala /Anchor Bay/ Sea Ranch: 2 Days/Week	1	0	1	7.5	102	11,475	765	\$24,000	\$37,710	\$3.00	\$1.50	\$1.80	18	1,800	\$3,240	\$20,760	\$34,470
Pt. Arena / Manchester / MPA Rancheria: 3 Days/Week	1	0	1	8	150	18,000	1,200	\$37,640	\$59,150	\$3.00	\$1.50	\$1.80	10	1,500	\$2,700	\$34,940	\$56,450
Subtotal	1	0	1	--	252	29,475	1,965	\$61,640	\$96,860	\$3.00	\$1.50	\$1.80	13	3,300	\$5,940	\$55,700	\$90,920
Route Deviation Service on the Ridge via Fish Rock																	
Three Round Trips, Two Days per week (T/Th)	1	0	1	3	150	7,385	450	\$14,520	\$22,730	\$2.00	\$1.00	\$1.20	4	600	\$720	\$13,800	\$22,010
Activities Van: by reservation																	
Monday, Wednesday, Friday	1	0	1	5	150	6,000	750	\$20,220	\$32,450	\$4.00	\$2.00	\$3.19	6	900	\$2,870	\$17,350	\$29,580
Tuesday, Thursday	1	0	1	4	102	4,080	408	\$11,510	\$18,360	\$4.00	\$2.00	\$3.19	6	600	\$1,910	\$9,600	\$16,450
Subtotal	1	0	1	--	252	10,080	1,158	\$31,730	\$50,810	\$4.00	\$2.00	\$3.19	6	1,500	\$4,780	\$26,950	\$46,030
Total Operating Characteristics	1		1	--	252	46,940	3,573	\$107,890	\$170,400	--	--	\$2.12	21	5,400	\$11,440	\$96,450	\$158,960
Assumed Provider = Community Resource Connection:																	
Annual Marginal Operating Cost				\$107,890													
Annual Operating Cost of Additional Vehicle				\$4,623													
Annual Fixed Costs				\$6,840													
Total Annual Operating Cost				\$119,353													
Assumed Provider = Mendocino Transit Authority																	
Annual Marginal Operating Cost				\$170,400													
Annual Operating Cost of Additional Vehicle				\$3,957													
Annual Fixed Costs				\$8,520													
Total Annual Operating Cost				\$182,877													

Note 1: Costs for CRC are assumed as \$0.63 per vehicle mile plus \$21.92 per vehicle hour plus \$4,623 per peak vehicle, plus \$6,840 fixed costs.
 Note 2: Costs for MTA are assumed as \$0.86 per vehicle mile plus \$36.38 per vehicle hour plus \$3,957 per peak vehicle. Fixed costs are assumed as a 5 percent overhead cost.
 Note: Package is based on assumptions of MTA service changes.
 Source: LSC Transportation Consultants, Inc.

(DAR) services be provided from 8:00 a.m. to 4:00 p.m. in the Manchester/Point Arena area Monday, Wednesday, and Friday. On Tuesdays and Thursdays, DAR service should be provided from 7:30 a.m. to 11:00 a.m. and from 12:00 p.m. to 4:00 p.m. in the Anchor Bay/Gualala/Sea Ranch area. From 11:00 a.m. until noon, the vehicle should leave DAR service to operate a local Ridge Route Deviation run, as explained below. The schedule for services is depicted in Table 31, above.

Due to the low volume of ridership, poor cell reception on the coast, and limited radio capacity, the driver would dispatch the service by checking phone messages every half hour. Passengers would leave a phone message for service requests, and the driver would check the messages every hour at a minimum, or more frequently if convenient.

The local Dial-a-Ride service should be provided using a wheelchair-equipped, 12-passenger van. A total of 1,965 service hours and 29,475 service miles would be operated annually under this service option. Ridership is projected to be 3,300 passenger trips annually. The fare is recommended to be equivalent to fares provided by other MTA DAR services, which currently is \$3.00 per one-way passenger trip, with 50 percent off for seniors and disabled, and a youth fare of \$0.50 (aged 6 and under). If this service is provided by a non-profit, such as CRC, it is estimated the annual operating cost would be approximately \$61,640 annually, requiring an operating subsidy of \$55,700 annually¹. If provided by MTA, the estimated the annual operating cost would be approximately \$96,860 annually, requiring an operating subsidy of \$90,920 annually.

Provide Route Deviation Service on “The Ridge”

The RCCTC and Study Team identified “The Ridge,” or that area along Old Stage Road, as shown in Figure 16, as having unmet transit demand and also as being the location with the greatest concentration of affordable housing in the area. To provide access between The Ridge and services in Gualala as well as connections to other transit services, it is recommended that a route deviation service be provided three times each Tuesday and Thursday, as shown in Table 31. This schedule is designed to meet the current Route 75 in mornings and evenings in Gualala. (While this transfer location results in transferring passengers being on the vehicles for a few more minutes, in the short-run it allows passengers to wait at a commercial center and in the long-run could make use of a Gualala transit plaza.) Should the vehicle run late due to deviations, the Ridge Route van could meet the Route 75 vehicle at 7:55 a.m. in Anchor Bay instead of at 7:45 a.m. in Gualala.

Route deviation service consists of a vehicle that follows a specified route, but will make deviations of up to half a mile to pick up passengers on request. The vehicles are required to return to the designated route within a block of the point of deviation to insure all intersections along the route are served. Deviations would be scheduled by calling one hour in advance for a deviation pick-up, establishing a “standing reservation” for service on a particular day and run, or requesting a deviation drop-off when boarding the bus.

¹ Reflecting recent MTA commitments to increase driver wages, cost of MTA service is estimated using a “per vehicle-hour” factor 8 percent higher than that presented in Table 24.

FIGURE 16

REDWOOD COAST RECOMMENDED RIDGE ROUTE DEVIATION SERVICE



As shown in Table 32, it is estimated that implementing Route Deviation service will provide approximately 600 annual one-way passenger-trips. With fares set at \$2.00 per regular trip and \$1.00 per senior or disabled trip, this ridership level will provide approximately \$720 in farebox revenues each year, and require approximately \$14,520 in annual operating costs if operated by CRC, or \$22,730 if operated by MTA. The resulting annual operating subsidy would be \$13,800 for operations by CRC or \$22,010 for operations by MTA.

Activities Van

A variety of needs can be met through operation of an “Activities Van,” such as student transportation for after school activities or for evening cultural events for people who cannot or prefer not to drive. As described in Chapter 5, the van purchased for the day services would be available by reservation for such activities. The van would be available from 4:00 p.m. to 9:00 p.m. Monday through Thursday (excluding the hour-long period for route deviation trips on Tuesday and Thursday from 6:00 p.m. to 7:00 p.m.) and from 5:00 p.m. to 10:00 p.m. on Fridays, as shown in Table 31.

As described in Chapter 5, this service would require a minimum of four passengers in order to make a trip. However, if four passengers have a standing reservation, and one passenger cannot make the reservation, the trip will be made nonetheless, but the passenger will be marked as a “no show.” After three no-shows, the standing reservation will be cancelled unless the group can find another passenger to add to the standing reservation. Additionally, if there is a standing reservation for four passengers, but one drops out, the group will have two weeks to find another passenger before the service is cancelled. These policies are intended to generally keep the minimum of four passengers while allowing flexibility for emergencies and changes in activities by passengers.

As discussed in Chapter 5, it is estimated that implementing the Activity Van service will provide approximately 1,500 annual one-way passenger-trips. This ridership level will provide approximately \$4,780 in farebox revenues, and require approximately \$31,730 in annual operating costs if operated by CRC, or \$50,810 if operated by MTA. The resulting annual operating subsidy would be \$26,950 for operations by CRC or \$46,030 for operations by MTA.

Require Reservations for Morning Route 75 Service at Sea Ranch Apartments

As discussed in Chapter 4, ridership on the morning run to the Sea Ranch apartments is very low, with an average of one passenger every other day. The afternoon has an average of two passengers per day of service. As the last stop in the afternoon, it is only served by request. As the first morning stop of Route 75, service to the Sea Ranch apartments requires starting the service approximately 20 minutes earlier than when the stop is not served. To increase the efficiency of this service, it is recommended that reservations be made 24 hours in advance. While this makes the service less convenient for passengers, it will eliminate the need to run a vehicle to the apartments on days when no one uses the service. If after six months, ridership remains below an average of three persons per service day at the apartments (morning and afternoon combined), MTA should consider discontinuing service to the Sea Ranch apartments.

Establish Volunteer Mobility Managers

This study has indicated a substantial lack of local knowledge regarding existing public transportation options in the Redwood Coast, and to/from nearby communities. While there is substantial information available (such as on the MTA website, or by calling MTA's toll-free number) for those "in the know," many residents either are unaware of the availability of services or information regarding the services, or are unable to easily access this information. Ridership on local services could be increased at little additional cost if one or more CRC volunteers were to be trained to serve as "Mobility Managers."

The role of these volunteers would include the following:

- Become knowledgeable regarding the local transit services, as well as connecting local and intercity services in Fort Bragg, Ukiah, and Santa Rosa. This should include at least an initial meeting with MTA staff to personally go over existing services and travel opportunities.
- Provide information to the public regarding public transit services, through phone calls, mails, and personal presentation to local groups. Make sure grocery stores, Action Network, and post office, and other public locations have current MTA schedules available.
- Serve as a trip planner for individual's trips, working one-on-one with travelers to ensure that their entire trip (including connecting services and return trip) can be accomplished. While this service is currently available through the MTA by calling 1-800-696-4MTA (4682), local volunteers could improve the service by being particularly familiar with services and connections to the Redwood Coast.
- Serve as an advocate for transit riders, passing along and helping to resolve complaints and issues and keeping up-to-date on local and regional public transit plans.

Optimally, more than one individual would volunteer and be trained in this position, to provide continuity if a specific volunteer drops out of the program. This strategy is proposed to rely on volunteers and office space of the CRC, as the costs associated with a paid position would be excessive. However, \$1,000 should be provided annually to cover marketing materials and training costs.

CAPITAL PLAN

Vehicle Needs

As discussed in Chapter 6, providing all of the recommended services would require the acquisition of a 12-passenger, wheel-chair accessible van. The vehicle would be gasoline fueled. This type of vehicle currently costs approximately \$77,000. As both CRC and MTA have vehicles that could provide back-up, only one vehicle would need to be purchased. The typical life-span of such a vehicle in public transit services is five years, and therefore the long-term financial goal should be to acquire a new vehicle every five years, with the retired vehicle becoming a back-up.

Bus Stop Signs and Transit Plaza

In addition to purchasing a vehicle, it would be necessary to purchase and install bus signs for the route deviation service on the ridge. This service would require approximately twelve signs. The cost of a bus stop depends on the condition of the road, and can be substantial if shoulder widening to allow buses to pull out of traffic is warranted. Assuming that widening is not required, costs are limited to the purchase and installation of a post and sign. A unit cost of around \$200 per sign is typical, or \$2,400 for 12 signs.

In addition, as part of the planned Gualala downtown streetscaping project, the Gualala Municipal Advisory Committee (GMAC) should encourage the inclusion of a transit plaza to heighten convenience and visibility of both existing and future transit services, as described in Chapter 6. This facility could provide an attractive and safe location for transfers between local and regional transit services.

Office Equipment for Dispatching/Mobility Manager

It is assumed that under the service alternatives that use MTA, management of the service will be accommodated within the existing organizational structure and office infrastructure in Ukiah. If CRC provides service using paid drivers, there will be some associated dispatching needs, and these too are assumed to be provided using existing volunteer staff and the office space available to CRC. However, if the CRC transit program is expanded, a budget of approximately \$4,000 should be provided to purchase office equipment including a computer with Internet access, office supplies, and phone equipment. This equipment would be available for the drivers to self-dispatch, as well as for volunteer mobility managers.

FINANCIAL PLAN

While it is preferable that the service plan be funded through existing MTA funding programs to fund ongoing operating costs, there is a great uncertainty as to the future availability of such funding. Increased revenues are expected through the federal SAFETEA-LU legislation, as well as through greater State funding, but this funding increase may be used for increasing driver pay and benefits. Due to lower than expected funding allocations in the past years, MTA drivers have not received pay increases that keep pace with the rate of inflation. MTA drivers have recently unionized and are requesting higher pay, and it is probable that if funding increases occur as expected, the majority if not all of the increase will be used to “catch up” to standard market wages and benefits, thereby ensuring that MTA services continue to be provided at a high level of service quality.

Funding sources currently being used for Redwood Coast transit services include the following:

Federal Section 5311 Transportation for Rural Areas Funding:

A 20 percent local match is required for capital programs and a 50 percent match for operating expenditures (the local match being provided by Sonoma and Mendocino Counties, in this case). These funds, administered by Caltrans, are segmented into "apportioned" and "discretionary" programs. The bulk of the funds are apportioned directly to rural counties based upon population

levels. The remaining funds are distributed by Caltrans on a discretionary basis, and are typically used for capital purposes.

Fifteen percent of Section 5311 funds are set aside for the program for intercity services. These funds are intended to meet the following objectives:

- To support the connection between non-urbanized and the larger regional or national systems of intercity bus service.
- To support services to meet the intercity travel needs of residents in non-urbanized areas.
- To support the infrastructure of the intercity bus network through planning and marketing assistance and capital investment in facilities.

The intercity program funds are available for both capital and operating funding. Caltrans is currently emphasizing the funding of capital, though requests for operating funding will be considered. MTA received approximately \$150,000 the past two fiscal years in operating revenue from the FTA Section 5311 program.

State Transit Assistance (STA) Funds

The California Transportation Development Act includes a State Transit Assistance (STA) funding mechanism. The sales tax on gasoline is used to reimburse the state coffers for the impacts of the 1/4-cent sales tax used for the Local Transportation Fund. Any remaining funds (or "spillover") are available to the counties for local transportation purposes.

Statewide, STA funds have varied dramatically over recent years. Several years ago, funds were very low (due to the state's budget problems). In recent years, however, STA funding has returned to relatively high levels. This source, however, remains relatively susceptible to changes in the state's political climate. In 2004-05, MTA received \$276,434 in these funds that were applied to capital purchases.

Transportation Development Act LTF Funding

The Transportation Development Act (TDA) provides a mainstay of funding for transit programs in California. The major portion of TDA funds is provided through the Local Transportation Fund (LTF). These funds are generated by a 1/4-cent statewide sales tax, returned to the county of origin. The returned funds must be spent for the following purposes:

- Two percent must be provided for bicycle facilities (barring certain findings).
- The remaining funds must be spent for transit and paratransit purposes, unless a finding is made by the Transportation Commission that no unmet transit needs exist that can be reasonably met.
- If it is found there are no unmet needs which are reasonable to meet, remaining funds can be spent on roadway construction and maintenance purposes.

At present, LTF comprises the majority of Mendocino County's annual revenues (63 percent of operating revenue), generating approximately \$1.8 per year.

It is important for the RCCTC or Action Network to submit findings of unmet needs (as summarized in the Transit Demand chapter of this report) to the Mendocino Council of Governments (MCOG) annually to be eligible for this funding. These hearings are typically held in December of each year.

Other Funding Sources

Action Network has been proactive in acquiring grant monies for studies and projects. Realizing the importance of transportation to its myriad programs, Action Network now often includes requests for transportation funding in grants requests, and is encouraging other non-profits do the same. Grant monies for social service and non-profit programs which are ear-marked for transportation can provide a percentage of local match for state and federal transit dollars. Additionally, new opportunities for acquiring funding revenues often arise, and it would be prudent to have a local entity such as Action Network or CRC continue to look for such opportunities. Some possible revenue sources might include the following:

- **Tribal revenue:** Indian tribes are sometimes eligible for special transportation grants. Such funding might help to offset the higher cost of serving the remote Rancherias in the study area.
- **Public-Private Partnerships:** Partnerships between transit agencies and private organizations are becoming more prevalent, particularly in those cases where potential new transit services would otherwise require too high of a public subsidy and one or more organizations would reap high benefits. As a resort area, it might be appropriate for the Chamber of Commerce or Sea Ranch Lodging Association to help support transit services, as the area would receive a direct benefit through the increased mobility of employees and their families, as well as increased mobility for guests and residents of the area.
- **Advertising:** One modest but important source of funding for many transit services is on-vehicle advertising. The largest portion of this potential is for exterior advertising, rather than interior "bus card" advertising. The potential funds generated by advertising within the vehicle are comparatively low. A reasonable alternative is to seek advertising revenues from exterior advertising on transit vehicles.

Funding Summary

Table 33 shows the initial funding requirements for the service plan under CRC or MTA, as well as potential revenues. The assumption in both cases is that FTA 5311 will be provided at 50 percent match for operating and 20 percent match for capital. The matching funds would be in the form of TDA, subtracting out farebox revenue.

As indicated in Table 33, the first year of service would require \$43,005 in TDA revenues and \$54,445 in FTA 5311 funds for CRC operations. MTA operations would require \$74,260 in

TABLE 33: Redwood Coast Transit Financial Plan		
Project Description	Potential Operator	
	CRC	MTA
ANNUAL OPERATING PLAN		
<i>Service Plan Element</i>		
Dial-A-Ride	\$61,640	\$96,860
Route Deviation	\$14,520	\$22,730
Activities Van	\$31,730	\$50,810
Marketing / Volunteer Training	\$1,000	\$1,000
<i>Total</i>	<u>\$108,890</u>	<u>\$171,400</u>
Net Operating Cost	\$108,890	\$171,400
Operating Revenues		
TDA Funds	\$43,005	\$74,260
FTA Section 5311 Funds	\$54,445	\$85,700
Passenger Fares	\$11,440	\$11,440
<i>Total</i>	<u>\$108,890</u>	<u>\$171,400</u>
Surplus/(Deficit)	\$0	\$0
CAPITAL PLAN		
Vehicle	\$77,000	\$77,000
Bus stop signs	\$2,400	\$2,400
Office Equipment	\$4,000	\$4,000
<i>Total</i>	<u>\$83,400</u>	<u>\$83,400</u>
Capital Revenues		
TDA Funds	\$16,680	\$16,680
FTA Section 5311 Funds	\$66,720	\$66,720
<i>Total</i>	<u>\$83,400</u>	<u>\$83,400</u>
Surplus/(Deficit)	\$0	\$0
Source: LSC Transportation Consultants, Inc.		

TDA funds and \$85,700 in FTA funds. For capital, \$16,680 in TDA and \$66,720 in FTA 5311 would be required for purchase of vehicles and operating equipment, regardless of the organization that provides service.

INSTITUTIONAL AND MANAGEMENT PLAN

Currently, there are two potential entities identified to provide the recommended services in this plan: Community Resources Connection (CRC) and Mendocino Transit Authority (MTA). As the bi-county transportation provider of current public transportation services, MTA is currently better prepared to provide services, but with a lack of funding availability and a strong desire to get the program off the ground, local coast residents believe it may be possible for the

entrepreneurial CRC to more quickly undertake some or all of the services. Therefore, the institutional and management plan discusses necessary plan elements separately for each of these two entities.

Management Plan for Mendocino Transit Authority Operation

If the services discussed in this plan were to be managed and operated by MTA, there would be no institutional changes to the transit services. However, the following managerial tasks would need to be undertaken:

- **Hiring Drivers:** The service plan would require a minimum of two part-time drivers stationed on the Redwood Coast. Drivers would meet hiring requirements per MTA's current policies and practices. Drivers should be informed of the desire for flexibility in providing the Activities Van service.
- **Service Monitoring:** As is currently done on MTA services, operating data would be tracked daily and reported monthly.
- **Marketing:** The new service would require a number of marketing tasks, including:
 - A kick-off campaign for the new services, with radio and newspaper announcements of the service, including distribution of "ride-free" coupons to familiarize passengers with the service.
 - Development and printing of easy to understand schedules and guides (in both English and Spanish) for using the new services.
 - Posting of schedule posters for the new service in local stores.
 - Incorporation of information regarding the new services onto the MTA website.
 - Installation of MTA bus stop signs on the Route Deviation loop.
 - Presentations to local social and service organizations regarding the new services. (This will be particularly important regarding the Activities Van service.)

Institutional and Management Plan for Community Resources Connection Operations

For CRC to undertake the services outlined in this draft plan would require restructuring of their management model, as well as establishment of human resource procedures. The CRC Board would be required to oversee the establishment of such policies and procedures, and the following tasks would be required at a minimum:

- **Funding and Service Agreement:** CRC would be required to enter into an agreement with MTA to provide the service and receive funding for the service. This agreement would require CRC to conform to all requirements associated with being a sub-recipient of Federal Transit Administration funds.
- **Hiring Drivers:** The service plan would require a minimum of two part-time drivers stationed on the Redwood Coast. Drivers would meet hiring requirements per MTA's current policies and practices. Drivers should be informed of the desire for flexibility in providing the Activities Van service.

- ▶ Drug and alcohol abuse testing for all drivers, dispatchers, supervisors.
 - ▶ Driver license checks, criminal background checks, physicals. Drivers would need a California General Public Paratransit Vehicle certificate and a Class B license.
 - ▶ Compliance with all state and federal employment laws (Section 1735 of the California Labor Code, Title VI of the federal Civil Rights Act of 1964).
 - ▶ Driver training process (perhaps through MTA).
 - ▶ Workman's Compensation Insurance, comprehensive general liability insurance, commercial automobile liability insurance, automobile collision and comprehensive insurance, and garagekeepers legal liability insurance.
 - ▶ Agreement with FTA's Civil Rights, Equal Employment Opportunity, DBE, and Labor Protection regulations.
- **Service Monitoring and Reporting:** CRC would be required to monitor and report on operating statistics. At a minimum, CRC would need to record:
 - ▶ Daily and monthly fare revenues, by type of fare (general, elderly/disabled, youth, etc.).
 - ▶ Detailed reporting of ridership statistics (by day and service).
 - ▶ Reporting of schedule reliability, missed trips, safety and passenger incidents.
- **Marketing:** The new service would require a number of marketing tasks, including:
 - ▶ A kick-off campaign for the new services, with radio and newspaper announcements of the service, including distribution of “ride-free” coupons to familiarize passengers with the service.
 - ▶ Development and printing of easy to understand schedules and guides (in both English and Spanish) for using the new services.
 - ▶ Posting of schedule posters for the new service in local stores.
 - ▶ Incorporation of information regarding the new services onto the MTA website.
 - ▶ Installation of MTA bus stop signs on the Route Deviation loop.
 - ▶ Presentations to local social and service organizations regarding the new services. (This will be particularly important regarding the Activities Van service.)

SUMMARY AND CONCLUSION

Through extensive efforts of the Redwood Coast Community Transportation Coalition (RCCTC), this transit plan has been developed to meet the many transit needs of the Redwood Coast citizens. Through flexible use of a single vehicle, this plan will address the mobility needs of this remote region through the following:

- Provision of dial-a-ride and route-deviation service throughout the Sea Ranch/Gualala/Point Arena/Manchester/Manchester Point Arena Rancheria area to provide access to local employment, shopping, medical, and social services.
- Provision of service allowing direct connections to regional transit services for those trip purposes requiring access to a larger urban area.

- Provision of an activities van service to allow greater participation in after-school, cultural, and other social programs for those limited by transportation in their ability to fully take part in the life of the community.
- Use of volunteers to provide mobility manager services, expanding public awareness of transit options and providing one-on-one assistance in setting up the individual links in an overall transit trip often required in this remote area.

While there are potential institutional and financial obstacles facing the provision of services, the plan set forth could improve mobility for transportation-challenged Redwood Coast residents that can substantially improve their quality of life, in a way that is appropriate to the needs and capacities of the community.

STEPS TOWARD IMPLEMENTATION

The RCCTC has a myriad of directions it could undertake to achieve its transportation goals. While it may not be possible to achieve the full recommended program in the immediate future, portions of the transit plan could be pursued through the following strategies:

- **Provide local funding and contract for service:** Funding independent from the current transit program could be pursued through private fundraising, or grants for non-profit organizations. Depending on the amount and term procured, portions of the transit program could be contracted to be operated by MTA, or South Coast Seniors.

The RCCTC could request that MTA operate a portion of the transit program with an MTA vehicle and operating costs provided locally. The contract agreement could be between MTA and either the CRC or Action Network. If the service met MTA's minimum performance standards of 15 percent farebox return and 2.4 passengers per hour within a year, the RCCTC would be in a better position to ask the MTA to fund the program.

- **Advocate for Expanded SCS Services:** The SCS vehicle is currently under-utilized, and while the current SCS director's time is maximized in overseeing the senior program (including transportation, nutrition program, center activities, etcetera), the RCCTC should continue to monitor the SCS's willingness and ability to provide portions of the transit program through a contract with CRC or Action Network. SCS could provide the transit program under the same parameters as it provides senior transportation under agreement with MTA, but without age or disability restrictions.
- **Provide the transit program through CRC's volunteer program:** CRC could undertake portions of the transit program through volunteerism, which would negate the need for the full driver requirements under a paid, contracted service. Additionally, monitoring and reporting requirements would be minimal, though it is helpful to have ridership and operating statistics to determine the efficiency of the service. The volunteer program would be an extension of the current program. The challenge would be to find volunteers willing to provide service on a regular, long-term schedule.

- **Provide Expanded Mobility Assistance:** CRC could expand its ability to provide transit trip information to Redwood Coast residents and visitors. A good first step would be to develop a transportation guidebook for use by CRC staff and volunteers. Building on the descriptions of existing services provided in the transit study, this guidebook could list out all schedules, reservation requirements, and stop locations for local public transit services as well as connections in Ft. Bragg, Ukiah, and Santa Rosa. Once completed, the guidebook would be a good resource for new volunteers.

APPENDIX A

Key Person Interview Responses

As described in Chapter 1 of this report, Key Person Interviews were conducted with stakeholders in the community. Interviews lasted from 20 minutes to over an hour. The list of interviewees is included below, followed by individual responses. The views expressed are those of the interviewees and not representative of the Consultant's views, Action Network's views, or CTAA's views.

LIST OF INTERVIEWEES

In Person:

1. **Leslie Dahlhoff**, Mayor of Point Arena;
2. **Bill Osterland**, President, Community Resources Connection (CRC)
3. **Bruce Richard**, Director of MTA
4. **John Marchant**, Chair of AN, and a former chair of CRC
5. **Phil Dow**, Executive Director of MCOG

On the Phone

6. **David Colfax**: Mendocino County Supervisor
7. **Shanon Price**, Executive Director of the Senior Center
8. **Ray Edland**, local supervisor for MTA
9. **Bill McCarthy**, GMAC Gualala Municipal Advisory Council
10. **Brian Albee**, Sonoma County Transit

By E-mail

11. **Susan Holcomb**, Mendocino Private Industry Council

LIST OF RESPONSES

1. **What are the most pressing issues facing the Redwood Coast, and how do public transportation issues rank?**
 - a. #1, employment: #2, housing: #3, health services. Adequate transit is crucial in terms of meeting the other needs.
 - b. The largest problem is affordable housing. Also, to get community resources, they must be placed in Point Arena or Gualala, and once provided, people do need transportation to access them. We need transportation to get youth to places and activities, especially in summer.
 - c. There is an inconsistent educational system. There isn't a good melding of ethnic groups. There are pockets of abject poverty versus wealth, and no mingling. Transportation is an issue, particularly for medical appointments.

There is a lack of high paying jobs. Kids who graduate from high school here either wait tables or go into construction. It's a nice place to retire, but difficult place to have a career.

- d. #1, jobs; #2, health care access; #3, transportation. There are few choices because the area is so isolated.
- e. Jobs first. Transportation is third.
- f. Four years ago we identified nine action items for addressing issues in the region, and none of them could be done without transit.
- g. Transportation is one of the bigger problems. The Senior Center has one van which can accommodate 7 people and one wheelchair. For special events, we can borrow the CRC van, but that only provides for seven more spots. Outreach is a big problem for the Senior Center. Many clients don't have phones and are unable to drive. We conduct home visits weekly to ascertain needs.
- h. #1, schools; #2, healthcare; #3, youth activities. Transportation is not a high priority. Most people in the area have their own means of transportation.
- i. Remoteness. We're at the end of the line from two directions: the Sea Ranch is at the end of Sonoma County, and Gualala at the end of Mendocino County. It makes it difficult to access medical care, and we're low priority for the counties. It's a particular problem for the elderly. In fact, people move away because the distance to medical care becomes overwhelming.

The low-income population has difficulty accessing jobs and childcare. Housing is a problem.

Infrastructure is a problem. Gualala is growing, but there's been a lack of planning. It's getting better. There is a lack of local governance and that needs to be remedied. There are parking and traffic problems.

- j. I believe three of the most pressing issues are employment, education and transportation. All three are dependent on each other and access to them contributes to the success of individuals and the community as a whole.

2. What do you see as the greatest unmet transportation needs in the Redwood Coast region? (Who needs it, and where do they need to go?)

- a. Particularly inadequate for the elderly and disabled.
- b. Within the region, outside trips are limited, but realistically, pretty comprehensive considering our geographical isolation. Locally, we do not fair so well. We need to get people to classes, GED programs (in Fort Bragg).

What can be done to improve school bus efficiency? Too many parents are either driving their kids to school or driving them to the bus stops. Why are they driving them? Do they feel that they are unsafe to walk (which would be healthier)?

- c. “Essential Needs” are met through CRC, but there is a lack of transportation for social interactions, errands. There is a lack of transportation for emergent situations that don’t meet the 48 hour reservation requirement.

CRC takes care of almost 100% of the local requests.

- d. I’m not sure where they need to go, but it is underserved. An increased frequency is needed, with more destinations.
- e. Disabled or senior folks who live remotely, going almost anywhere. Local service within the area.
- f. The general public needs it. There are no taxis, no buses. It is needed for medical services.
- g. Medical appointments. CRC only handles able-bodied passengers. They won’t transport someone for dialysis or using a walker.

Just getting to the store is important, or to the pharmacy (though one does deliver).

Vans go back and forth, back and forth to meet the needs.

- h. There is trunk line transportation provided. A lot of people would like to have local transit service, but there isn’t enough population to make it viable. Service is needed to the local Native American Rancheria, where they are economically deprived.

There is very good Senior Center service, and CRC provides transportation for those who have medical needs.

- i. The greatest need is for non-emergency medical trips for the handicapped and elderly—to RCMS, the pharmacy, and to Santa Rosa. Also, for low-income individuals who can’t afford adequate transportation. The area is highly dependent on these people. They need access to jobs and child care.
- j. While I was working at the One Stop in Point Arena, I heard many times the problems with not having transportation to work, or to attain their GED and classes to upgrade their skills at the college.

3. How could existing transportation services be improved?

- a. Not enough service—not remotely adequate. For the County as a whole, the Redwood Coast region receives transit on par with the other rural areas (Anderson Valley,

Hopland, etcetera). The only area that gets a modicum of service is Ukiah. The coast is on par with other rural areas, but has greater potential because of its linear nature.

- b. A local jitney sort of circular route, serving the Gualala/Point Arena area by driving up the coast and down the ridge (or vice-versa) may be desirable. Also, incorporating flex routes on the regular MTA routes could help some riders considerably.

Would this area support a local, privately run, taxi service?

- c. MTA follows State Route 1, and few people live on State Route 1. Yet it is too long to serve east and west. There is a lack of services. DAR might work from 9-5.
- d. I'm not sure. It's difficult.
- e. Impossible. Services there could be expanded for disabled and seniors.
- f. By having one! MTA makes one daily trip, which doesn't serve maids with an early shift, schools. It arrives late in the evening. It's inconvenient for most people.
- g. I would love to see providers working together more. The seniors could work with CRC. In the future if someone gets a service going, SCS would love to coordinate with that.
- h. Money and politics—the usual. We could increase the level of service. On a trial basis, double the long distance routes. Most of the need is to outlying areas. Service has been provided for 25 years, and I can't imagine it's going to change much. It is where it is because of the region.
- i. WHAT existing transportation? There is only one trip per day to Santa Rosa. It takes a long time to get there and you can't arrive early and can only spend a couple of hours there. The only person I know who uses it (Route 95) is someone who takes it on occasion when they're taking a long distance flight.

CRC tries to alleviate the need, but they're dealing with volunteer drivers. As gas goes up, it's harder to do. It would be good if they could have a subsidized daily van with a paid driver. Also, MTA's frequency of service could be improved. Maybe there could be a local route or a dial-a-ride.

4. Who should be involved in providing transportation?

- a. Ideally, the community, in expressing needs. As for government, the local government is too small, but the state might help if compelled to do so. This issue is hand-in-glove with housing.
- b. MTA. Tax dollars. MCOG is very supportive of transit. Also, local nonprofits and maybe even a local entrepreneur could fill some of the gaps in public transportation.

- c. CRC could, but there are a finite number of volunteers. With “mission creep” CRC might not be able to provide transit. It would have to change its business model. CRC is efficient, but logistics do get tough. Now, volunteers choose a date to drive, and it’s not hard to do.
- d. MTA. Nothing should be done without their involvement. That doesn’t preclude locals having involvement, but the MTA is the Consolidated Transportation Services Agency (CTSA) for the County, and therefore should be involved.
- e. MTA, the Senior Center, and another player (perhaps the CRC).
- f. Competition is good. If only MTA provides the service, they may not take it as seriously, may be more liable to drop it.
- g. The Senior Center, MTA, CRC.
- h. For public transit, MTA is doing the best they can with what they’ve got. There won’t be any new services until the budget improves. South Coast Seniors does a great job. A volunteer program seems the most likely. There are a lot of people here with time on their hands and no financial constraints.
- i. The logical entity would be the MTA. Are they capable of managing a loop service or dial-a-ride? If not, some new entity should be established.

Gualala is looking at forming new districts—they might create a transportation district if that would be helpful or appropriate. But it is a big effort requiring legal help and money. If we had to form one to get transportation, it would be an extra hurdle, but it could be done. The question is, could the MTA and STA work with a transportation district?

5. What are the appropriate role of local government, the Pomo Tribe, and social service programs (both public and private)?

- a. Essentially, they should be involved in the fine-tuning stages. In this, they play a critical role. There has been good public input, but no adequate transit has come out of that.
- b. MTA is good at soliciting public input and participation through the “unmet needs” process, the make-up of the Board of Directors, and the various committees that report to the board. The coast should be more involved with the MTA. Right now, any Redwood Coast Committees have to go to Ukiah frequently to be involved. It might be nice if they could be involved through teleconferencing to encourage participation.
- c. I don’t have faith in local ability to provide transit. Government requires money, which requires taxes. That is difficult to achieve. Almost 100% of the CRC volunteers are from Sea Ranch. The Native Americans have a disproportionate number of ambulance calls, so we’re trying to see if the BIA can fund an ambulance. Most Native Americans are on MediCal, which does little to reimburse ambulance costs.

- d. In California, transit is a local issue. It is appropriate for local government to have a role (in this case, the county government is both local and regional).
- e. Planning and input, with the exception of the Senior Center, which is a capable provider.
- f. The Pomo Tribe is distanced from the rest of the community. Action Network and CRC are the only viable local entities. Perhaps the Gualala Municipal Advisory Council (GMAC).
- g. I don't know how the Pomo should be involved, but they do have money.
- h. The only "local" government is Point Arena, and they get things done at an appropriate level. The rest of the area has a desire and perceived needs, but there is no population to support it.
- i. The County would have to be involved. Beyond that, I don't know.

6. Who should pay for transportation?

- a. Without federal support, it can't be done. I don't know what the chances are for that. We need a change in our administration before transit and housing will be funded—a new president.
- b. The public through taxes, fares, gasoline taxes. Ultimately, it is the public who pays.
- c. We need a means test, a stable middle class. It would be optimal if we could provide transit on a sliding scale.
- d. Certainly the riders. If a local area wants enhanced services beyond what the region is providing, it should be handled locally.
- e. The state of California.
- f. The same people who pay in larger communities.
- g. It would be nice if the community would pay. Many clients are on a fixed income. Philanthropists, possibly tax payers, the federal government.
- h. Most enlightened nations have well run, mostly subsidized transportation (Europe and Japan). Mexico has efficient, cheap transit which is generally privately provided. There should be some subsidized transit in urban areas. In rural areas, we're lucky to have any services.
- i. My instinct is that people who use it should pay, but nowhere in the country does that happen. I can't answer.

7. Do you feel there is much public support for public transit services?

- a. There has been a lot of public input, and the RCCTC report shows extensive public support.
- b. Yes, but it does not necessarily translate into ridership.
- c. No one is against it, but who pays?
- d. I've been hearing that. Surveys for the regional plan show support, but no one uses transit (only 2% of the population). Everyone wants it, but for their neighbor. Primarily it is needed for the transit dependent.
- e. Yes. See the Short Range Transit Plan. One former MTA employer caused a brouhaha, which he followed with a series of letters to the editor about mismanagement of MTA, but it is an important service for those who are unable to drive.
- f. Yes. At public meetings, people have said they want taxis or dial-a-ride service.
- g. Not really. It's amazing how many people don't know about transit. The bus drops people off at 8:00, and there is no return until the next morning. I've had to find people places to stay because they arrived in town not knowing there was no return service until the next day. It would be very helpful to have better information available regarding transportation options.
- h. Yes—mostly vocal. Those who actually use it have DUI's or are economically disadvantaged or disabled. Few use transit voluntarily who can afford other means of transportation.
- i. I don't know. If there was a survey taken, I don't know about it. People I talk to feel there is a need. Most wouldn't use it, but know there is a need for some people. We need the people who need the service.

8. Do you feel there is political support for public transit services?

- a. This is difficult to answer. Absolutely none in terms of what we see on the ground. But if you asked if there is a need, people would strongly agree. No one wants to pay.
- b. Yes. At all levels, it is well supported.
- c. I've never met a local politician. A tax increase requires a 2/3 majority, so I don't see how that can happen.
- d. It varies. There is more support than not. When buses go by empty, elected officials notice that.
- e. Yes.

- f. No. There are no politicians here.
- g. No, not for our area. We are the forgotten frontier coast.
- h. Yes. It is very politically viable to have public transit. There is a very small percentage that feels it is a waste of taxpayer money, but mostly it is supported.
- i. Our local supervisor is supportive. Of the 5 supervisors, probably 3 are supportive. But we're broke. No one wants to pay.

9. How can transit services best be coordinated?

- a. It is now as good as you're going to get. More resources are needed to get management and professionals to operate the service. It doesn't attract that.
- b. CRC could do a better job if its efforts were coordinated with other providers. We could tweak service to better meet needs (with South Coast Seniors, etcetera) if someone pointed out where the needs were.
- c. I'm not sure what there is to coordinate.
- d. It is well coordinated. It is a countywide service, rather than having one service in Ukiah, another in Fort Bragg, another in the County. Services are tailored to the population rather than to political boundaries. There are two routes to Santa Rosa, and both hook up with Greyhound, Amtrak and Santa Rosa Transit. If you ride MTA for two hours into Santa Rosa, then they'll take you where you need to go. People are continuously being dropped at non-scheduled stops, and many are picked up by flagging the bus down. Also, MTA contracts and finances the operation of six senior centers, including South Coast Seniors.
- e. We could be better coordinated through meetings of various agencies, and through better marketing.

It's difficult for the SCS, which has two sites, with only one director and three employees.
- f. MTA is the only public transit, except STA, which contracts with MTA for long distance trips. If there were any sort of DAR system, it would have to involve both counties.
- g. Have a coordinating board, as we have done (the RCCTC). MTA should provide all of the transportation because it is difficult to coordinate with multiple groups.

10. What are the barriers to coordination?

- a. I don't see coordination as a big issue. But there is not a well-organized rural constituency.

- b. Lethargy. There's no pressing need for coordination. CRC does a nice job doing what they do.
- c. The barriers are that the population is relatively small and dispersed. There are no major activity centers, no large employers, no government centers. The area doesn't lend itself to efficient transit.
- d. We have done well to eliminate major barriers. The biggest barrier is in trying to coordinate with Amtrak and Greyhound because of their unreliable timing.
- e. Politics and money. Getting two counties together. Route 95 works, but Sonoma County could provide more.

11. Additional comments?

- a. I saw the report (Moving Toward Action), and it's quite an investment. It's a beautiful dream. It identifies real needs, but I can't see how we can break out of the current system. Perhaps we break out of the JPA and reorganize as rural versus urban. Right now we are serving people with genuine needs, but leave out many.

I was on the MTA board for seven months. It was a waste of time to be involved, because it is going nowhere. It's under poor management with no resources.

The report is impressive and ambitious, but there is no mechanism in place to make it happen. It would be a nowhere job to manage such a system. I wouldn't recommend it to anyone.

Until the federal government does something about money for housing and transportation, there is no way to move forward.

- b. People who can afford to have a car, do, and that is how they get around unless they are physically incapable of driving (including too young).
- c. People who live here need to be fit or should move. It's too expensive to support them. It would be more cost effective to council them to move than to try to bring services to them.
- d. Some feel ignored by the inland structure. It comes down to priorities. The idea that the County could go anywhere and be anything ended in the 1980s when it realized it couldn't serve everywhere. Service is provided at a level that meets minimum requirements and population levels. We have to concentrate services where it the best efficiency is—it only makes fiscal sense. Service is population based.
- e. It seems the role of transit on the Redwood Coast should be that of providing long distance transportation. If there could be more than one bus daily, that would be great. The Senior Center is in a position to provide within the area, but that ends at the county

line. CRC provides another niche for short and long distance trips. Service needs to be personalized, like CRC. It isn't reasonable to transport a chemotherapy patient and expect them to wait for transit.

There is no way MTA can come close to its performance standards of productivity in providing service in the Redwood Coast region. A volunteer service is needed if the area wants to do more. The service doesn't get used that much.

- f. The population isn't on the highway, but on "the Ridge."
- g. DAR is very expensive. It would be good to get a private entity to try it. They can't expect much subsidy because it is so expensive to operate.

What we have is efficiently run. It seems to have evolved into what it is because it is the appropriate service. Though there have been several attempts to expand, it hasn't paid off. What is working pretty well is the MTA service to Fort Bragg and Ukiah (Route 75). That could be expanded to seven days a week. Another possibility is to run a reverse route 75 and 95 at the same time (i.e. as Route 95 starts in Point Arena towards Santa Rosa, a bus starts at the same time in Santa Rosa toward Point Arena). This would double the service and give people more options. Also, it would serve a greater demographic base.

MTA has enlightened management. They are willing to try things, within financial constraints. They are going through difficult financial times. They're willing to try things where there is a demonstrated need.

Regarding barriers, the coast is confined to State Route 1. If something happens to State Route 1, such as flooding on the Garcia River (which closes the road for 3 to 4 days every other year or so), transit and emergency trips can't be completed. There are no good detours. Southbound there are more options for detouring.

- h. School transportation is also an issue. Only children who travel a certain distance have service available. There are no sidewalks at the new school. Many cars currently park at the airport to meet the bus, and this causes congestion. It's an issue that should be considered.