

Shasta

Coordinated Transportation Plan



Draft Final

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ACRONYMS AND ABBREVIATIONS

AB 120	Social Service Transportation Improvement Act of 1970
ACS	American Community Survey
ACS	American Cancer Society
AHSC	Affordable Housing and Sustainable Communities
AQIP	Air Quality Improvement Program
CalWORKs	California Work Opportunity and Responsibility to Kids Program
CDBG	Community Development Block Grant
CDP	Census Designated Place
CMAQ	Congestion Mitigation and Air Quality Improvement Program
CSBG	Community Services Block Grant
CTSA	Coordinated Transportation Service Agency
CVRP	Clean Vehicle Rebate Project
DOT	Department of Transportation
FAST	Fixing America's Surface Transportation Act (2015)
FNRC	Far Northern Regional Center
FTA	Federal Transit Administration
GHG	Greenhouse Gas
GNRM	Good News Rescue Mission
GU	Golden Umbrella
HVIP	Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project
JPA	Joint Powers Agreement or Joint Powers Agency
LEHD	Longitudinal Employer-Household Dynamics Survey
LCTOP	Low Carbon Transit Operations Program
LQ	Location Quotient
MAP-21	Moving Ahead for Progress in the 21 st Century Act (2012)
Medi-Cal	California Medical Assistance Program
MOD	Mobility on Demand
NEMT	Non-Emergency Medical Transportation
NVCSS	Northern Valley Catholic Social Services
OAA	Older Americans Act
RABA	Redding Area Bus Authority
RTP	Regional Transportation Plan
SAFETEA-LU	The Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users (2005)
SCOE	Shasta County Office of Education
SGR	State of Good Repair
Shasta Forward	Shasta Area Blueprint Plan
SIR	Susanville Indian Rancheria
SRTA	Shasta Regional Transportation Agency
SSBG	Social Services Block Grant

SSNP	Shasta Senior Nutrition Program
SSTAC	Social Services Transportation Advisory Council
STA	State Transit Assistance Fund
STBGP	Surface Transportation Block Grant Program
STIP	State Transportation Improvement Program
STP	Surface Transportation Program
TANF	Temporary Assistance to Needy Families
TAP	Transportation Alternatives Program
TDA	Transportation Development Act of 1971 (California)
TIRCP	Transit and Intercity Rail Capital Program
TRAX	Tehama Area Rural eXpress
U.S.	United States
WIC	Woman, Infants and Children

1. INTRODUCTION

An update to the 2007 Coordinated Human Transportation Plan for Shasta County, this plan's overall goal is to help improve transportation services for vulnerable populations in the Shasta Region through a number of strategies focusing on coordination and collaboration.

The plan is organized as follows:

- Chapter 2 provides demographic and background information about Shasta County;
- Chapter 3 summarizes transportation resources/services in the region;
- Chapter 4 provides information on destination types for transit users;
- Chapter 5 includes a discussion on coordination challenges in the region;
- Chapter 6 provides a brief summary of the 2007 Coordinated Human Transportation Plan strategies and their implementation status;
- Chapter 7 discusses contemporary issues for transit users and transportation providers;
- Chapter 8 identifies the strategies intended to promote coordination and address transportation gaps/challenges in the region;
- Chapter 9 presents the implementation plan for the priority strategies identified in Chapter 8;
- Chapter 10 outlines sources that can potentially fund existing services, with a focus on clean energy funding sources; and
- Appendices contain additional background information for this report.

Background

The Shasta Regional Transportation Agency (SRTA) is the Metropolitan Planning Organization (MPO) and Regional Transportation Planning Agency (RTPA) for Shasta County. As such, it performs federal and state transportation planning and programming in the Shasta Region. This includes the development and adoption of planning policies and documents, including the federally-required public transit-human services transportation plan¹.



Transportation is essential to keeping people linked to social networks, employment, healthcare, education, social services, and recreation. Access to reliable transportation can present a challenge for the transit-dependent population. These populations include seniors, people with disabilities, and people with low incomes². For these groups, a coordinated transportation plan is necessary to improve access to transportation, and to promote independence.

¹ Language paraphrased from the 2007 Shasta County Coordinated Human Transportation Plan.

² The transit dependent population also includes those who cannot drive due to factors such as disability or age (i.e. youth and seniors). These groups are also called "transportation disadvantaged" or "priority populations". There can be overlap among the groups within this population. Another thing to note is that a number of transit users are not transit dependent, meaning they use public transit out of choice and not necessity.

Coordinated transportation plans have been a requirement since the two previous federal transportation laws: The Safe, Accountable, Flexible, Efficient Transportation Act: A Legacy for Users (SAFETEA-LU) and Moving Ahead for Progress in the 21st Century Act (MAP-21).³ In December 2015, Congress enacted the Fixing America's Surface Transportation (FAST) Act, providing funding for highway and transit programs through 2020. The FAST Act continues the coordinated transportation plan requirement.

Projects funded by the Federal Transit Administration's (FTA) Section 5310 (Enhanced Mobility for Seniors and Individuals with Disabilities) program "must be derived from a locally developed, coordinated public transit-human services transportation plan" and must be developed through a process that includes representatives of public, private, non-profit transportation and human services providers and participation by members of the public.⁴



According to the FTA, the coordinated plan should be a "unified, comprehensive strategy for public transportation service delivery that identifies the transportation needs of 1) individuals with disabilities, 2) seniors, and 3) individuals with limited incomes."⁵ In addition to identifying transportation needs, the plan provides strategies for meeting those needs and prioritizes those strategies into two categories: 1) priority strategies; and 2) other secondary strategies.

Coordinating transportation can help address mobility issues. In 1979, the California Legislature formalized coordination through the establishment of Coordinated Transportation Service Agencies (CTSAs) through the Social Service Transportation Improvement Act, or AB 120. Coordinated transportation requires multiple organizations to work together for mutual benefit to realize economies of scale, eliminate duplication, expand service, and carry out other activities that address the transportation needs of the transit-dependent population.⁶

The FTA defines coordination of transportation services as "... a process in which two or more organizations interact to jointly accomplish their transportation objectives." A 2004 Executive Order called for the Secretaries of Transportation, Health and Human Services, Education, Labor, Veterans Affairs, Agriculture, Housing and Urban Development, and the Interior as well as the Attorney General, the Commissioner of Social Security, and others to form an Interagency Transportation Coordinating Council to:

³ San Diego Association of Governments (SANDAG), "Draft: The Regional Short-Range Transit Plan and the Coordinated Public Transit-Human Services Transportation Plan (2016-2020)", July 2016, <http://www.sandag.org/index.asp?projectid=318&fuseaction=projects.detail>.

⁴ FTA, "Coordinated Public Transit Human Services Transportation Plans", March 2016. <https://www.transit.dot.gov/funding/grants/coordinated-public-transit-human-services-transportation-plans>.

⁵ Metropolitan Transportation Commission, "Coordinated Public Transit-Human Services Transportation Plan Update for the San Francisco Bay Area", March 2013, http://mtc.ca.gov/sites/default/files/Coord_Plan_Update.pdf.

⁶ SRTA, "Shasta County Coordinated Human Transportation Plan", June 2007.

- Promote interagency cooperation and minimize duplication and overlap of services;
- Determine the most appropriate, cost-effective transportation services considering existing resources;
- Improve the availability of transportation services to the people who need them; and
- Develop and implement a method to monitor progress on these goals⁷.

Adoption of this plan by SRTA allows all transportation providers and other organizations/agencies within the Shasta Region that are eligible for FTA Section 5310 funding to apply for those grant funds. In addition to meeting funding requirements, the Coordinated Transportation Plan provides SRTA and other stakeholders a “blueprint” for implementing a range of strategies intended to promote and advance local efforts to improve transportation for the transit-dependent population. The coordinated plan can also serve as a monitoring and evaluation tool for coordination, stakeholder involvement, strategy implementation, and assessing gaps in transportation services. Lastly, the details provided in this plan will help in developing potential projects for additional grant programs.

Update Approach

The 2007 Coordinated Human Transportation Plan was the starting point for this update. Various planning documents, coordinated plans from other counties, and other resources also shaped this update.

Updating the coordinated plan consisted of the following tasks:

- **Literature review:** review various planning documents, coordinated plans, and other relevant reports/articles.
- **Element Update:** revise the demographic profile, transportation resources, gaps/challenges, and strategies.
- **Outreach:** contact relevant stakeholders through email and phone, solicit feedback through a survey, conduct interviews with stakeholders, hold a stakeholder meeting, and satisfy public outreach through survey efforts specific to this Coordinated Transportation Plan update, and findings of the 2016-2017 Transit Needs Assessment.⁸ Additional related information may be located in Appendix D – Outreach Material.
- **Data:** Analyze and interpret information collected from outreach and literature review.
- **Strategies:** develop strategies based on findings from the literature review, outreach, and consultation with SRTA and stakeholders.

⁷ The White House: President George W. Bush, “Executive Order: Human Service Transportation Coordination”, February 2004, <http://georgewbush-whitehouse.archives.gov/news/releases/2004/02/20040224-9.html>.

⁸ Since the 2016-2017 Transit Needs Assessment (TNA) coincided with the Coordinated Plan update, results of the TNA were incorporated in the Coordinated Plan to reduce survey fatigue and minimize duplication of outreach efforts.

In short, this update is shaped by the four required elements of a coordinated plan:⁹

- 1) An assessment of the transportation needs for transportation disadvantaged populations;
- 2) Inventory of existing transportation services;
- 3) Strategies for improved service and coordination; and
- 4) Priorities identification based on resources, time, and feasibility.

2. OVERVIEW OF SHASTA COUNTY

This chapter includes demographic and other background information about the Shasta Region. Knowledge about the transit-dependent population and community gives insight into identifying challenges and opportunities and is helpful for planning future services and developing priority strategies. Shasta County, one of California's North State counties, is approximately 3,847 square miles in area and has an overall population density of approximately 46 people per square mile.¹⁰ Redding, the county seat, is the largest city in Shasta County as well as the second largest city north of Sacramento (Chico is the largest as of the release of January 2016 State Department of Finance Population estimates). Growth and development, along with associated linear structures like roads, canals, and power lines, dominate the Redding area. In the mid- to late-1800s, the region's abundant natural resources, including gold and timber, drew many settlers in search of economic opportunity. The arrival of the railroad in 1872, construction of Shasta Dam between 1938 and 1945, and the completion of Interstate 5 in the early 1960s further fueled the growth and development of Shasta County.¹¹



The Shasta Region is diverse in terms of geography. Western Shasta County is mountainous, the northern part is in the Siskiyou mountain range, the central part of Shasta County contains the upper end of the Sacramento Valley, and the eastern part includes the southern end of the Cascade Mountain range. The region is dominated by oak woodlands at the lower elevations, and mixed conifer forests at higher elevations. Significant amounts of snowfall replenish numerous creeks that feed into the Sacramento River.¹²

⁹ U.S. DOT, FTA Circular: FTA C 9070.1G "Enhanced Mobility of Seniors and Individuals and Individuals with Disabilities Program Guidance and Application Instructions", Page V-2, June 6, 2014.

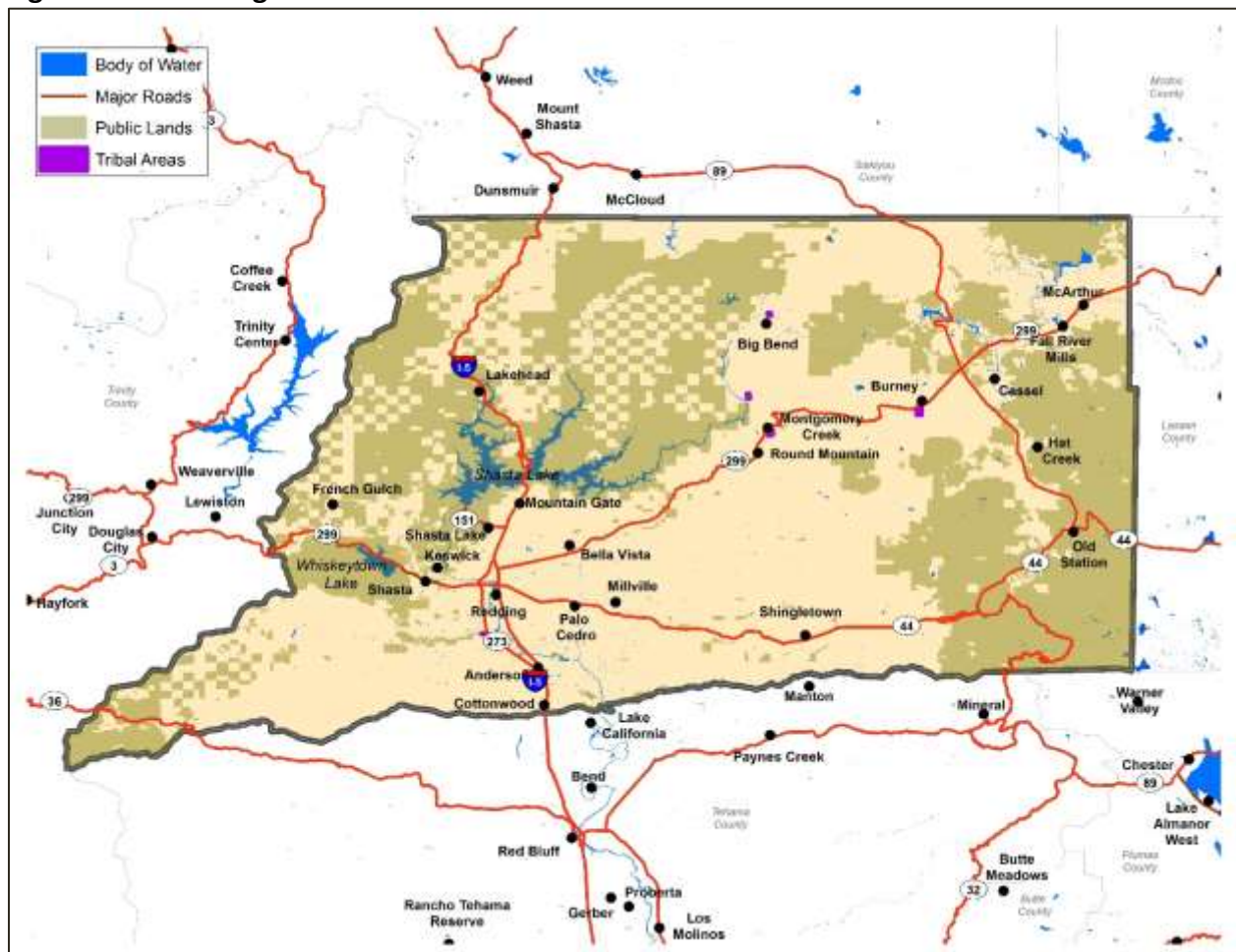
¹⁰ Density was found by dividing square miles (figure from the 2015 RTP) into the total population (2014 5 year American Community Survey data).

¹¹ SRTA, "2015 Regional Transportation Plan", June 2015, <http://www.srta.ca.gov/142/Regional-Transportation-Plan>.

¹² SRTA, "2015 Regional Transportation Plan", June 2015, <http://www.srta.ca.gov/142/Regional-Transportation-Plan>.

Figure 1 shows a map of Shasta County and parts of neighboring counties. The map displays select features to give the reader an idea of the layout of the region. The map shows communities in unincorporated areas, but does not include all roads and geographical features (e.g. forests, mountains, and recreation areas). Shasta County Native American areas are mapped, but have been exaggerated on the map for visibility (i.e. Native American areas are smaller than they appear on the map). It is important to be aware of the size and spread of communities, location of major roads, and presence of geographical features when thinking about transportation and movement.

Figure 1: Shasta Region Overview with Select Features



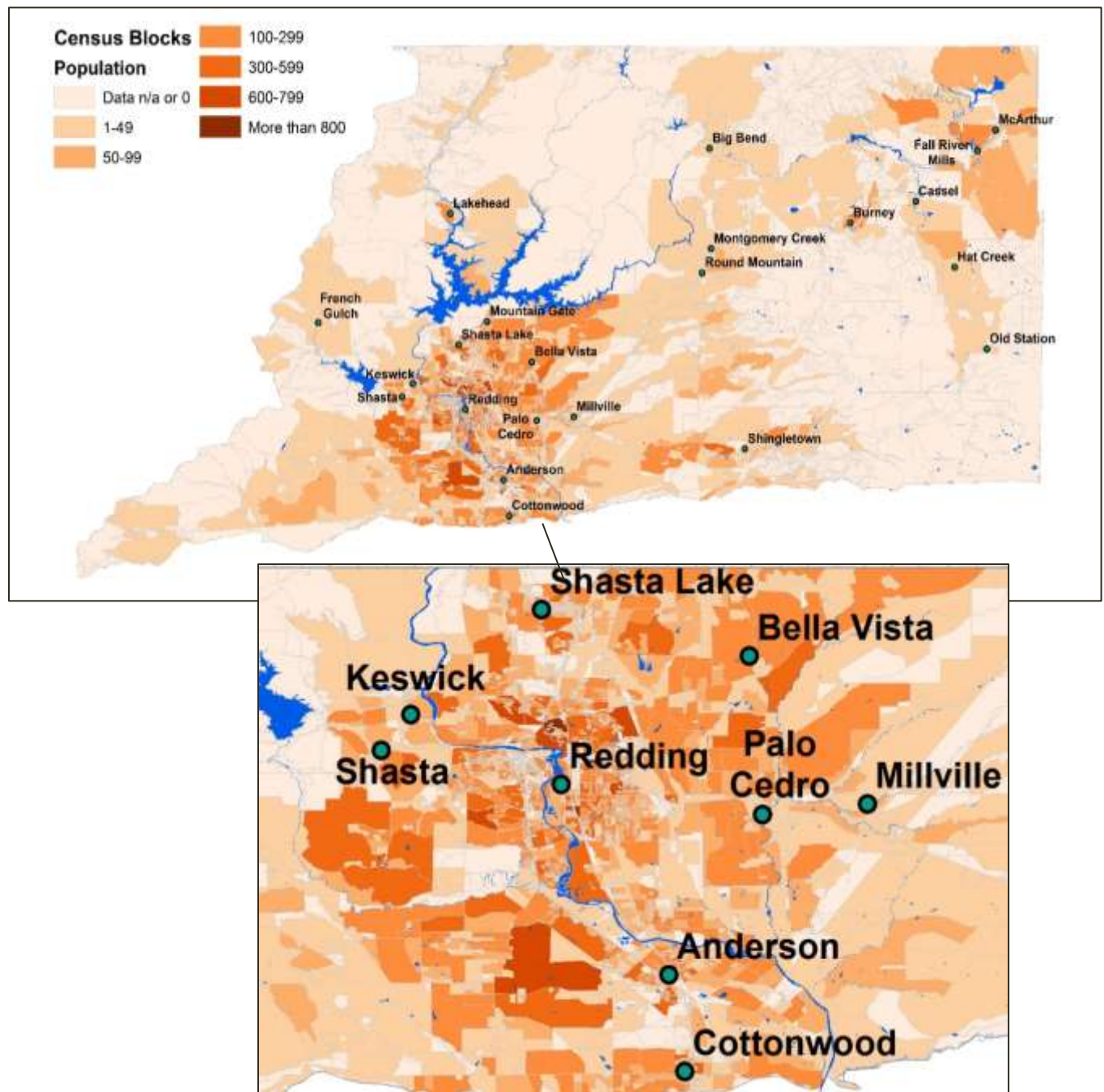
Source: U.S. Census Bureau: TIGER GIS; map created by CBPR.

Population Overview

There are three incorporated cities (Anderson, Redding, and Shasta Lake) and 19 census designated places (CDPs) in Shasta County. Approximately 74% of the population lives in the

cities and CDPs and the remainder live in the other unincorporated areas of the county. Figure 2 depicts a population map based on 2010 Census data at the block level; this is the most recent data at this level of geography. The map shows that the greater Redding area, which includes Anderson and Shasta Lake, is a significant population hub. Other important population pockets are found in or around Lakehead, Palo Cedro, Shingletown, Bella Vista, Burney, and Fall Rivers Mills.

Figure 2: Shasta County Population by Census Block (2010)



Source: U.S. Census Bureau, 2010 data and geography; map created by CBPR.

Table 1 shows the population of all cities and CDPs in Shasta County for years 2010 and 2014. The data in Table 1 comes from the American Community Survey (ACS) 5-year datasets for 2010 (includes years 2006-2010) and 2014 (includes years 2010-2014). The table shows the percent change in the population between 2010 and 2014 to provide some insight into the population dynamics. The ACS 5-year datasets are required for this calculation due to the small size of many of the CDPs in Shasta County. A significant portion of the county population resides in the Redding urbanized area (i.e. Redding, Anderson, and Shasta Lake). This table is not intended to predict population change in the future, but to illustrate existing conditions.

Table 1: Shasta County: Population by Community (2010 and 2014) and Percent Change

Place	2010	2014	% Change
Cassel CDP	458	349	-23.8%
Mountain Gate CDP	1,307	1,153	-11.8%
Old Station CDP	58	52	-10.3%
Big Bend CDP	91	87	-4.4%
Keswick CDP	426	410	-3.8%
Hat Creek CDP	216	215	-0.5%
Shasta Lake city	10,081	10,143	0.6%
Redding city	89,380	90,725	1.5%
Anderson city	9,910	10,066	1.6%
Burney CDP	3,091	3,172	2.6%
Round Mountain CDP	119	126	5.9%
Shingletown CDP	2,084	2,241	7.5%
Millville CDP	768	861	12.1%
Shasta CDP	1,572	1,814	15.4%
Bella Vista CDP	2,303	2,717	18.0%
Fall River Mills CDP	545	712	30.6%
Cottonwood CDP	3,072	4,178	36.0%
McArthur CDP	215	308	43.3%
Palo Cedro CDP	1,023	1,626	58.9%
Montgomery Creek CDP	75	123	64.0%
Lakehead CDP	290	493	70.0%
French Gulch CDP	173	441	154.9%

Source: U.S. Census Bureau, ACS 2014 5-Year Data.

Table 2 provides a race/ethnic breakdown for Shasta County, California, and the U.S. Shasta has larger White, Two or More Races, and American Indian/Alaska Native populations than the U.S. and California.

Table 2: Race and Ethnicity Data: Shasta County, California, and the United States

Race/Ethnicity	Shasta County	California	United States
American Indian/Alaskan Native Alone	2.04%	0.38%	0.66%
Asian Alone	2.46%	13.29%	4.94%
Black/African American Alone	0.94%	5.66%	12.24%
Hispanic/Latino ¹³	8.91%	38.18%	16.89%
Native Hawaiian/Other Pacific Islander Alone	0.17%	0.35%	0.15%
Other Race Alone	0.12%	0.21%	0.19%
Two or More Races	3.83%	2.74%	2.13%
White Alone	81.49%	39.15%	62.76%

Source: U.S. Census Bureau, ACS 2014 5-Year Data.

Educational Attainment

Table 3 depicts the distribution by educational attainment of the population over the age of 25 for the U.S., California, and Shasta County. The table shows that, in general, Shasta County has a relatively high level of educational attainment overall with 63% of Shasta County's population having more than a high school level education, compared to 61% in California and 58% in the U.S. However, in comparison, the county is below both the state and nation in Bachelor's degree attainment and above.

Table 3: Educational Attainment for Population Over 25

Area	Less than 9th grade	9th-12th grade, no diploma	High school diploma or equivalency	Some college	Associate's degree	Bachelor's degree	Graduate or professional degree
United States	5.80%	7.80%	28%	21.20%	7.90%	18.30%	11%
California	10.10%	8.40%	20.70%	22%	7.80%	19.60%	11.40%
Shasta County	2.80%	8.50%	25.80%	32.30%	11.40%	12.40%	6.70%

Source: U.S. Census Bureau, ACS 2014 5-Year Data.

¹³ According to the U.S. Census Bureau, Hispanic may be considered as the heritage, nationality, lineage, or country of birth of the person or the person's parents or ancestors before arriving in the U.S. People who identify as Hispanic, Latino, or Spanish may be any race.

Priority Populations

Nationwide, transit system ridership consists of various groups of persons including those considered the “transit-dependent” population. This Coordinated Transportation Plan update assumes the transit-dependent population is comprised of persons aged 65 and above, persons with any disability (as defined by the ACS¹⁴), persons living below the federal poverty level¹⁵, and members of households with no available vehicles. There is considerable overlap among these groups. For example, a senior may also have disabilities and have low income. Table 4 provides an overview of the priority groups in Shasta County, as well as data for California and the U.S. for comparison. Shasta County leads both California and the U.S. in three of these four transit-dependent categories, with the exception being no access to a vehicle. This suggests that despite its rural nature, Shasta County may have a relatively high transit-dependent population compared to the rest of the state and the nation as a whole.

Table 4: Priority Population Overview

Area	Total Population	% of state population	% persons aged 65+	% population with disabilities	% poverty level
United States	314,107,084	-	13.75%	12.30%	15.20%
California	38,066,920	-	12.13%	10.30%	16.06%
Shasta County	178,520	0.47%	18.14%	18.20%	17.71%

Source: U.S. Census Bureau, ACS 2014 5-Year Data.

¹⁴ The ACS has six subcategories for disability status: hearing difficulty, vision difficulty, cognitive difficulty, ambulatory difficulty, self-care difficulty, and independent living difficulty.

¹⁵ Defined here: <http://www.census.gov/data/tables/time-series/demo/income-poverty/historical-poverty-thresholds.html>.

Low Income

As indicated in Table 4, approximately 18% of Shasta County residents live below the federal poverty line, higher than the rates for California and the U.S. Figure 3 shows the percent of the population living in poverty by census block group. The groups with some of the highest rates are in the Redding, Shasta Lake, Anderson, and Cottonwood areas, and in the western, southern, and some eastern portions of the county.

Figure 3: Percent of Population Living in Poverty by Census Block Group



Source: U.S. Census Bureau, ACS 2014 5-Year Data.

People with Disabilities

Approximately 18% of Shasta County is identified as having one or more disabilities, compared to approximately 10% for California and 12% for the U.S. Disability impacts all socio-economic and age groups. Figure 4 maps the percent of the population with disabilities by census block group, with the highest percent appearing in central and south Redding, along SR 273, directly east of Mountain Gate, and west of Anderson.

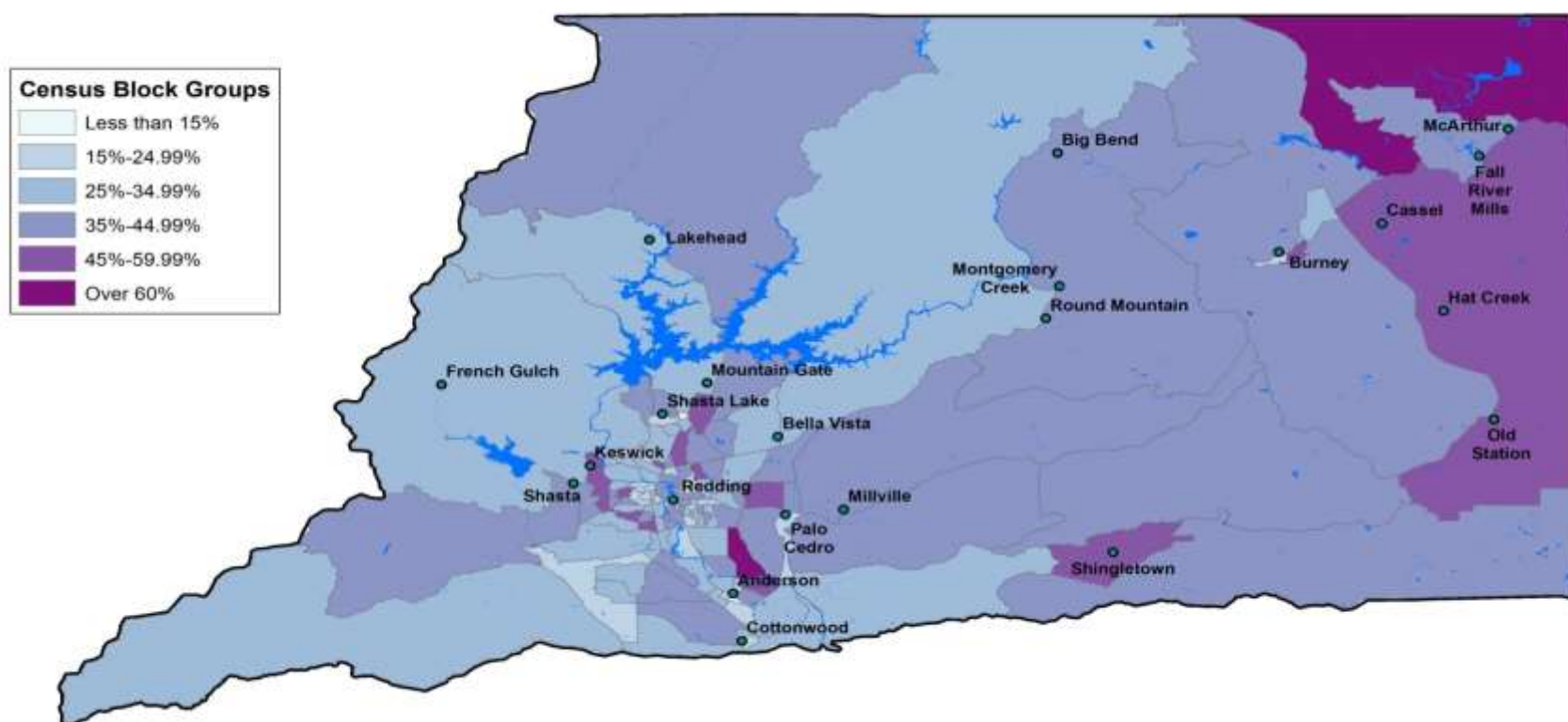
Figure 4: Percent of Population Living with a Disability/Disabilities by Census Block Group



Source: U.S. Census Bureau, ACS 2014 5-Year Data.

According to the latest data in Table 4, 18.14% of Shasta County's population is over the age of 65, compared to 13.75% nationally and 12.13% statewide. Table 5 on the following page shows that Shasta County's older population is projected to more than double by 2060, increasing during this period from 17.0% to 27.6% of the population. This represents a significant increase in the county's transit-dependent population. In addition to people aging in place (younger people already living in Shasta County becoming older and remaining in the county), Shasta County attracts many retirees, thus potentially explaining why the senior population grows so significantly. Figure 5 shows that parts of Anderson, Redding, Shasta Lake and eastern and southeastern portions of the county have the largest concentrations of seniors.

Figure 5: Percent of Population over 65 Years Old by Census Block Group



Source: U.S. Census Bureau; ACS 2014 5-Year Data.

Table 5 provides an overview of the population by age group of the population aged 65 and above. Almost 28% of Shasta County is predicted to be 65 and older by the year 2060.

Table 5: Population Projections for Shasta County

Age Group	2010	2020	2030	2040	2050	2060	Population Change 2010-2060
Under 65	147,378	145,452	148,731	156,529	162,006	165,744	12%
65-74 (Young Retirees)	16,678	24,038	26,540	23,117	26,301	29,112	75%
75-84 (Mature Retirees)	9,466	13,053	19,580	21,571	19,156	21,955	132%
85+ (Seniors)	4,016	4,981	7,305	11,047	12,789	12,086	201%
Total Pop: Age 65+	30,160	42,072	53,425	55,735	58,246	63,153	109%
% Older Adults	17.0%	22.4%	26.4%	26.3%	26.4%	27.6%	

Source: State of California, Department of Finance, State and County Population Projections by Major Age Groups, December 2014.

Vehicle Ownership

Households lacking a vehicle are another important transit-dependent population. According to the latest ACS data shown in Table 6, 7.1% of Shasta County households do not have access to a vehicle, compared to 7.8% for California and 9.1% for the U.S. as a whole. A variety of factors influence vehicle ownership including affordability, land use patterns and density, the public transit system, age, and disability. As a more rural county, it is reasonable for a higher percentage of Shasta County residents to own a vehicle than California and the U.S. as a whole because both California and the U.S. are generally more urban than Shasta County; therefore, access to services, employment and recreation are more easily attainable through other means of transportation.

Table 6: Households Without Vehicles

Geography	Percent of Households with No Vehicle
United States	9.1%
California	7.8%
Shasta County	7.1%

Source: U.S. Census Bureau, ACS 2014 5-Year data

Economy

The Redding area serves as an important regional hub for retail and services, while recreation and tourism are important parts of Shasta County's economy. Shasta County is home to a number of attractions, including the Sundial Bridge, Turtle Bay Exploration Park, Lassen Volcanic National Park, Shasta Lake, Shasta Dam, Whiskeytown Lake, and McArthur-Burney Falls Memorial State Park; these attractions bring thousands of visitors each year to the area. Shasta County's economy is strengthened by the city of Redding, one of the North State's most important commerce centers. According to July 2016 Bureau of Labor Statistics data, the unemployment rate for Shasta County was 7.4% compared to 5.9% for California.

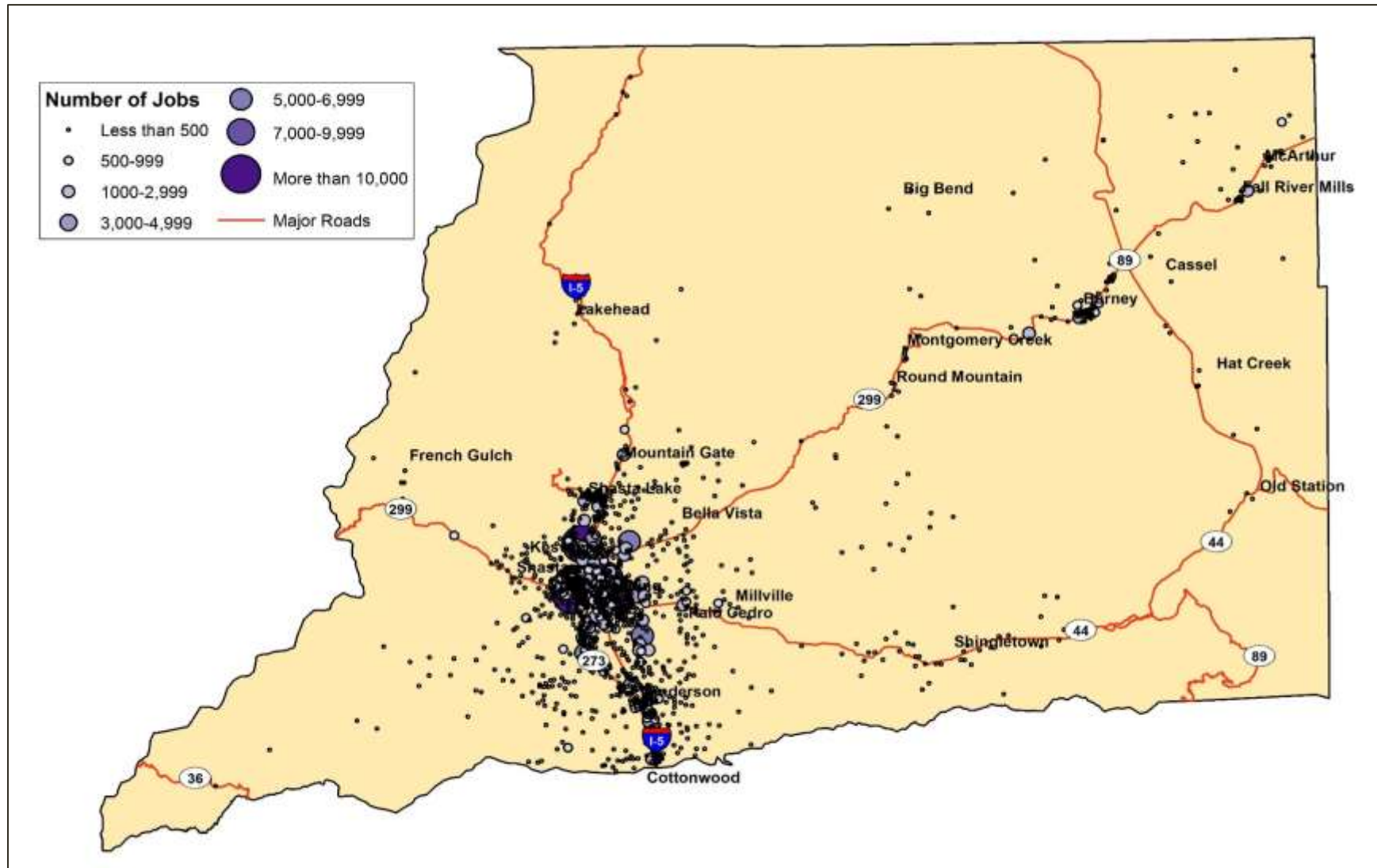
Knowledge of the relationship between locations of jobs and housing can help measure transportation need. Transportation is critical for access to employment and other opportunities. According to the Census Bureau's Longitudinal Employer-Household Dynamics (LEHD) data, there were approximately 60,000 individuals employed in Shasta County 2014¹⁶. Approximately 72% of those workers both live and work in the county, while the remaining 28% reside outside of the county.

Figure 6 on the following page illustrates the location of all jobs in Shasta County. The map shows that most of the jobs are located in the greater Redding area. Other noticeable pockets include areas in or around Burney, Palo Cedro, and Fall River Mills. These jobs fall into some of the following sectors:

- Over 21% in Health Care and Social Assistance
- 13.4% in Retail Trade
- 10.3% in Educational Services
- 10% in Accommodation and Food Services

¹⁶ 2014 was the most recent year for which data was available at the writing of this report.

Figure 6: Job Distribution



Source: U.S. Census Bureau-LEHD Data (2014); map created by CBPR.

3. TRANSPORTATION RESOURCES IN THE SHASTA REGION¹⁷

Identification of transportation resources in the community can be helpful for not only the transit-dependent population, but also for the Shasta Region's population, and is necessary for the coordinated planning process. This chapter describes organizations serving Shasta County either as transportation providers, or organizations with a transportation component which serve clients and patients. The information in this chapter is subject to change and reflects available information at the time of the writing of this plan. Because there are a wide range of organizations, this information has been sorted into multiple categories. A number of these organizations can fall into multiple of the following categories:

- Public Transportation Services
- Human Services/Social Services/Non-Profits Transportation
- Assisted Living/Support Services/Medical Services
- Education
- Tribal Groups
- Private Services
- Interregional Transportation Services

Transportation is not the primary service provided by many of the organizations listed in this chapter; however, they may have clients/patients that need transportation to access their services and thus provide limited transportation, buy gas vouchers or bus passes to give to clients, and/or coordinate or contract transportation with other organizations.¹⁸ Appendix B – Transportation Resources, provides additional details on the organizations presented in this chapter.

Public Transportation

Public transportation services are open for use by any member of the public. The Redding Area Bus Authority (RABA) is the only local public transportation operator that originates in Shasta County; however, Modoc County's Sage Stage, and Trinity County's Trinity Transit also operate routes to/from Redding.

Redding Area Bus Authority: Fixed Route

RABA provides multiple fixed route, commuter, and express services. Routes primarily cover the greater Redding area, including Shasta Lake, Anderson, and Cottonwood. Routes operate Monday through Friday, with some services also operating on Saturday.

¹⁷ The language and information from this section was compiled from the 2015 RTP, the 2007 Shasta Coordinated Plan, the internet, and outreach.

¹⁸ A number of these organizations have websites and phone numbers where additional information can be acquired. In addition, information on a number of social services and transportation can found at 211norcal.org/Shasta or by calling 2-1-1.

RABA also operates the Burney Express route under contract with Shasta County. The Burney Express departs the greater Redding area along the SR 299 corridor to provide express service between Redding and Burney with three round-trips per day, Monday through Friday.

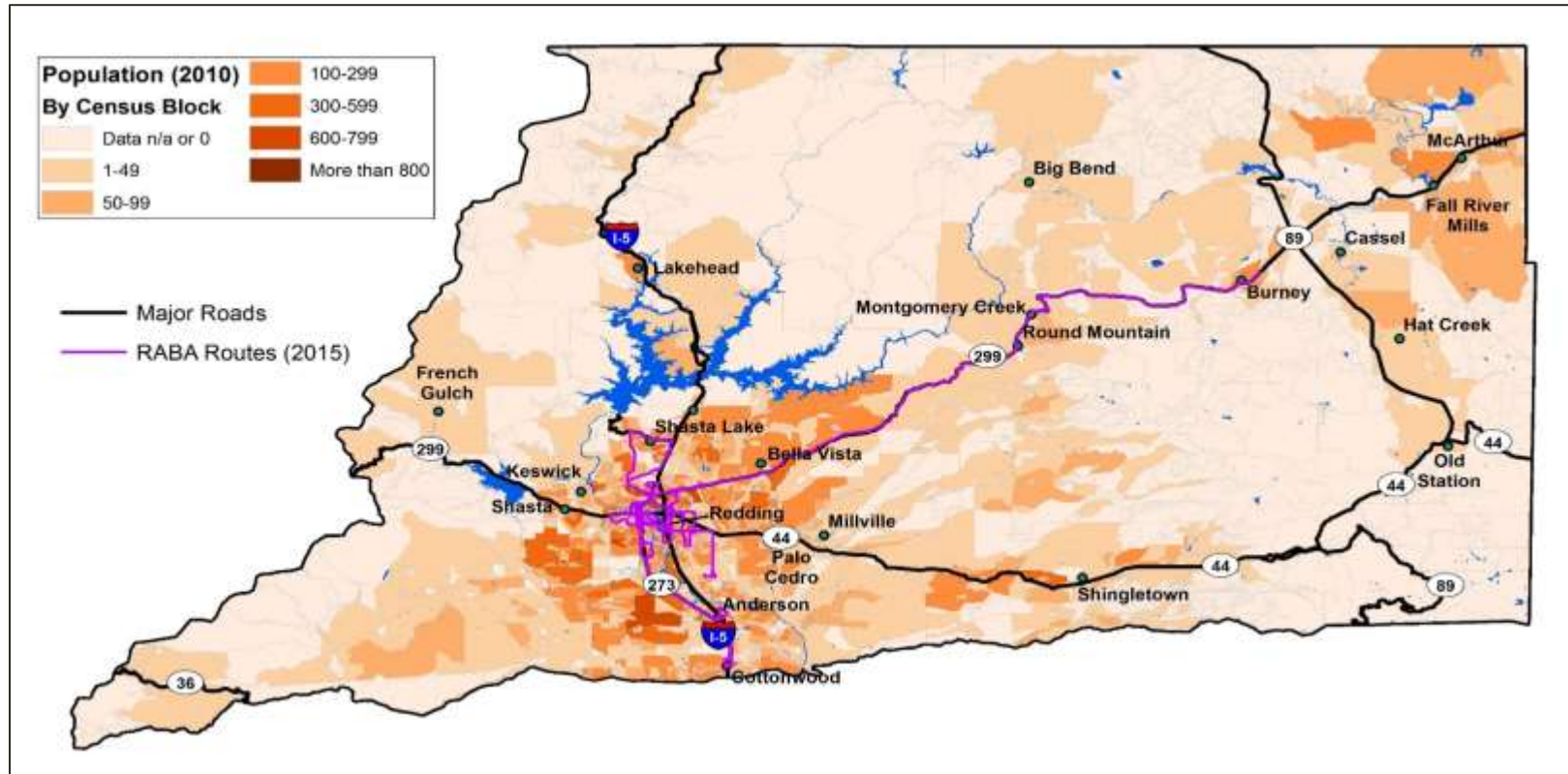
Figure 7 RABA Routes with 2010 Census Block Data presents a map of RABA routes¹⁹ and Shasta County population by Census block. This map shows that RABA primarily serves the relatively high population urbanized area of Shasta County as well as one express route to Burney. While there are other transportation resources in the county, not all members of the public can access those services due to specialized nature of the services (i.e. for seniors or for people with disabilities), or cost.



Figure 8 provides a zoomed in, edited portion of this map focusing on the greater Redding area and the portion of eastern Shasta County served by the Burney Express.

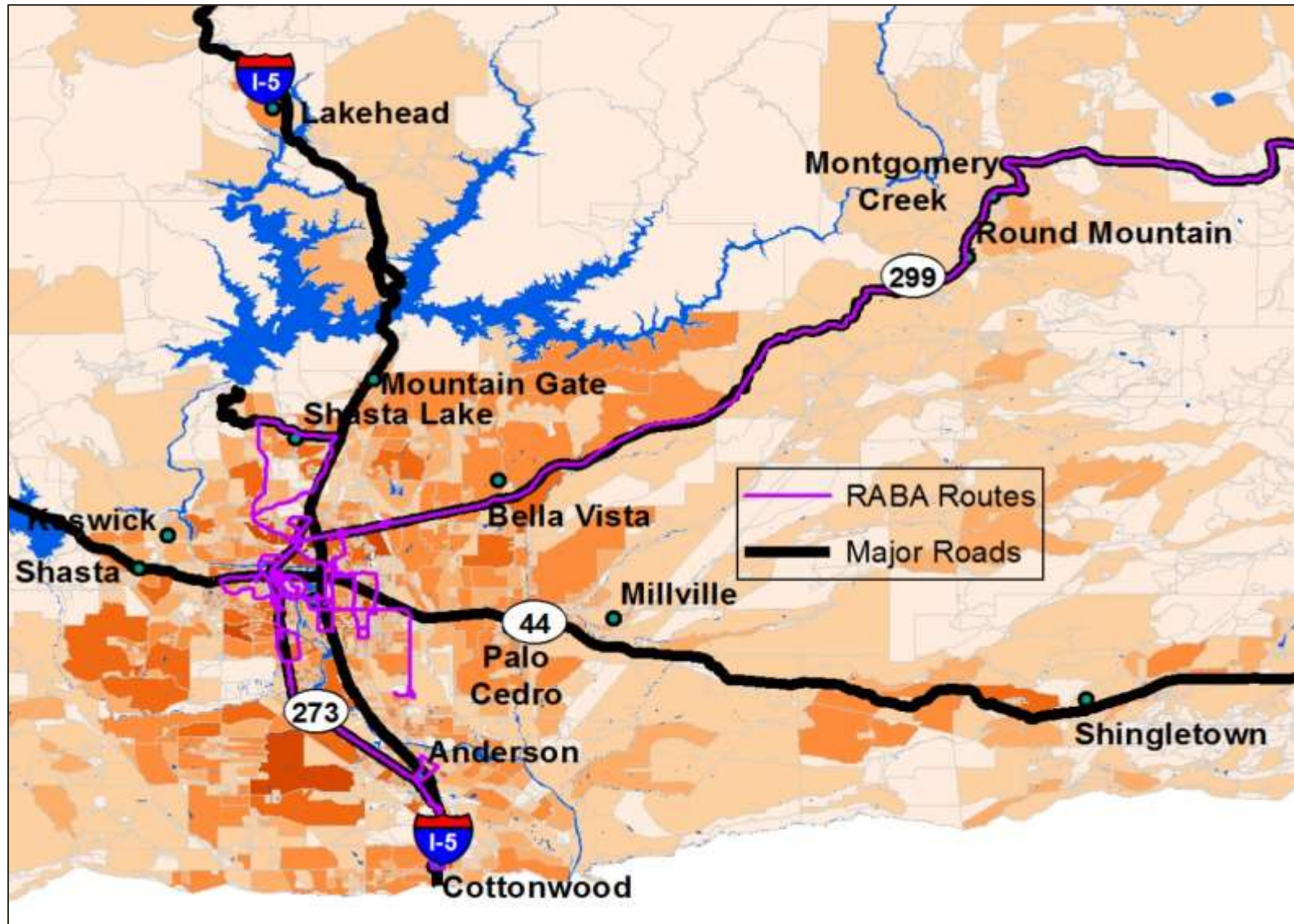
¹⁹ RABA routes were combined into one color for clarity/organization. In June 2016, RABA implemented a pilot bus service (Beach Bus) between Redding and Whiskeytown Lake. This is a summer service only and is not shown on this map.

Figure 7: RABA Routes with 2010 Census Block Data



Source: U.S. Census Bureau, RABA, and SRTA; map created by CBPR .

Figure 8: Zoom In of RABA Routes



Source: U.S. Census Bureau, RABA, and SRTA; map created by CBPR.

Sage Stage

Sage Stage is the public transit provider in Modoc County, operating one Monday through Friday route from Alturas, in Modoc County, to Redding. This route only operates one round-trip per day due to the distance from Alturas to Redding (288 miles round trip). The fare for this route is \$26.00 each way for the public, and \$19.50 for those that qualify for discounted fares (children 0 to 12 years old, seniors 60 and over, and disabled persons). Figure 9, which is from the 2013 Modoc Short Range Transit Development Plan, shows the Sage Stage route to Redding.

Figure 9: Alturas to Redding Sage Stage Route



Source: Modoc Short Range Transit Development Plan, 2013.

Trinity Transit

Trinity Transit is the public transit provider in Trinity County. Trinity Transit operates one route from Weaverville in Trinity County, to Redding. This route runs twice daily Monday through Friday, and the first and third Saturday of the month. Fares from Weaverville to Redding (and from Redding to Weaverville) are \$10.00 each way for the general public, and \$7.50 for discounted fares (veterans, students, children 6 to 11 years old, seniors 65 and older, and disabled persons). Figure 10, which is from the 2014 Trinity Transit Short Range Transit Development Plan and Coordinated Plan Update, shows the Trinity Transit route to Redding.



Figure 10: Weaverville to Redding Trinity Transit Route



Source: Trinity Transit Short Range Transit Development Plan and Coordinated Plan Update, 2014.

Human Services/Social Services/Non-Profits

Human services transportation includes services that meet the needs of people with disabilities, seniors, and clients of social service programs (e.g. substance abuse program, day programs, and health centers). Organizations in this section range from faith-based organizations, to non-profits, to government agencies. Not all members of the public can use these services, and some of these programs may require special referrals and an application process; however, they are all important parts of the Shasta regional transportation system.

- RABA Demand Response/Complementary Paratransit
- Far Northern Regional Center (FNRC)
- Golden Umbrella, Inc. (GU)
- Good News Rescue Mission (GNRM)
- Northern Valley Catholic Social Services (NVCSS)
- Shascade Community Services
- Shasta Senior Nutrition Program (SSNP)
- Shasta County Opportunity Center
- Veterans Administration

Redding Area Bus Authority: Demand Response/Complementary Paratransit

RABA provides curb-to-curb transportation for individuals with disabilities who are not able to utilize fixed route service. The service area is within $\frac{3}{4}$ mile of fixed route service, and service is provided during the same operating hours.

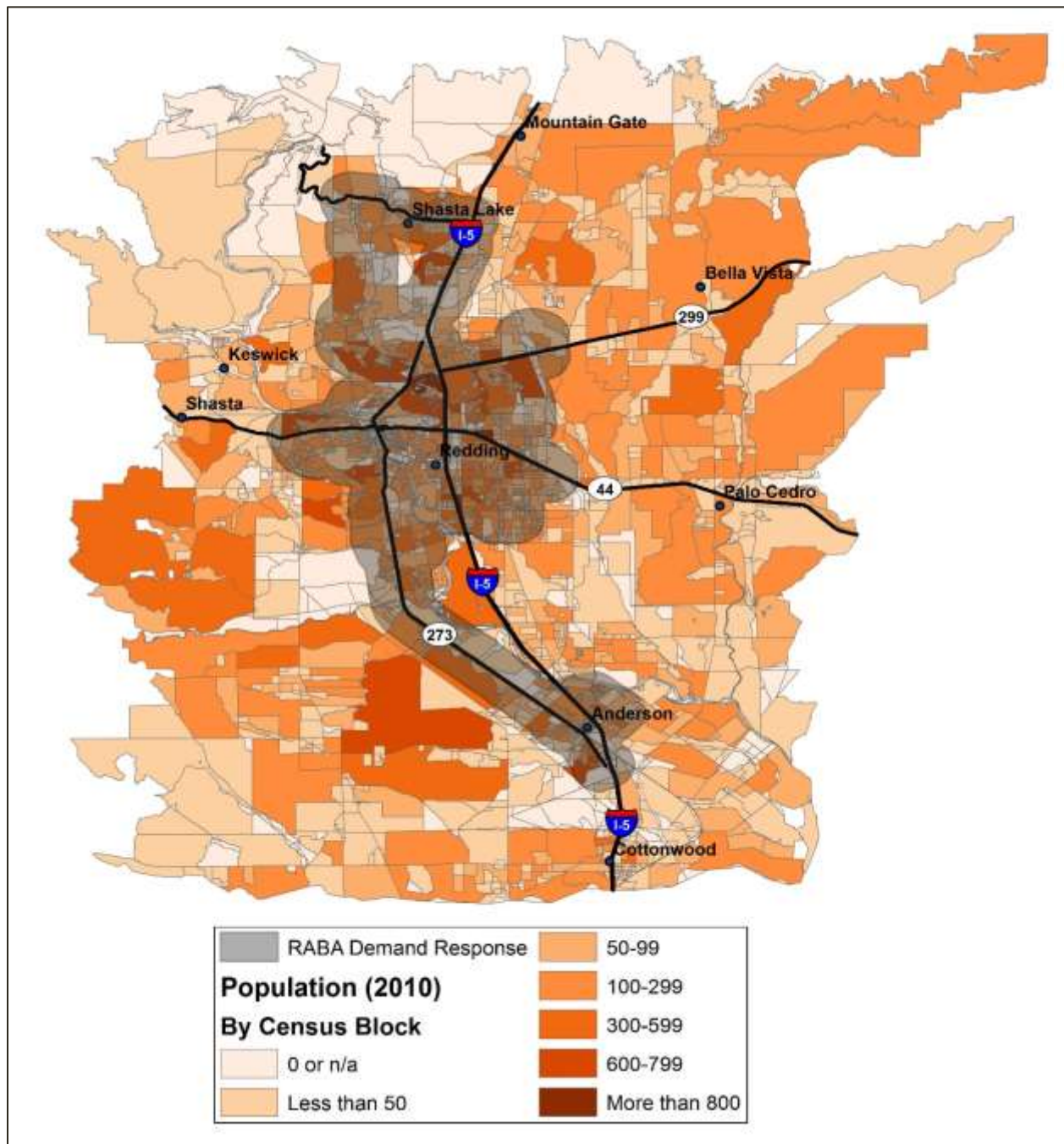
Figure 11 shows the RABA Demand Response Service area with Census block population data as the base map to give an idea of the coverage and the population served. The service area covers a select region between Shasta Lake and Anderson.

Shasta Senior Nutrition Program

Shasta Senior Nutrition Program (SSNP), a program of Mercy Medical Center and Dignity Health in Redding, provides senior transportation outside of the urban boundaries of the county. SSNP provides transportation to seniors aged 60 and over. This includes door-to-door service that enables seniors and those with disabilities the ability to continue their daily activities such as shopping, medical appointments, and the use of SSNP's dining facilities.

In addition to the regular transportation services provided, SSNP also serves as the Consolidated Transportation Service Agency (CTSA) for Shasta County. CTSA services are demand response services available in most of Shasta County for seniors and disabled customers who are not able to use conventional transit services (including conventional demand response services offered by RABA).

Figure 11: RABA Demand Response Service Area with 2010 Census Block Data



Source: U.S. Census Bureau, RABA, and SRTA; map created by CBPR.

Assisted Living/Support Services/Medical

The organizations in this section include assisted living facilities, organizations that provide caretaking services, medical institutions, and transportation providers that deliver emergency and non-emergency medical transportation. For some organizations, transportation is the focus of their work, while for others, transportation is a component that is delivered on a limited basis.

- AccentCare
- Addus HealthCare
- American Cancer Society (ACS):
Redding and Chico
- American Medical Response
- Arcadia Health Care
- A Touch of Heaven
- Care-a-Van
- Comfort Keepers
- Compass Shining Care
- Golden Living Centers
- Hill Country Health and Wellness
Center
- Holiday Retirement
- Home & Health Care Management
- Home Helpers
- Krista Foster Homes/Krista
Transitional Housing Program Plus
- Marquis Care at Shasta
- Medical Home Care Professionals
- Mercy Medical Center
- Merit
- Northstar Senior Living
- Oakdale Heights Assisted Living
- Precious Cargo
- Quality Medi-Ride
- River Oaks Retirement
- The Vistas Assisted Living and
Memory Care
- Visiting Angels
- Welcome Home Assisted Living &
Memory Care
- Willow Springs Alzheimer Care
Center

Education

The following educational organizations provide transportation services to students to allow them to attend school and school related function and programs.

- Anderson Union High School District,
through a contract with SCOE
- Bella Vista Elementary School
District
- Black Butte Elementary School
District
- Cascade Union Elementary School
District
- Columbia Elementary School District
- Cottonwood Union School District
- Enterprise Elementary School
District
- Fall River Joint Unified School
District
- Gateway Unified School District
- Grant School District
- Happy Valley Union Elementary
School District
- Head Start Child Development, Inc.

- Igo-Ono-Platina Union School District
- Millville Elementary School District
- Mountain Union School District
- Oak Run Elementary School District
- Pacheco School District
- Redding Elementary School District
- Shasta County Office of Education (SCOE)
- Shasta Union High School District
- Shasta College, through a contract with RABA
- Whitmore Union Elementary School District

There are also five school districts that do not currently offer transportation services to students, but could begin providing transportation in the future. These are:

- French Gulch-Whiskeytown School District
- Indian Springs Elementary School District
- Junction Elementary School District
- North Cow Creek Elementary School District
- Shasta-Trinity Regional Occupation Program

Tribal Groups

Pit River Health Services and the Redding Rancheria are the only tribal groups native to Shasta County to provide limited transportation to program participants/patients. However, the Susanville Indian Rancheria (SIR) and Greenville Rancheria also provide transportation services to Redding, which Shasta Region's residents can utilize.

The SIR route makes three daily round trips between Redding and Red Bluff, but also services the cities of Chester and Westwood on its returning route to Susanville. Shasta Region residents can access any of these cities using the SIR bus service. The Greenville Rancheria transportation program is limited to patients of its tribal health program.

Private Services

The following is a list of private transportation providers available for hire for a range of needs.

- First Class Shuttle
- Limo Services: the Shasta Region has a variety of limo services. Each service has different rates and area restrictions but all offer custom trips based on customer-demand. The following is a list of the limo services available to the region's residents:
 - Ambassador Limousine
 - Champagne Limo
 - Deluxe Limousine
 - Executive Limo Bus Services

- First Class Limo
- NorCal Limousine Services
- Platinum Limo
- Liberty Coach Charters: Liberty Coach Charters provides customer demand-based transportation in the Redding area.
- Taxi Services: a number of taxi services exist in, and serve different areas of the region. As the second largest city north of Sacramento, many of these taxi services are based in the Redding area. The following is a list of the known taxi/cab services:
 - ABC Cab
 - Day and Night Cab
 - Redding Yellow Cab
 - Road Runner Taxi
 - Sam's VIP Taxi
 - The Day Tripper (Burney)

Additionally, Uber services the region.

Interregional Transportation Services

The following is a list of interregional transportation providers, defined as a service that covers multiple regions and counties, including Shasta County.

- Amtrak – Amtrak is a passenger train service that is partially funded by the government. In that regard, it acts as both a private and public entity. Amtrak service is made up of both passenger rail service north/south from Portland to Sacramento, and Thruway Bus service between Redding and Sacramento.
- Greyhound – Greyhound is a private intercity bus service that provides north/south service from Portland to Sacramento.
- Mt. Lassen Motor Transit – Mt. Lassen Motor Transit is a private intercity bus service that serves the Redding/Red Bluff/Chico area and provides transportation to the San Francisco Bay Area, Sacramento, Southern California, and more.
- Sage Stage – Sage Stage is the public transit provider in Modoc County. See the Public Transportation Services section at the beginning of this chapter for more information.
- Susanville Indian Rancheria – The SIR bus is a public bus service operated by the SIR, although it is open to the public. See the Tribal Groups section for more information.
- Trinity Transit – Trinity Transit is the public transit provider in Trinity County. See the Public Transportation Services section at the beginning of this chapter for more information.

Airports

The following is a list of airport resources in Shasta County:

- Benton Airpark – Benton Airpark is a general aviation airport owned and operated by the city of Redding. It is also home to the Benton Air Center, which offers aircraft maintenance, charter flights and flight training.
- Fall River Mills Airport – The Fall River Mills Airport is a general aviation airport which provides aviation fuel sales (no jet fuel) and hanger and tie-down services.
- Redding Air Services Inc. – Redding Air Services, Inc. is an FAA Part 135 Certified Air Carrier that operates out of the Redding Municipal Airport. It offers aerial limousine, firefighting, utility and advanced flight training services.
- Redding Jet Center – The Redding Jet Center is a charter flight service located at the Redding Municipal Airport. It offers flights 24 hours a day, seven days a week.
- Redding Municipal Airport – The Redding Municipal Airport is a full service, commercial airport that offers daily flights to San Francisco via United Express, as well as PenAir direct flights to Portland, or with a stop in Arcata/Eureka.

4. TRIP TYPES

It is important to understand the general needs of transit-dependent populations when planning and coordinating services, that is, what types of trips do people need to make, and where do they want to go. A recent report by the Sacramento Area Council of Governments, “Lifeline Transit Study,” on transit dependent population needs identified several essential destinations, which include²⁰:

- Medical facilities, including hospitals and clinics serving low-income patients
- Homeless services
- Food banks and meal programs
- Public assistance program offices such as Woman, Infants, and Children (WIC), CalWORKs, food stamps, Medi-Cal, Social Security Administration, and Veterans Administration
- Community-based veteran, disability, mental health and social/human service agencies
- Other key public offices, like courts, parole, libraries, and post offices
- Adult education, rehabilitation, job training, and employment services
- Large subsidized day care centers
- Public schools, colleges, universities, and community colleges

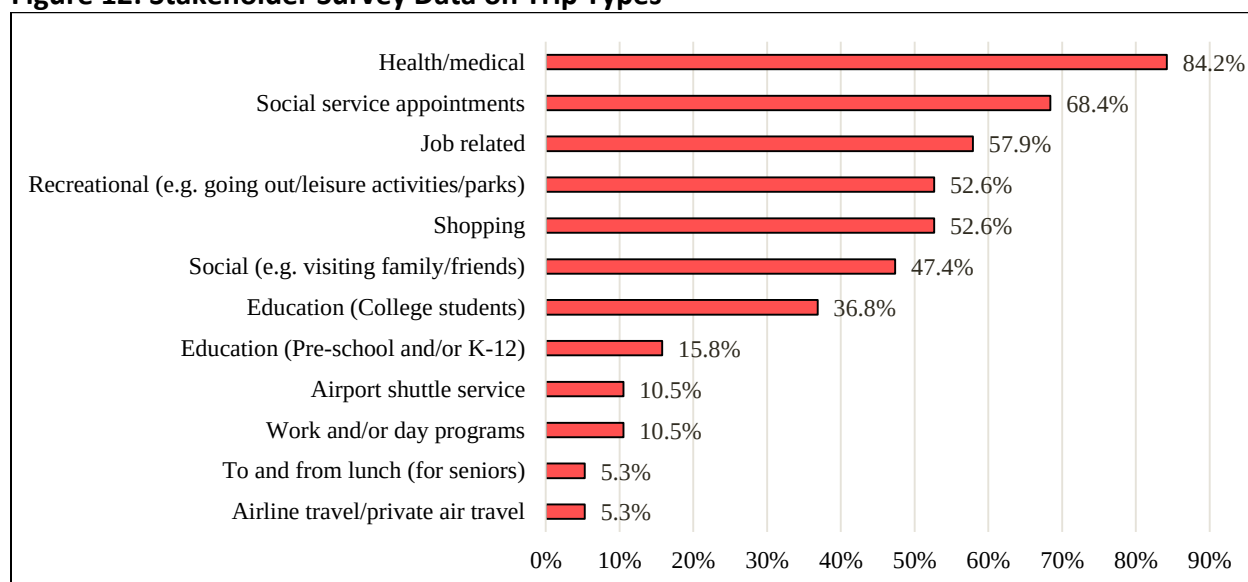
²⁰ Sacramento Area Council of Governments, “Lifeline Transit Study,” *Public Transit Planning*, <http://www.sacog.org/lifeline-transit-study>.

Some of these “lifeline” destinations were also identified to be trip types made by clients/riders in the Shasta Region. Trip types were captured through questions in SRTA’s Transit Priorities Survey and the Stakeholder Survey for the Coordinated Transportation Plan Update conducted in 2016. The Coordinated Plan Stakeholder Survey attempts to capture information about transit issues in general while the Transit Priorities Survey focuses on the RABA riders and general public.

One of the questions on the Coordinated Plan Stakeholder Survey asked: **“What type(s) of trips does your organization provide, purchase, or coordinate? Check all that apply.”**

Figure 12 lists the responses in a graph. The largest response was health/medical trips (84.2%) followed by social service appointments,²¹ job related, shopping, and recreational. Generally, non-emergency medical transportation (NEMT) is one of the most important needs of a local population.²²

Figure 12: Stakeholder Survey Data on Trip Types



Source: Shasta Coordinated Transportation Plan Update Stakeholder Survey, Question 9, 19 responses.

²¹ Social service appointments include a range of activities related to education/training, medical services, services for veterans, and visits with various staff from different social service agencies.

²² A number of those requiring Non-Emergency Medical Transportation may have special needs, such as requiring oxygen, gurneys, or wheelchair lifts, an important consideration when planning and coordinating transportation services.

Figure 13 displays the responses to the question **“Why do you currently ride the bus? (Check all that apply)”** in the Shasta Transit Priorities Survey. The leading response was work (82.4%) followed by medical appointments (66.7%).

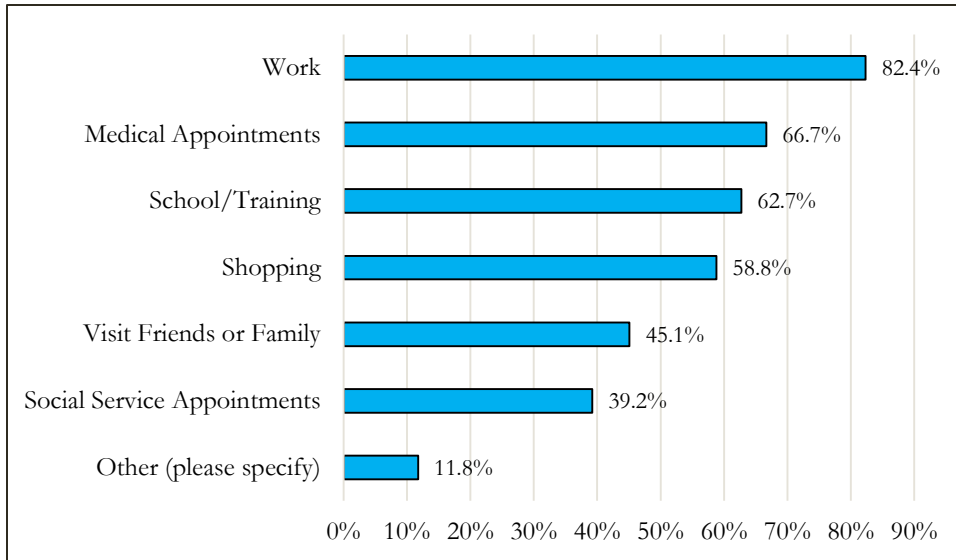


Figure 13: Shasta Transit Priorities Survey (2016-2017)

Source: *Shasta Transit Needs Assessment, Question 5, 81 responses.*

When looking at both surveys, there was some overlap in categories. For example, in both surveys 40% or more of respondents chose medical, employment, shopping, and social trips as reasons for using public transit. Categories where there was no overlap included social service trips (68.4%) and recreational trips (52.6%) for the Coordinated Plan Stakeholder Survey and school/training (62.7%) for the Transit Priorities Survey. In short, major trip types overall are:

1. Medical/Health
2. Employment
3. Social Services
4. School/Training
5. Recreational
6. Shopping
7. Social

5. COORDINATION

The Federal Coordinating Council on Access and Mobility (CCAM) defines the coordination of transportation services as a process through which representatives of different agencies and client groups work together to achieve any one or all of the following goals²³:

- More cost-effective service delivery;
- Increased capacity to service unmet needs;
- Improved quality of service; and
- Make services more easily understood and accessible to riders.

Examples of coordinating transportation include identifying opportunities to reduce duplication of services by co-mingling clients from various agencies, allowing agencies to share vehicles, and regular collaboration and sharing of information. CTSA's also work to increase public awareness of transportation options.²⁴ Although a CTSA does exist in Shasta County (see Limitations of Coordinated Transportation Service Agencies later in this chapter), there is no organization in the county that formally manages coordination efforts. In 2014, SRTA contracted IBI Group to complete a review of CTSA services in Shasta County. IBI reviewed the possibility of SRTA, RABA, 2-1-1 Shasta, and Shasta County's Health and Human Services Agency assuming the role of CTSA²⁵.

The remainder of this chapter identifies coordination issues and challenges in the Shasta Region.

Coordination Challenges

Some of the challenges of providing and coordinating transportation in the Shasta Region have been organized into five different categories. Reports and documents, prior experience and knowledge about coordination issues in the region, and outreach conducted with various stakeholders provided the information presented in this section.

Resource Constraints

Coordination is an ongoing process requiring participation by multiple organizations. Organizations may find it challenging to pursue coordination due to limited resources in the form of staff availability, interest, leadership, service and/or capital capacity, funding, and time.

²³ Delaware Planning Regional Planning Commission, "Coordinated Human Services Transportation Plan Summary", December 2010, <http://www.dvrpc.org/reports/10009.pdf>.

²⁴ Metropolitan Transportation Commission, "Coordinated Public Transit-Human Services Transportation Plan", March 2013, <http://mtc.ca.gov/our-work/plans-projects/other-plans/coordinated-public-transit-human-services-transportation-plan>.

²⁵ SRTA "Coordination of CTSA Services Review", IBI Group, November 2014. Available here: <http://www.srta.ca.gov/DocumentCenter/Home/View/1774>.

Geography

Shasta County is over 3,800 square miles and has an overall population density of approximately 46 people per square mile. However, intra-county diversity is extensive. For example, in some areas of the county, such as Redding and Anderson, the population density is over 1,500 people per square mile while in places such as the northwestern part of the county (including Lakehead) have a population density of approximately 2.5 people per square mile. Riders may have different travel needs and patterns depending on where in the county they reside. In addition, other issues, such as aging in place, poverty, and the relationship between housing, employment, and services can also make coordinating in a geographic environment like Shasta County more challenging.

Regulations, Restrictions, Requirements, and Rules

This category, which is further divided into subcategories, appears to be one of the most significant barriers to coordination.

Client eligibility requirements: Different client eligibility requirements prohibit clients from diverse groups to share transportation services with others for a number of reasons (e.g. funding restrictions). For example, people with disabilities are able to use RABA's paratransit service even though there are other people who could benefit from that service.

Funding reporting requirements: If a transportation service is funded by multiple funding sources, those sources may have different reporting requirements. Keeping up with reporting is not only time consuming, but also frustrating and takes staff time away from carrying out other duties.

Inter-county and intra-county jurisdictional issues: Coordination requires partnerships between different states, cities, counties, businesses, and agencies. However, challenges do arise from such coordination. These range from limited capacity, to difficulties in sharing resources and creating agreements due to regulatory restrictions.

Special Client Needs

The following are some of the issues that emerge when it comes to coordinating and providing transportation with special needs populations. These issues are intimately connected to the issues discussed earlier in this section, but come up again in different ways.

- *Ridesharing Not Always Possible:* This issue is twofold: 1) some agencies provide programs and services to a defined client population; or 2) the unique needs and/or characteristics of a certain population are such that they cannot be mingled with other passengers because of potential problems (e.g. social and behavioral).
- *Unique/Specific Ride Needs:* Coordinating trips between different riders with different needs can be challenging: 1) there may be riders who need transportation to programs, activities, or appointments at specific times and days; or 2) there may be riders who need special assistance (e.g. clients with dementia or those in wheelchairs).

Limitations of Coordinated Transportation Service Agencies

Management is needed to maintain and improve coordination efforts. Without a manager carrying out these tasks consistently, such as a CTSA or mobility management organization, sustaining coordination efforts will not be possible.

SSNP is the designated CTSA for Shasta County. Along with this designation comes the responsibility to provide CTSA transportation services for the county. During 2014, SSNP was asked about providing coordination efforts as the CTSA; however, management declined. A contract was executed between SRTA and SSNP that provided for SSNP provision of CTSA transit services through June 30, 2016. That contract was extended a year in spring 2016 to expire June 30, 2017. In January 2017, SRTA released a Request for Proposals for the provision of CTSA services and other transportation services within the Shasta Region. SSNP was the sole respondent to the RFP.

Duplication and Inefficiencies

While the goals of coordination include maximizing limited transportation resources and improving mobility, coordination challenges/barriers have led to some inefficiencies and duplication. For instance:

- Vehicles from multiples agencies/organizations may provide transportation along the same route at the same time.
- Vehicles from various agencies/organizations may lay idle for different periods of time.
- Eligibility requirements for program services sometimes result in duplication of services or services that are exclusive. For example, grant funding for senior services may only be used to transport seniors even if there are other individuals nearby who could benefit from the service.
- Each transportation program has its own eligibility requirements. An individual may qualify for more than one type of service but will need to contact several different programs, each having different application and eligibility requirements.

Coordination is an ongoing process that requires long-term commitment from multiple organizations and consistent leadership. However, even with these elements, coordination is challenging and not all shortfalls in coordination may be addressed at the local level. For example, certain policies and regulations are created at the state and federal levels. Largely local agencies are forced to adhere to these policies, although lobbying efforts can help influence the creation and evolution of these policies and regulations.

6. SUMMARY OF THE 2007 PLAN

This chapter briefly summarizes the coordination challenges, transportation gaps, and provides a brief summary and update of strategies from the 2007 Shasta County Coordinated Human Transportation Plan. This outline gives an overview of past issues, allowing stakeholders to understand the transportation environment and assess progress to-date on issues and strategies. A monitoring and evaluation component is included for past results and strategies to inform future decision-making so that stakeholders can better understand approaches that work given constraints and conditions.

Shasta County
Coordinated Human Transportation Plan
Incorporating SAFETEA-LU Requirements



SHASTA COUNTY REGIONAL TRANSPORTATION PLANNING AGENCY
1855 Packer Street
Redding, California 96001
Phone: 530-225-6664
Fax: 530-225-0667
Contact: Sue Crowe
Email: SCRTPA@comcast.net
Website: www.SCRTPA.org

Adopted June 26, 2007

Coordination Challenges

The following is a list of the coordination challenges identified in the 2007 Coordinated Human Transportation Plan:

- Funding: limited resources
- Regulatory constraints: federal and state funding agencies make coordination and funding efforts difficult
- Duplication/redundancy: various sources of funding restrict different transportation services to specific populations for specific purposes, resulting in service duplication and redundancy in different ways
- Land-use development patterns: low density and large service area
- Driver requirements: different agencies have different requirement for vehicle safety, driver training, driver licensing, and other standards
- Information exchange: privacy rules regarding sharing of client information between agencies. Different agencies also use different scheduling, dispatching, and reporting programs/software

Transportation Gaps

The following transportation gaps were identified in the 2007 Coordinated Human Transportation Plan:

Rider Needs and Gaps

- Lack of transit services in rural areas
- Lack of transit in areas with transit-dependent people
- Ease of use: navigating services may be challenging
- Service related: time between routes
- Amenities: bus shelters
- Demographics: higher percentage of older-adults in the area than statewide which leads to increased demand for specialized services

Operations Related

- Funding limitations
- Duplication/redundancy

Strategies and Progress

The following is a brief summary of the strategies from the 2007 Coordinated Human Transportation Plan. Each strategy is followed by a short status update provided by SRTA staff based on information of which they are aware.

Short-Range Strategies

Priority 1: Improve coordination by expanding agency participation in the CTSA – Contact local area transit providers and human-service agencies and invite them to participate in monthly CTSA meetings. It is further recommended that continual recruitment of new CTSA members be conducted.

Update: This priority is being implemented through the SSTAC. Progress on this strategy began in 2014 with SRTA becoming more actively involved in the SSTAC. The SSTAC was completely restructured in 2015.

Priority 2: Shared use of vehicles – Have the CTSA and other local agencies work in conjunction with transit advocacy groups such as the American Public Transportation Association, California Transit Association, CalACT, United We Ride, and the Long Range Strategic Plan on Aging Transportation Task Team to advocate for policies to address legal ramifications for those involved in coordination efforts.

Update: This is currently being evaluated through an SRTA – SSNP study for on-demand Sunday service using SSNP vehicles.

Priority 3: Fast delivery of vehicles – Promote the fast delivery of vehicles by CTSA working with Caltrans to ensure that vehicle procurement contracts and the supply of vehicles is adequate to meet the demand of the 5310 grant process.

Update: Little progress has been made as this priority does not look like it was promoted. SSNP and other eligible FTA Section 5310 grant recipients may consult with CalACT for group purchasing availability options.

Priority 4: Reduce operating costs – Have the CTSA and transit providers develop joint purchasing programs for fuel, supplies, etc. to decrease operating costs.

Update: No progress by the CTSA or transit providers has been made on this strategy.

Priority 5: Create transit friendly amenities – Identify special needs and incorporate these needs into capital improvements and facility upgrades such as benches and bus shelters.

Update: RABA has reported \$4,765,295 of transit-friendly capital improvements since 2007.

Priority 6: Increase the availability of qualified transit drivers – The CTSA should take the lead to develop consistent driver standards for transit providers. Consistent standards could increase the availability of qualified drivers in the area and eliminate the cost of duplicative training programs.

Update: The CTSA has made no progress on this strategy.

Priority 7: Increase public awareness of transit through outreach and marketing strategies – Informing the community about human transportation and special transportation services requires marketing and direct outreach to the community. Recommendations/strategies include updating agency websites, researching feasibility of internet kiosks, informing healthcare providers on mobility options, and maintaining an updated community resource file for transit referrals.

Update: RABA has made marketing efforts, but no central community resource file exists for transit referrals. The CTSA, SRTA, SSTAC, and non-emergency medical providers have not kept healthcare providers current on mobility options. SRTA has done/been working on transit outreach, such as expanding the unmet needs input process to be perennial instead of annual, as well as using social media to engage a higher percentage of the population. Both RABA and SRTA have, or are in the process of, updating their websites to be more user-friendly.

Priority 8: Making easy connections – Develop a centralized transfer point or transfer station for interregional services that offers amenities to riders, such as access to information, pay

phones, customer service, and restrooms. Examine how to connect rural areas to regional and local connections and examine intercity grants.

Update: Implemented and ongoing through the Redding Downtown Transit Center, the Burney Express, Sage Stage, and Trinity Transit. SRTA developed an intercity feasibility study and action plan and submitted a grant request for establishing an intercity bus services from the Shasta Region to Sacramento. This first grant request was not awarded; however, SRTA will re-apply for the funding source, as well as pursue other grant funding sources that may be used to begin this process.

Priority 9: Increasing revenue resources – Have the CTSA and other local agencies enlist assistance from transit advocacy groups such as CalACT and the American Public Transportation Association to advocate for new and expanded resources to fund small urban area grants.

Update: SRTA has been working with RABA to use new public transit funding sources, like FTA Section 5339 formula funds and the Low Carbon Transit Operations Program (LCTOP). The LCTOP was created to provide operating and capital assistance for transit agencies to reduce Greenhouse Gas Emissions and improve mobility, with a priority placed on serving disadvantaged communities. Additionally, SRTA has increased its outreach and information dissemination efforts on existing grant funding sources, such as FTA Section 5310, 5311, and 5311(f). A grant funding matrix is regularly updated, and is available through SRTA.

Priority 10: The growing older-adult population – Driver wellness and training programs could be offered to older adults, helping them to continue driving safely.

Update: SRTA staff has anecdotal reports of various agencies providing this training. These agencies include the California Highway Patrol, and some community groups.

Priority 11: Transportation for those who can no longer drive – Inform seniors of available transportation options by using senior publications, local methods, or other methods. Future residents should be informed of limited transportation options in rural areas before they relocate.

Update: Implementation through the various advocacy groups for specialized transportation and through SRTA's Need a Ride brochure that is biennially updated, distributed, and now available interactively on SRTA's website. RABA uses a city of Redding brochure distribution service which has been offered by RABA staff to SRTA. Outreach to future residents has not been implemented.

Priority 12: Developing volunteer driver programs – Research resources to fund volunteer driver programs.

Update: Available through various agencies, particularly non-profits and faith-based organizations.

Priority 13: Finding a ride online – Research the feasibility of implementing a web-based trip planning program.

Update: The RABA system route map is web-based, although it is not yet established for trip planning. However, the development, and use, of Google Maps fulfills the need of this strategy.

Priority 14: Create “transit-ready” environments – Incorporate the Shasta Regional Blueprint Planning Grant (Shasta *FORWARD>>*), and the Regional Transportation Plan (RTP). SRTA should also encourage local agencies to include Regional Blueprint strategies, such as transit-oriented development, in their plans.

Update: Implemented and ongoing.

Priority 15: Resolving inter-jurisdictional transportation issues – An efficient coordination process must be established and maintained for identifying, reviewing, and resolving inter-jurisdictional transportation concerns in the region. It is recommended that SRTA actively participate in the planning processes of the region to ensure planning efforts are coordinated. It is recommended that the CTSA and other local agencies enlist assistance from transit advocacy groups to advocate for policies to address issues and concerns that may require changes in regulatory constraints or require legislative action.

Update: SRTA, the CTSA, and RABA coordinate regarding the provision of transit services, to ensure that duplicative services are not occurring. With respect to regulatory constraints, Senate Bill 503 (2015) provided some relief to fare box issues. The SSTAC is a good forum for follow-up.

Long-Range Strategies

Priority 1: A ride for everyone – The CTSA, SRTA, SSTAC, and service providers enlist the aid of CalACT or similar transit advocacy agencies to convey to transportation leaders the limitations that transit providers have in being able to transport only passengers that meet their rider criteria. For example, where there is no fixed-route service, SSNP frequently has requests from individuals that are not seniors for rides.

Update: Not implemented; however, this strategy is under investigation with studies/analyses for on-demand transportation and/or micro-transit. It may be partially implemented through contractual changes with the CTSA for rider space based on availability.

Priority 2: Shared maintenance facilities – The CTSA, SRTA, SSTAC, and transit providers should research the feasibility of RABA providing routine maintenance and repairs on vehicles from other transit fleets.

Update: Not implemented.

Priority 3: Consolidation of operations and service delivery into one system – The CTSA, SRTA, SSTAC, transit providers, and human service providers and agencies should research the feasibility of developing a centralized dispatch system that will reduce duplication of scheduling, dispatching, and reporting requirements.

Update: The concept of centralized dispatch was explored without success in the 2014 SRTA “Coordination of CTSA Services Review”. No subsequent progress has been made on this priority.

Priority 4: Investing in infrastructure – Collaborate with local agencies to implement Shasta *FORWARD>>* and the RTP.

Update: Undergoing implementation through Sustainable Communities Strategy and Strategic Growth Areas inclusion in RTP.

7. GAPS AND CHALLENGES

This chapter discusses transportation gaps for riders, along with challenges for agencies providing transportation in the Shasta Region. The information in this section was generated through stakeholder engagement, input from the public through the 2016-2017 Transit Needs Assessment, and other recent planning documents. A better awareness of these gaps and challenges is central to the development of the strategies in the next chapter of this plan.

Challenges for Transit Users

Main Themes

A number of issues emerged from the 2016-2017 Transit Needs Assessment Survey and the Coordinated Plan Stakeholder Survey. Some of the issues overlapped, meaning the same issue came up in both surveys, while other issues were unique to each survey. The following seven themes are challenges/gaps in transportation for transit users that were selected by 40% or more of survey respondents in both of the two surveys:

Sunday Service

Over 60% of respondents in both surveys identified the need for Sunday service as a service gap. Respondents reported that transit users need Sunday service for multiple reasons, including: running errands; shopping; social trips; recreational activities; church attendance; and employment.

Service Accessibility

Because RABA serves only a portion of the county, a number of communities do not have any access to transit services. These communities may have non-profits, social service agencies, or other organizations that provide transportation on a limited basis; however, those services are typically available only for certain groups (e.g. people with disabilities or seniors) or are not available on a set schedule. Multiple stakeholders in the Burney area mentioned members of their community not being able to pursue educational, employment, and other opportunities because of a lack of transportation; this issue also applies to other outlying communities where there is no RABA service and where there may be no other type of transportation service.

Service Frequency

Both stakeholders and members of the public reported RABA service frequency as an issue. Multiple stakeholders reported some of their clients have had to wait one, two, or more hours after an appointment for a bus to take them home or to another destination. Requests were made for more frequent buses to reduce wait time.

Service Hour Operations/Expand Hours of Operations

Both members of the public and stakeholders requested services beyond business hours. For example, some riders may be able to take a bus to a doctor's appointment but may not take a bus back because service for the day has ceased. These limitations preclude individuals from pursuing employment and training/educational opportunities, getting social services, running errands, and making social/recreational trips.

Demand Response Service Related Challenges

Over 50% of stakeholders chose demand response service related challenges as an option in the Coordinated Plan Stakeholder Survey. Stakeholders identified some of the following issues with demand response services:

- *requirements for advance scheduling*: sometimes last minute trips need to be made and because RABA requires advance booking, these trips cannot occur (e.g. last minute doctor's appointment)
- *limitations in the hours of operation*: service later in the evening was requested
- *wait time for pickups*: long wait times can cause stress and frustration to those waiting
- *fare expensive for some riders*: a number of individuals on fixed incomes may find the fares expensive
- *eligibility*: demand response services have eligibility requirements for users
- *service area*: the RABA demand response service area covers a limited geography (see Chapter 3 for a map of the coverage area).



Knowledge Gap

Many survey respondents reported a lack of knowledge about the various transportation services and resources available in the Shasta Region. This lack of knowledge ranges from

potential riders not using RABA services because they feel intimidated and may not know how to read maps and schedules, find bus stops, and know how to use the services.

Because there are many agencies in the region providing a variety of services, which are subject to change at any given time, members of the public and stakeholders may not be always be aware of services and eligibility requirements and/or have the most updated and accurate information.

Express Bus Service to Sacramento

Over 40% of survey respondents in the Transit Needs Assessment selected “Express bus service to Sacramento” as one of the items for transit service improvements. Reasons for travel to Sacramento include: accessing the Sacramento International Airport; specialized medical appointments; and other opportunities.

The Transit Needs Assessment coincided with SRTA conducting an intercity bus transportation study and action plan, as well as applying for state funding to implement an intercity bus service from the Shasta Region to Sacramento.

Other Important Issues

The following are additional issues culled from the responses to the two surveys that also pose challenges for using and accessing transit services.

Transferring between different systems

Many people from other counties, including transit-dependent individuals, visit Shasta County to access different services and opportunities not available in their county of residence. Residents of Shasta County also travel outside of the county via public, and other types of transit. Challenges occur when transferring between different transit providers, and when riders may not know how to navigate different transit systems. It can also be difficult when clients must pay different fares to different systems.

Infrastructure

In many cases, transit users may need to walk or find a different way to get to bus stops. Those with disabilities may find it especially challenging if there are poor paths or no paths to a bus stop.

Mobility may also be achieved or supplemented through walking and biking; therefore, the placement and condition of bikeways and trails is important. Multiple stakeholders discussed limitations in sidewalks and paths as a barrier to mobility, connectivity, and accessibility. The amenities located at transit stops can also influence the number of people that choose to use RABA services.

Challenges for Transportation Providers

In discussions with stakeholders, limitations related to financial resources was a major and common challenge when it came to providing transportation. Limited financial resources contribute to deficiencies in multiple areas from limited services to limited staff capacity. Transportation providers and stakeholders continue to apply for funds to maintain, improve, and strengthen services, but grant applications do not always result in funding. Chapter 10 – Funding (and Appendix C – Clean Energy Funding Resources) of this Coordinated Transportation Plan update present a multitude of transportation funding options, along with information on which organizations are eligible to apply to which funding sources. The coordination of grant applications among similar organizations may also make the applications for funding more successful.

Other challenges for stakeholders included regulatory issues and technology. Regulatory conditions can:

- create challenges in providing transportation;
- make coordination challenging;
- require significant reporting time; and
- place restrictions on the way services are delivered.²⁶

In regard to technology, limitations, particularly cell phone coverage and access, were also identified as a challenge in connecting people to services and as a communication barrier.

8. IDENTIFICATION OF STRATEGIES

Identifying strategies is required to promote coordination and address the transportation gaps and challenges discussed in the previous chapter. Stakeholders shared a number of ideas for strategies. In addition, the following evaluation criteria also helped shape the strategies in this chapter and will need to be considered during further planning, development, and implementation.

Evaluation Criteria

Three main themes and a series of questions related to those themes were taken into consideration when developing a list of strategies that would address coordinated transportation opportunities and gaps/challenges in the region²⁷.

²⁶ One example includes the following: SSNP routes cannot service RABA service areas even if there is a need.

²⁷ Humboldt County Association of Governments (HCAOG), “Humboldt County Coordinated Public Transit Human Services Transportation Plan 2013 Update”, December 2013, http://www.dot.ca.gov/hq/MassTrans/Docs-Pdfs/CoordinatedPlng/humboldtco_coorplan.pdf.

1) Does the strategy address transportation gaps or barriers?

Related Questions - Does the strategy:

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

2) Feasibility: Can this strategy be feasibly implemented given the timeframe and available resources?

Related Questions – Does the strategy:

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

3) Coordination: How does this strategy build upon existing services?

Related Questions - Does the strategy:

- avoid duplication and promote coordination of services and programs?
- allow for and encourage participation of local human service and transportation stakeholders?

IDENTIFICATION AND DISCUSSION OF STRATEGIES
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The identification of new strategies was based on the evaluation criteria in this chapter, outreach findings, review of literature (e.g. planning documents and other reports), review of previous coordinated plans (e.g. Shasta County Coordinated Human Transportation Plan and other counties' coordinated plans), review of the annual Transit Needs Assessment, and consultation with stakeholders. Outreach included encouraging various stakeholders (see Appendix E – Stakeholder Identification for a list of some of the organizations contacted) to take the survey designed for this study and reaching out to the Social Services Transportation Advisory Council (SSTAC) and specific stakeholders to be interviewed. Additionally, many stakeholders were encouraged to attend a workshop held on July 14, 2016 at the city of Redding's Community Conference room.

The goals of these strategies include improving coordination and addressing transportation needs. It is important to note that the details provided for each strategy are broad and further

discussion and planning are required for implementation. For example, the following factors will need to be considered:

- funding restrictions and availability;
- regulatory conditions;
- administrative/organizational capacity;
- strategy sponsor(s); and
- implementation timeframes.

The initial implementation steps, including timeline and cost estimates, are outlined in the next chapter of this Coordinated Transportation Plan update.

PRIORITY STRATEGIES

Priority Strategy 1: Evaluate, Strengthen, and Maintain Existing Transportation Services/Projects

While there are some transportation needs that are not being met in the Shasta Region, some of the existing services are a lifeline for a number of people. Outreach efforts revealed that a number of transportation users are grateful for services, and existing services allow community members to meet a variety of their needs. Consistency in available transportation services allows transit-dependent individuals to have access to services and resources that can help improve their quality of life.

Resources are crucial for maintaining and delivering services. In addition to maintaining and sustaining existing services, it is also important to evaluate services to make sure they are as efficient and productive as possible. Evaluating transportation services will allow for service modifications and other solutions that maximize resources and improve mobility. These efforts can lead to the creation of new projects, services, and resources.

Support is needed for the following:

- capital equipment, including resources to maintain, repair, improve, and/or purchase new equipment and transit infrastructure (e.g. bus stops/shelters for safety and protection from unsafe weather/environmental conditions, as well as security-related improvements).
- new or replacement vehicles, including alternative fuel technology vehicles. Serious consideration of alternative-fueled vehicles will be a priority, moving forward with rolling stock replacement.
- support for staff/consultant salaries
- monitoring and evaluation
- grant writing
- resources for office spaces
- route modifications

- implementation of other plans and projects in the region (e.g. Regional Transportation Plan)
- other support related to providing and coordinating transportation services

Other areas/projects where funding is needed include the following:

ADA Complementary Paratransit & Demand Responsive Service (beyond ADA requirements)

- Vehicle procurement, including focusing on the introduction of alternative-fueled vehicles
- Mobile radio equipment existing needs and/or upgrades
- Base radio equipment replacement and/or upgrades
- Operating expenses
- ITS equipment and software to assist in the delivery and operations of ADA paratransit services

Taxi Programs and Other On-Demand Services (as sub-recipient)

- Partial financial assistance with accessible vehicle procurement

Alternative Transportation Support

- Vehicle procurement assistance for volunteer driver programs supporting transit accessibility beyond ADA requirements
- Operating assistance for volunteer driver programs

Infrastructure Projects

- Installation of passenger amenities such as benches, shelters, signage, lighting, and security improvements, and other amenities to improve access to the fixed route bus system for a variety of riders/passengers

Priority Strategy 2: Marketing and Education of Services

Gaps in knowledge about services lead to perceived unmet needs and can be a barrier to mobility. Approximately 49% of respondents for the Coordinated Plan Stakeholder Survey chose “knowledge gap: people aren’t aware of how services work and/or what services are available” as a challenge their community members/clients have in accessing transportation.

Lack of awareness/knowledge gaps also refer to limited knowledge/experience in using transportation services. Stakeholders reported some community members feel intimidated about using transportation (particularly RABA services) due to reasons such as feeling fear of being lost or stranded.

Using public transportation or any other transportation service may require the rider to:

- be aware of various transportation resources/services and requirements for use

- be aware of schedules and service routes
- have the ability to plan/organize trips around the service timings and other related conditions
- read schedules/maps
- navigate new places/environments

Some of these tasks, and knowledge on how to accomplish them, may be easy for some individuals to acquire, challenging for others, and impossible for a number of individuals due to circumstances such as language barriers, disabilities, and other special needs that may impact learning about/using services. Thus, a wide range of information is needed to address this need for a wide range of people.

Outreach efforts with stakeholders revealed gaps in knowledge about various social services and transportation resources among stakeholders themselves. Therefore, this marketing and education should include educating both potential riders, and existing transportation stakeholders. Outreach and dissemination of information related to existing services can take form through coordinating/consolidating distribution of information through brochures, social media, user-friendly websites,²⁸ consistent stakeholder engagement/communication, and other strategies. For example, the 2014 RABA Short Range Transit Plan discusses communication strategies and outlines marketing and outreach through multiple channels.²⁹

This strategy also calls for “travel training” or teaching people (e.g. students and seniors) how to use transit and other transportation resources through interactive workshops, or classes. These can be hosted and organized by one or more agency/organization, however, the trainer would need to be an existing, long-term knowledgeable rider. This strategy is long-term and will require ongoing efforts by multiple organizations.

Ideally, this endeavor should be led by the CTSA Mobility Management staff member (discussed below as a separate strategy). This strategy may potentially be funded by multiple stakeholders, or through Transportation Development Act (TDA) funds if there is sufficient funding through the up to five percent set-aside for Local Transportation Funds (LTF) for community transit services.

Priority Strategy 3: Mobility Management

Due to the limited role (transportation service provision only—no overall transportation coordination) of the existing CTSA in Shasta County, this strategy focuses on mobility management. Ideally, this focus would exist within the existing CTSA; however, it may also be created within any public, private, or non-profit organization in Shasta County that has a transportation component. As noted in the 2014 SRTA “Coordination of CTSA Services Review”, most transportation providers in Shasta County would find it difficult to assume the role of

²⁸ This could also mean more resources toward an existing website like United Way’s 2-1-1.

²⁹ Communication strategies are found in Section 8 of the 2014 RABA Short Range Transit Plan, June 2014.

centralized mobility management due to resource constraints, with the possible exceptions of RABA and SSNP. However, a focus on mobility management, with either applicable agency staff or through a service contract, is desirable.

This strategy requires financial resources to plan for and establish this focus. The implementation of Mobility Management (or Mobility Coordination), which could serve as the focal point of coordination efforts in the region, has the potential to address multiple transportation needs, improve mobility, and lead to other positive outcomes related to coordination.

The following list contains examples of potential responsibilities of Mobility Management:

- Maintain updated lists of various transportation services and related information
- Increase efficiency of existing transportation services through ongoing evaluative methods (e.g. surveys and participation in transportation planning efforts)
- Provide marketing and outreach through social media, printed information, the Internet, telephone, and in person for transit users (this may require a staff member, or consultant, to be in an office where members of the public and stakeholders are welcome)
- Provide trip planning and travel navigation assistance for transit users
- Implement travel training programs, teaching individuals how to use public transit
- Update and maintain materials on social service related resources
- Coordinate transportation activities with different organizations and agencies throughout the Shasta Region
- Help coordinate volunteer driver program(s)
- Participate in, and assist in convening periodic coordination meetings/workshops
- Work with transportation providers on planning routes and services throughout the Shasta Region
- Oversee a senior driver safety training program

A Mobility Management (or Mobility Coordination) focus would require funding and an organization willing to oversee it. The FTA Section 5310 funding program may be a potential source of funding for this strategy. FTA Section 5310 includes funding for coordination/mobility management related activities. Additional information may be found in Chapter 10 – Funding. Additionally, this strategy may potentially be funded through multiple stakeholders, or with TDA funds, if available.

Priority Strategy 4: Multi-Organization Approach to Solutions/Overall Coordination

This strategy complements Mobility Management and recommends that SRTA and the SSTAC begin the process of regularly engaging multiple stakeholders by regularly convening (once or twice per year) the region's transportation stakeholders to ensure that progress is being made towards coordination and to address the most recent issues that have developed since the last

meeting. This may be completed using one or two regularly-scheduled SSTAC meetings, extending their length, and focusing the discussion on coordination. Coordination is an extensive process that requires participation and support from multiple stakeholders and organizations. Partnerships between various agencies and organizations will help increase public participation and lead to policies/services that are more effective.

Examples of potential activities, which include coordination of resources, include but are not limited to the following³⁰:

- Combined purchasing of necessary equipment to achieve cost savings through bulk purchases
- Coordinated driver training programs to ensure the safe operation of vehicles and ensure other outcomes
- Centralized dispatching of vehicles to allow for efficient use of vehicles and delivery of services
- Centralized maintenance of vehicles
- Centralized administration of various social service transportation programs to eliminate duplicative and costly administrative oversight
- Identification and consolidation of existing funding sources for social service transportation services to provide more effective and cost-efficient use of scarce dollars
- Sharing vehicles
- Coordinated fuel purchases
- Communication between stakeholders:
 - email listserv
 - organizations/agencies inviting each other to existing meetings to inform others about resources.

Priority Strategy 5: Driver Recruitment, Development, Screening, and Training Program

During outreach efforts, multiple stakeholders mentioned the challenge of finding and retaining qualified drivers (both employees and volunteers). A number of stakeholders suggested collaboration with existing employment and training programs, such as the Shasta Driving School to help implement this strategy, which calls for the development of:

- Consistent hiring guidelines, requirements, and standards throughout the region
- Consistent training program/curriculum (including sessions on working with passengers with special needs)

Consistent driver training and guidelines would allow for the sharing of vehicles between organizations, and coordination of transportation services, as well as making it easier for potential drivers to apply for open positions. While participation from multiple

³⁰ Activity examples taken from the 2016-2020 SANDAG Coordinated Plan, July 2016.

stakeholders/organizations is necessary for this strategy, leadership is needed to establish the program. Preliminary identification of organizations to participate in this strategy include RABA, Shasta County Employment Services, and SSNP.

Priority Strategy 6: New or Expanded Services/Projects to Meet Identified Gaps and Needs

Chapters 5 and 7 of this report identify barriers to coordination and transportation challenges for both transportation users, and providers. To address these gaps and challenges, new projects will need to be implemented, or existing projects will need to be expanded/alterd. A variety of different services may be implemented to address challenges/gaps. The below list includes projects / services identified in Chapters 5 and 7:

- Sunday service
- Demand response service in non-urban areas
- Travel training for potential transit users
- Transportation services access to those who may have limited, or no access
- Marketing of resources and services to stakeholders and the public
- Piloting different programs to come up with innovative ways to address needs and challenges
- Regular/consistent stakeholder engagement and collaboration
- Mobility Management
- Building on/expanding/improving other resources (e.g. 2-1-1)
- New services based on collaboration between multiple organizations (i.e. SRTA and SSNP on-demand Sunday service)
- Research, funding, and development of on-demand transit pilot projects in rural and urban areas

This strategy also considers gaps and needs in transportation that may not have been captured in this list or in earlier chapters, and projects/services in this strategy will need further development and consideration.

One potential funding source is the Rural Business Development Grants in California by the U.S. Department of Agriculture. Rural agencies, non-profits, and tribes may apply for funding for a wide range of projects, including rural transportation improvement, pollution control/abatement, and community economic development.

Priority Strategy 7: Infrastructure Projects

The topic of “first/last mile”³¹ through walking and biking in general, or to access transit, came up multiple times during stakeholder outreach. Additions, changes, and improvement to infrastructure such as transportation facilities (including bus shelters and sidewalks/paths) can

³¹ The idea that the beginning and end of every transit trip is done by means other than a motor vehicle.

allow for easier access to bus stops for pedestrians, bicyclists, people with disabilities, or individuals with strollers/carts. This, in turn, can increase system ridership.

One of the ways this strategy may be addressed is through transit-oriented development. Attention to transit-oriented/pedestrian friendly infrastructure is always important as every transit user is a pedestrian for a portion of their trip. This strategy addresses safety concerns for riders and may help riders access bus stops more easily. In addition, transit-oriented development is a community and economic development tool that can deliver a range of benefits, such as improved health outcomes, increased walkability, creation of economic opportunities, and the potential to decrease air pollution/greenhouse gas (GHG) emissions.

This is an on-going strategy as infrastructure projects can be costly in terms of time and resources. Support could come in the form of more funding as well as large-scale projects done on a regional/state/federal level as regional capacity and funding may be limited. A recent funding award to this end was the City of Redding's and K2 Development's \$20 million award from the Affordable Housing and Sustainable Communities state program to redevelop a section of Redding's Downtown.

Potential funding sources include:

- Various FTA programs (e.g. 5309: Pilot Program for Transit-Oriented Development)
- California Affordable Housing and Sustainable Communities funding
- California Low Carbon Transit Operations Program for reducing greenhouse gas emissions and benefitting disadvantaged communities
- U.S. Economic Development Administration
- California Department of Housing and Community Development
- Foundation grants
- U.S. Department of Agriculture and Rural Development (Economic Impact Initiative Grants)

A website called the National Resources and Technical Assistance for Transit-Oriented Development (todresources.org), a project of the FTA and Smart Growth America, provides various resources to support transit-oriented development, improve access to public transportation, and build new economic opportunities and pathways to employment for local communities. The website contains information such as case studies and funding strategies.

Priority Strategy 8: Shared Use of Agency Vehicles

A number of agencies and organizations own vehicles (i.e. vans, cars, and buses) for their programs and services. Some of these vehicles are underutilized, either throughout the day or on specific days of the week, potentially allowing for opportunities for sharing between agencies. In addition to the opportunity to share resources across agencies that may not have full-time use for them, this strategy also contributes to on-demand services and technologies under consideration—creating a high potential to realize this strategy. According to the

Coordinated Plan Stakeholder Survey results, between them, multiple organizations own 68 buses, 47 vans, 34 cars, 19 trucks/SUVs, and 5 “other” vehicles.³²

A study may be desirable to evaluate, or design, a vehicle-sharing program. Considerations in studying and planning this program include the following:

- *Diversity of communities within the region:* different communities/areas of the region will have varying needs, challenges, and conditions
- *Liability/policy conditions:* consider potential accidents, insurance requirements, and driving/operating requirements
- *Coordination between agencies/logistics:* setting consistent expectations and rules regarding use and coordinating schedules and drop off of vehicles
- *Financial considerations:* What will be the expenses associated with sharing? Will agencies pay each other for use and how will expenses for each be determined?
- *Funding requirements:* certain program vehicles may have requirements attached to them that may dictate how they can be used—or if they may be used at all by another organization.
- *Feasibility:* Is this program viable given the conditions mentioned earlier, as well as other potential barriers?

Like the similar strategy in the 2007 Shasta County Coordinated Human Transportation Plan (summarized as Short-Range Priority 2 of Chapter 6), this strategy also recommends working with transit advocacy groups and may require policy level work. This strategy will require extensive work between multiple stakeholders.

9. IMPLEMENTATION PLAN

This chapter provides a framework for implementing the strategies introduced in Chapter 8. This framework is presented as eight tables (one for each priority strategy), and includes the following strategy elements:

- A brief summary
- An implementation timeline
- A cost estimate
- Identification of potential funding sources which can be used
- GHG emission reduction funding programs applicability
- Performance measures and monitoring methodology

Across each priority strategy traditional funding streams are examined along with clean energy funding sources. Nonetheless, detailed information on the funding sources is not contained in this chapter since that is the focus of Chapter 10. While there is no set timeline, transitioning

³² The results of this survey are not comprehensive or representative. The vehicle inventory question did not apply to all respondents and not all respondents answered the question for different reasons. Therefore, it is included here as an example versus the entire universe of vehicle inventory.

the region's transportation fleet to fuel efficient and zero-emission vehicles in the future is an overarching goal for SRTA, as well as SSNP. Therefore, following the implementation tables and the summary of clean energy funding opportunities therein, a brief discussion on how these priority strategies influence and affect attainment of that goal concludes the chapter.

Table 7: Priority Strategy 1 – Evaluate, Strengthen, and Maintain Existing Transportation Services/Projects

Summary	This strategy calls for resources, tasks, and projects that needed for and related to maintaining and improving transportation services.
Implementation Timeline	This is ongoing process but specific goals and timelines should be created from this strategy after the completion of every coordinated plan as this strategy involves a broad range of activities.
Implementation Cost	Costs will vary by project area.
Potential Funding Sources	FTA Section 5307, TDA, FTA Section 5310, FTA Section 5311, MOD and RSTP.
Clean Energy Funding Sources	AB2766, TIRCP, LCTOP, and CMAQ (if Shasta becomes eligible).
Monitoring and Evaluation Measures	Depending on the specific area of concentration in implementing this strategy, measures will vary. Performance measures may include: • Consistent monitoring/evaluation of transportation services and coordinated plan strategies • Changes over time in transit needs assessments and other surveys • Feedback/responses from stakeholders and the community • Planning documents, including the coordinated plan • Changes in services offered in response to various conditions • Environmental measures (e.g. emissions, pollution reduction) • Health outcomes • Potential cost savings/efficiencies identified

Table 8: Priority Strategy 2 - Marketing and Education of Services

Summary	Marketing plan to bring more awareness to the residents of the Shasta Region about the transportation services currently available.
Implementation Timeline	Should begin immediately and continue until the next Coordinated Transportation Plan update.

Implementation Cost	\$5,000 for only brochures, advertising, and marketing 2-1-1 Shasta as outreach to educate riders. \$90,000 to add a full-time Mobility Manager position for educating riders ³³ .
Potential Funding Sources	TDA, FTA Section 5307, FTA Section 5310, FTA Section 5311, MOD and RSTP.
Clean Energy Funding Sources	The operational focus and informational nature of this strategy does not align with many of the larger capital funding programs, although AB 2766 and AHSC have funds reserved for marketing and increased visibility of transit services.
Monitoring and Evaluation Measures	Performance measures include: • Increased per capita usage of transportation services • Increased social media and other methods referring to transportation services • Increased subscribers to RABA, SSNP, SRTA and other transportation service providers' content • The percent of respondents in the 2017-18 Transit Needs Assessment that state they do not know what transportation services are available • Increased per capita 2-1-1 Shasta inquiries about transportation • Increased RABA, SSNP, SRTA and other transportation providers' brand recognition

Table 9: Priority Strategy 3 - Mobility Management

Summary	Create Mobility Management (Coordination) focus. This could be a full-time integrated position, a part time Coordination Manager position if a full-time position is not feasible, or a contracted responsibility.
Implementation Timeline	The focus should be implemented as soon as funding can be secured. If it's a distinctly separate staff position, or contractor, it should be filled within four months from the posting of the position or contract.
Implementation Cost	\$45,000 for a half-time Mobility Coordinator. \$90,000 for a full-time Mobility Manager ³⁴ if using agency staff. Could be less for contract assistance.

³³ \$90,000 based on Mobility Manager job posting (such as this one: http://www.ctaa.org/webmodules/webarticles/articlefiles/Cobb_County_GA.pdf) and data from the U.S. Bureau of Labor Statistics on the cost of fringe benefits for employers.

³⁴ \$90,000 based on Mobility Manager job posting (such as this one: http://www.ctaa.org/webmodules/webarticles/articlefiles/Cobb_County_GA.pdf) and data from the U.S. Bureau of Labor Statistics on the cost of fringe benefits for employers. \$45,000 calculated as half of the full-time Mobility Manager position

Potential Funding Sources	TDA, FTA Section 5307, FTA Section 5310, FTA Section 5311, MOD and RSTP. Possible funding sources also include the clean energy funding sources of AB 2766 and the AHSC.
Clean Energy Funding Sources	The job specific and operational focus of this strategy does not align with many of the larger capital funding programs, although AB 2766 and AHSC have funds that may be used for a Mobility Management focus.
Monitoring and Evaluation Measures	Performance measures include: • The number of new public transit coordination initiatives, including but not limited to: ○ Transit costs per mile reductions ○ Volunteer drivers ○ Rides per vehicle hour ○ Transportation diversity ○ Transportation safety ○ Pollution reduction/energy conservation ○ Operating revenue per mile increases ○ Community health indicators • Increased participation in transit programs • Customer satisfaction ratings • Coordination barriers overcome • Reduced customer inquiries/complaints • Increased recognition of sister agency services

Table 10: Priority Strategy 4 - Multi-Organization Approach to Solutions/Overall Coordination

Summary	Regular gathering and consultation of all stakeholders to better coordinate transportation services in the Shasta Region.
Implementation Timeline	Members of the “Coordination Council” should be chosen within six months of the adoption of this Coordinated Transportation Plan. The initial meeting of the “Coordination Council” should occur as soon as is convenient. Meetings should continue at regular intervals for the duration of this Coordinated Transportation Plan update.
Implementation Cost	The cost of this strategy is negligible. The Coordination Council may be made up of volunteers; the small cost of meetings and travel will be offset by savings from increased coordination.
Potential Funding Sources	Limited additional funding may be needed, although TDA, FTA Section 5307, FTA Section 5310, FTA Section 5311, MOD and RSTP all could be used for this strategy.
Clean Energy Funding Sources	The coordination and planning nature of this strategy does not align with many of the larger capital funding programs. However, while the creation and operation of the Coordination Council does not align with capital funding programs, the Coordination Council could endorse a course of action, such as the coordinated purchase of zero-emission vehicles—requiring clean energy funding sources such as TIRCP, LCTOP, and AQIP. Funds for the Coordination Council itself could come from AB 2766 and AHSC.
Monitoring and Evaluation Measures	In addition to the specific individual metrics identified in Strategy 3 above, enhanced coordination may be measured across several dimensions:³⁵ • % of local transportation operators participating in the Coordination Council • % of the Shasta Region’s transportation funds are operating within the scope of the Coordination Council • Number of agencies involved (formally/informally) with the Coordination Council • Use/awareness of the Coordination Council • Service gaps decreased (% of population in unserved areas decrease)

³⁵ For further details, see for example Sen, et al. (2011) “Performance Measures for Public Transit Mobility Management”, Texas Transportation Institute.

Table 11: Priority Strategy 5 - Driver Recruitment, Development, Screening, and Training Program

Summary	County-wide standard driver training program to address the difficulty in finding qualified drivers.
Implementation Timeline	Once funding is secured, an RFP may be released for qualified consultants to undertake the creation of the new guidelines. The process should take between 18 and 24 months from the time funding is secured.
Implementation Cost	Between \$50,000 to \$100,000 for consultant fees and driver recruitment to the new training program.
Possible Funding Sources	TDA, FTA Section 5307, FTA Section 5310, FTA Section 5311, MOD, and STP.
Clean Energy Funding Sources	The occupational nature and training focus of this strategy does not align with many of the larger capital funding programs. However, there is a unique component of AQIP that funds workforce training programs like the driver training program outlined in this strategy.
Monitoring and Evaluation Measures	Performance measures include: • The creation of new guidelines for drivers in the Shasta Region • Attendance in participating driver programs • Number of qualified drivers in the Shasta Region • Service gaps decreased (number of driver shortages reduced) • Number of participating transportation employers • Non-transit agency drivers trained

The implementation strategies associated with these eight priority strategies vary in their applicability to SRTA's goal of transitioning the Shasta Region's transportation fleet to clean energy and zero-emissions vehicles. A number of the strategies presented in Chapters 8 and 9 of this Coordinated Plan update can assist in achieving this goal. However, Priority Strategy 6 presented below is the most relevant to the goal of transitioning to a clean energy fleet. This is due to the capital-intensive nature of the strategy. Both adding new services and expanding existing services will require the addition of new vehicles, whether those vehicles are full sized buses, or smaller vans. Additionally, even if the expansion of services may be completed without additional vehicles, the increased wear and tear will necessitate replacing the vehicle sooner, which in turn will present the opportunity to replace those vehicles with fuel-efficient or zero-emission vehicles.

Table 12: Priority Strategy 6 - New or Expanded Services/Projects to Meet Identified Gaps and Needs

Summary	Expansion of existing services, as well as new services to address the gaps in transportation service identified in Chapters 5 and 7 of this Coordinated Transportation Plan.
Implementation Timeline	This is a long-term strategy. Once planning funds have been secured, RFPs should be released to qualified consultants to consider specific expansions and new services. Alternatively, some of this analysis may be done with current, in-house staff of applicable agencies working together. If consultant assistance, this process will take between 12 and 18 months from the time the RFPs have been released. Once a specific project has been chosen, another 24 to 36 months should be given for full implementation of the service.
Implementation Cost	Between \$50,000 to \$100,000 for consultant fees for the studies to determine the appropriate services to create, or expand. Then cost will vary depending on the service chosen to implement. This could range from \$5,000 for simple marketing and expanding resources such as 2-1-1 Shasta, to over \$1,000,000 if new service is implemented.
Potential Funding Sources	Due to the range of possible outcomes for this strategy, all of the funding sources discussed in Chapter 10 may be used. Affordable Housing and Sustainable Communities Program funding may not be used for operating assistance.
Clean Energy Funding Sources	Given the wide range of possible outcomes from this strategy, all of the clean energy funding sources discussed in Chapter 10 may be eligible to fund this strategy. These include the smaller AB 2766 program, as well as the large capital TIRCP program.
Monitoring and Evaluation Measures	While a range of services/projects may be undertaken within this strategy, performance measures may include: • Fare box recovery ratio • Subsidy per passenger trip • Monthly operating expenses, revenues • Monthly miles and hours of revenue transit service • Monthly passenger boardings by type of service, by route, by service jurisdiction • Number of transit stops with passenger amenities and sidewalk access • Counts in increased client activities for agencies serviced by transit • Expanded public transportation service area

	• Number of transportation options available for various user groups
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Table 13: Priority Strategy 7 – Infrastructure Projects

Summary	Calls for planning and consideration of infrastructure projects that create transit-oriented and pedestrian friendly environments.
Implementation Timeline	This is a long-term strategy. Planning and consideration should be ongoing.
Implementation Cost	This strategy involves multiple projects/approaches/strategies and is potentially associated with significant costs over the upcoming years. Further projects and plan will need to be developed—although periodic improvements to select bus stops, bus shelters, and similar projects should be included on a regular basis in agencies’ capital improvement plans.
Potential Funding Sources	Various FTA programs (e.g. 5307, 5309), U.S. Economic Development Administration, California Department of Housing and Community Development, AHSC, and foundation grants.
Clean Energy Funding Sources	AB2766, TIRCP, LCTOP, AHSC, and CMAQ (if Shasta becomes eligible).
Monitoring and Evaluation Measures	Performance measures include: • Increased per capita usage of transportation services • Environmental measures (e.g. emissions, pollution reduction) • Pedestrian accessibility (e.g. Walk Score) • Changes in population density in community where these plans are implemented • Feedback from the community and stakeholders • Transit-oriented assessment tools

Table 14: Priority Strategy 8 – Shared Use of Agency Vehicles

Summary	Calls for shared use of vehicles among agencies to better utilize capital resources and contribute to on-demand services and technologies.
Implementation Timeline	This is a short to medium-term strategy. Efforts are already underway to review the feasibility of using underutilized resources for enhancing services.
Implementation Cost	Implementation of this strategy is based on the amount of staff and/or consultant time and effort expended to review and evaluate potential vehicle sharing arrangements. Plans and

	projects will need to be developed based on ideas generated by various agencies or coming from the annual Unmet Transit Needs Process.
Potential Funding Sources	Various FTA programs (e.g. 5307, 5310, 5311, 5311(f)), AHSC, in-kind match funds, and private/foundation grants.
Clean Energy Funding Sources	AB2766, TIRCP, LCTOP, AHSC, and CMAQ (if Shasta becomes eligible).
Monitoring and Evaluation Measures	While a range of services/projects may be undertaken within this strategy, performance measures may include: • Fare box recovery ratio • Subsidy per passenger trip • Monthly operating expenses, revenues • Monthly miles and hours of revenue transit service • Monthly passenger boardings by type of service, by route, by service jurisdiction • Number of transit stops with passenger amenities and sidewalk access • Counts in increased client activities for agencies serviced by transit • Expanded public transportation service area

Priority strategies 2, 3, and 4, while not having the same level of impact on the goal of transitioning to a clean energy fleet through the replacement of existing vehicles or the procurement of new, may still help address the clean energy goal. Priority strategy 2, which calls for marketing and outreach to increase awareness of existing transportation resources, may contribute to the fleet transition goal in two ways. First, increased demand can facilitate the expansion or addition of service. The necessary additional capital equipment may then be purchased using fuel efficient, or zero-emission vehicles. Second, if a Mobility Management focus may be added as part of this strategy, the increase in the efficiency of the transit system can free up existing funds for use in the transition to a clean energy fleet.

The addition of a Coordination Council for priority strategy 4 would have a similar effect on the clean fuel fleet transition goal as adding a Mobility Management focus in priority strategy 3 in so far as it realizes efficiencies in the use of regional transit resources. These impacts are also similarly to those in priority strategy 2, whereby efficiency gains from increased coordination free up funding that can be used to purchase fuel efficient, and zero-emission vehicles. The Coordination Council may also facilitate the prioritization of the transition to a clean energy fleet, which would lead to an enhanced region-wide coordinated effort toward this transition.

Because of the workforce and educational focus of Priority Strategy 5, its impacts on the goal of transitioning to a clean energy fleet will probably be the most muted of the priority strategies. However, it is fundamentally focused on increased efficiencies and leveraging of resources that would at least indirectly increase the capacity for implementation. The Clean Energy Funding

Sources section of Chapter 10 contains further information on clean energy funding sources as they pertain to the Shasta Region.

10. FUNDING³⁶

This chapter provides information about various funding sources that may be used for future services and programs, as well as the strategies presented in Chapter 8 of this report. Funds distributed by the U.S. Department of Transportation (DOT) and its related agencies, including the Federal Transit Administration (FTA), are apportioned each year through legislation passed by Congress and signed into law by the President. FTA provides funds for the construction, operation, and maintenance of public transportation systems through a number of formula and discretionary grant programs.



Funding programs are subject to various rules and regulations including for how funds may be applied and used through federal, state, and regional levels of government. Funding apportionments for formula grants are based on certain criteria - designated recipients for each geographic area receive a fixed apportionment based on a formula and are responsible for distributing, or using, those funds locally. Discretionary grant programs, on the other hand, require applicants to compete at a national level for funding, and the type of projects awarded funds and the amount of funding awarded is at the discretion of FTA.

Transportation funding is not just limited to FTA; other public and private programs fund transportation programs and services. The following sections discuss different funding sources available for transportation funding. The information presented in this chapter is not comprehensive. Additional information on funding programs, eligibility criteria, matching requirements, and how to apply for programs may be located online or by contacting different agencies.

Clean Energy Funding Sources

SRTA has expressed a desire to ensure that the Shasta Region transitions to clean energy fleets and transportation technologies in the future. Clean energy, and zero emission vehicles have many benefits, including helping California meet its emission reduction goals. More specifically, benefits from switching to zero emission vehicles from natural gas powered vehicles are a decrease from 2,305 grams of carbon dioxide per mile to zero grams, a decrease from 0.65 grams of nitrogen oxide per mile to zero, and a decrease from 3.12 grams of hydrocarbons per

³⁶ Parts of this section were informed by the following: San Diego Association of Governments (SANDAG), "Draft Regional Short-Range Transit Plan and the Coordinated Public Transit-Human Services Transportation Plan (2016-2020)", July 2016, <http://www.sandag.org/index.asp?projectid=318&fuseaction=projects.detail>.

mile to zero³⁷. This benefit is even more pronounced if the switch occurs from diesel fuels, in lieu of natural gas.

Given the desire of SRTA to transition to clean energy vehicles, this section presents a number of clean energy funding sources for use during the transition to a clean energy fleet. Where applicable, specific priority strategies are also tied to a particular funding source that should be pursued in the implementation of that strategy.



Congestion Mitigation and Air Quality Improvement Program (CMAQ)

Administered by the Federal Highway Administration, the CMAQ program provides funding for projects or services that contribute to the attainment or maintenance of federal air quality standards. These funds may be used for a range of activities, including transportation systems management, transportation demand management, transit capital projects, and certain transit operating expenses. Typically, these funds are received by MPOs (like SRTA) through a state-established formula. As Shasta County is designated “attainment” for federal air quality standards, it does not currently receive CMAQ funding.



If Shasta County ever becomes eligible for CMAQ funding, this would be an appropriate source of funding for Priority Strategy 5: New or Expanded Services/Projects to Meet Identified Gaps and Needs or 8: Shared Use of Agency Vehicles for the operation of pilot on-demand programs.

AB 2766 Vehicle Air Pollution Fees

California Assembly Bill 2766 (1990) allows local air quality management districts to levy up to \$4 per year fee on vehicles registered in their district. These funds may be applied to programs designed to reduce motor vehicle air pollution as well as towards the planning, monitoring, enforcement, and technical study of these programs. Across the state, some of these funds have been used for local transit capital and operating programs. In Shasta County, the Shasta Air Quality Management District uses these funds for agency operation and does not currently provide a discretionary grant program for projects to reduce motor vehicle emissions. However, this is an appropriate funding source for priority strategies:

- 1 - Marketing and Education of Services
- 2 – Mobility Management
- 3 – Multi-Organization Approach to Solutions/Overall Coordination;
- 5 – New or Expanded Services/Projects to Meet Identified Gaps and Needs; and
- 8 – Shared Use of Vehicles.

³⁷ “Race to Zero Emissions”,

https://cms.dot.gov/sites/dot.gov/files/docs/Infographic_Final_0.pdf.

Affordable Housing and Sustainable Communities (AHSC) Program

A program of the California Strategic Growth Council, the AHSC Program funds land-use, housing, transportation, and land preservation projects to support infill and compact development that reduce GHG emissions. These projects facilitate the reduction of the emissions of GHGs by improving mobility options and increasing infill development, which decrease vehicle miles traveled, associated GHG, and other emissions by reducing land conversion.



This would be an appropriate funding source for priority strategies 1, 2, 3, 5, and 8.

Low Carbon Transit Operations Program (LCTOP)

A program of Caltrans, this program supports new or expanded bus or rail services, expanded intermodal transit facilities, and includes equipment acquisition, fueling, maintenance, and other costs to operate services or facilities, with each project reducing GHG emissions.

This would be an appropriate funding source for priority strategy 5, possibly 8 if the shared use of vehicles results in new or expanded services.

Alternative Renewable Fuel and Vehicle Technology Program³⁸

Funding from the California Energy Commission's Alternative Renewable Fuel and Vehicle Technology Program provides up to \$100 million annually for technology to reduce the state's reliance on fossil fuels, curtail greenhouse gases and meet clean air standards.

Complete Coach Works (CCW) is a partner in a \$2.7 million grant that the Energy Commission



awarded to the City of Gardena's GTrans agency to conduct a battery-electric repower bus demonstration project on existing bus routes that serve economically disadvantaged communities in the city. Repowered Zero-Emission Propulsion System (ZEPS) bus are all-electric and manufactured from existing buses to minimize emissions.

As transit agencies have limited options for acquiring zero-emission buses since new battery-electric buses are expensive, costing as much as \$1.2 million, one of GTrans' priorities is repowering its existing fleet of gasoline-electric buses by 2022. The Energy Commission's grant is enabling GTrans to evaluate a limited number of buses before committing to this technology for the remainder of the fleet.

³⁸ <http://calenergycommission.blogspot.com/2016/10/energy-commission-project-helps.html?platform=hootsuite>, October 20, 2016.

It costs about \$580,000 for CCW to refurbish each used transit bus into like-new vehicles with an all-electric powered drivetrain system. Doing so extends the service life of the buses to the same service life that a new bus would have while saving money in fuel and maintenance costs, according to the company.

CCW transforms them into ZEFS buses by dismantling the old ones to the chassis level and installing new parts and systems, including LED interior and exterior lighting, lightweight aluminum wheels, and composite flooring.

This would be an appropriate funding source for priority strategy 5.



Low Carbon Transportation Investments and Air Quality Improvement Program (AQIP)

AQIP is a program administered by the Air Resources Board to fund clean vehicle and equipment projects, research of biofuels production and the air quality impacts of alternative fuels, and workforce training. The following are some of the projects under this program:

- **The Clean Vehicle Rebate Project (CVRP)** is designed to promote the purchase of battery electric, plug-in hybrid electric, and fuel cell vehicles. Rebates of up to \$6,500 per vehicle are available for individuals, nonprofits, government entities, and business owners who purchase or lease an eligible vehicle. Funding is provided in the Governor's annual state budget.
- **The Car Sharing and Mobility Options Pilot Project** provides funding to establish hybrid and advanced clean car sharing fleets and mobility options in disadvantaged communities to offer an alternate mode of transportation and encourage the use of clean cars.

- **The Increased Incentives for Public Fleets in Disadvantaged Communities Pilot Project** provides rebates that are available to public fleets located in or serving disadvantaged communities of up to \$5,250 for plug-in hybrid electric vehicles, up to \$10,000 for battery electric vehicles, and up to \$15,000 for fuel cell electric vehicles. As of September 12, 2016, no zip codes in Shasta County were eligible for funding under this program, although that might change at a future date.
- **The Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project (HVIP)** provides vouchers to help California fleets purchase hybrid and zero-emission trucks and buses. HVIP aids the introduction of hybrid and electric trucks and buses by reducing the purchase price of these vehicles in California. HVIP works through a series of Authorized Dealers through which all fleets may purchase vehicles.

These various ARB projects would be appropriate funding sources for priority strategies 4, and 5. This is unique as very few clean energy funding sources can be used for workforce training such as the overhauling of the driver-training program in the Shasta Region.

Transit and Intercity Rail Capital Program (TIRCP)

A program of the California State Transportation Agency, the TIRCP provides grants from the Greenhouse Gas



Reduction Fund to fund capital improvements and operational investments that will modernize California's transit systems and intercity, commuter, and urban rail systems to reduce emissions of GHGs by reducing vehicle miles traveled throughout California.

This would be an appropriate funding source for priority strategy 5.

The GHG emission funding sources listed in this section are the largest identified with relevance to transportation in the Shasta Region. Additional, smaller sources for GHG emission funding may be found in Appendix C – Funding Resources. Appendix C also contains additional details, including website links, about the programs listed above.

Federal Funding Sources

FTA Section 5307: Urbanized Area Formula Grants

The Federal Transit Administration Urbanized Area Formula Grants Program³⁹ makes federal resources available to urbanized areas for transit capital and operating assistance and for transportation-related planning. These grants are the largest program for federal investment in

³⁹ Accessible here: <https://www.transit.dot.gov/funding/apportionments/section-5307-urbanized-area-formula-program>.

public transportation. Eligible activities include planning, engineering, design, and evaluation of transit projects and other technical transportation-related studies. Other activities include capital investments in bus and bus-related activities, preventative maintenance, and capital investments in new and existing fixed guideway systems. Operating assistance is an eligible expense for urbanized areas with populations less than 200,000. RABA is the designated recipient for FTA Section 5307 funds in Shasta County. RABA uses the funds for operating assistance, capital purchases, and capital grant administration.

FTA Section 5310: Enhanced Mobility of Seniors and Individuals with Disabilities Program

This program provides funding to improve the mobility of seniors and persons with disabilities. Funds are apportioned based on each state's share of the targeted populations and are apportioned to both non-urbanized (population under 200,000) and large urbanized areas (population over 200,000). In the Shasta Region, eligible applicants apply to Caltrans for competitive awards that may be used for assisting private non-profit groups in meeting the transportation needs of the elderly and those with disabilities.

The FAST Act made changes to the FTA Section 5310 Program. One change included the addition of funding for a pilot program, Innovative Coordinated Access and Mobility (ICAM). This pilot program will assist in financing innovative projects for the transportation disadvantaged that improve the coordination of transportation services and non-emergency medical transportation services such as the deployment of coordination technology, projects that create or increase access to community One-Call/One-Click Centers, and more.

Another change requires the Coordinating Council on Access and Mobility to publish a new strategic plan that would identify a strategy to strengthen interagency coordination and examine the proposed changes to federal regulations that will eliminate federal barriers to local transportation coordination.⁴⁰

FTA Section 5311: Formula Grant for Rural Areas⁴¹

This program provides capital, planning, and operating assistance to states to support public transportation in rural areas with populations less than 50,000, where many residents often rely on public transit to reach their destinations. In the Shasta Region, FTA Section 5311 grants are overseen by Caltrans and have typically been used by Shasta County in past years for rural transit service.



⁴⁰ U.S. DOT/FTA, "Fact Sheet: Enhanced Mobility of Seniors and Individuals with Disabilities", https://www.transit.dot.gov/sites/fta.dot.gov/files/5310_Enhanced_Mobility_of_Seniors_and_Disabled_Fact_Sheet.pdf.

⁴¹ U.S. DOT/FTA, "Fact Sheet: Formula Grants for Rural Areas", <https://www.transit.dot.gov/sites/fta.dot.gov/files/docs/5311%20Rural%20Program%20Fact%20Sheet%20FAST.pdf>.

FTA Section 5337: State of Good Repair Grants (SGR)

This program provides capital assistance for maintenance, replacement, and rehabilitation projects of existing high intensity fixed guideway and high intensity motorbus systems to maintain a state of good repair. Additionally, SGR grants are eligible for developing and implementing Transit Asset Management plans. Although the first use has little applicability to the Shasta Region, the development of transit Asset Management plans does.

FTA Section 5339: Grants for Buses and Bus Facilities Formula Program

This program provides funding to states and transit agencies through a statutory formula to replace, rehabilitate, and purchase buses/related equipment as well as to construct bus-related facilities. In addition to the formula allocation, this program includes two discretionary components, which are new under the FAST Act: the Bus and Bus Facilities Discretionary Program and the Low or No Emissions Bus Discretionary Program. These programs provide resources to replace aging buses that are beyond their useful life.

Mobility on Demand (MOD) Sandbox Program

FTA's MOD Sandbox Demonstration Program, part of the larger MOD research effort at FTA and the U.S. DOT, provides a venue through which integrated MOD concepts and solutions, supported through local partnerships, are demonstrated in real-world settings. FTA seeks to fund project teams to innovate, explore partnerships, develop new business models, integrate transit and MOD solutions, and investigate new, enabling technical capabilities such as integrated payment systems, decision support, and incentives for traveler choices. This program will also provide FTA the opportunity to measure project impacts and assess how existing FTA policies and regulations may support or impede these new service transportation models through evaluation of all project efforts. Currently, this program is only available for two funding cycles (federal fiscal years 2014 and 2016), with future funding cycles unknown.



Eligible activities include all activities leading to the demonstration of the innovative MOD and transit integration concept, such as planning and developing business models, obtaining equipment and service, acquiring/developing software and hardware interfaces to implement the project, and operating the demonstration.

SRTA submitted a grant application in July 2016 for pilot funding for providing on-demand transit services on Sunday. The project would encompass a portion of the RABA service area; provide transit services for all riders; provide enhanced dispatching, make requesting rides easier by phone, web, or smartphone app; and include data collection to determine how best to meet community needs. This first round application was not funded.

Surface Transportation Block Grant Program (STBGP)

Surface Transportation Block Grant Program (STBGP – formerly Regional Surface Transportation Program) provides funding that may be used by states and localities for a wide range of projects to preserve and improve the conditions and performance of surface transportation, including highway, transit, intercity bus, bike, and pedestrian projects.

Under the previous surface transportation bill (MAP-21), the Transportation Alternatives Program (TAP) was a standalone program for funding bike, pedestrian, and other alternative transportation projects. The FAST Act eliminates the existing federal authorization for TAP and moves it into the STBGP as two set aside programs called the TAP STBG Set-Aside and the TAP STBG Recreational Trail Set-Aside. Additionally, the FAST Act expands eligible recipients for funds to include nonprofits responsible for administration of local educational and awareness programs and requires annual reports from state and local planning organizations on the number of project applications and awards.

State and Local Funding Sources

The following are programs authorized, or funded, by the State of California.

Proposition 1B

Proposition 1B was approved by California voters in November 2006 and authorized the issuance of \$19.935 billion in State general obligation bonds for specific transportation programs. To date, \$12.025 billion of Proposition 1B funds have been distributed, leaving \$7.9 billion in bonds left to be allocated. Proposition 1B bonds are designated for projects that relieve congestion, facilitate goods movement, improve air quality, and enhance the safety of the state's transportation system⁴². Many programs funded by Proposition 1B are available to transportation providing organizations in the Shasta Region. These include: school bus retrofit and replacement with clean energy vehicles; projects in the State Transportation Improvement Program (STIP); replacement, rehabilitation and modernization of transit systems; projects nominated by local transportation agency to the California Transportation Commission; and increased security on transit systems.

State Transportation Improvement Program⁴³

The STIP is a biennial, five-year plan adopted by the California Transportation Commission for future allocations of regional and interregional transportation funds for state highway improvements, intercity rail, and regional highway and transit improvements. SRTA has programming control over the Regional Improvement Program (RIP) funds portion of STIP

⁴² California Transportation Commission, "Semi-Annual Status Report, July 2016", July 2016. Available here: http://www.catc.ca.gov/1baccount/1B_status_reports/Prop1B_Semi_annual_report_to_DOE_Aug_2016.pdf.

⁴³ Language and information from this section was taken from the 2014 Report of STIP Balance County and Interregional Shares.

funding. SRTA may submit projects for RIP use to be included in STIP. Additionally, SRTA may petition Caltrans to program Interregional Transportation Improvement Program (ITIP) funds to projects within the region.

Transportation Development Act⁴⁴

The TDA, passed in California in 1971, has two funding sources for each county that are locally-derived and administered: 1) Local Transportation Funds (LTF); and 2) State Transit Assistance Funds (STA).

- **LTF** revenues are recurring revenues derived from ¼ cent of the general sales tax collected statewide. The ¼ cent is distributed to each county according to the amount of tax collected in that county. TDA funds may be allocated under Articles 4, 4.5, and 8 for transportation planning projects; transit services; or for local streets and roads, pedestrian, or bicycle projects.

Prior to approving TDA funds for purposes other than public transportation, specialized transportation, or facilities for bicycles and pedestrians, the regional transportation planning agency (e.g. SRTA) conducts an annual unmet transit needs process which includes a public hearing and assessment of current transit services. SRTA staff and the local SSTAC review public comments received and compare the comments to the agency-adopted definition of unmet needs to determine if there are unmet transit needs and whether or not those needs are “reasonable to meet.”⁴⁵ Each MPO/RTPA is required to adopt definitions of “unmet transit need” and “reasonable to meet.” Any unmet transit needs that are found reasonable to meet must be funded using LTF funds before these funds may be allocated for streets and roads.

- **STA** revenues are derived from sales taxes on gasoline and diesel fuels. STA is allocated annually by the MPO/RTPA based on each region’s apportionment. Unlike LTF, they may not be allocated to other purposes. STA revenues must be used only for public transit or transportation services.

Social Services Funding Sources

This section summarizes a variety of social services funding sources. A portion of the budget for each of the funding sources listed below may be used to fund transportation services for clients, patients, and other beneficiaries.

⁴⁴ Humboldt County Association of Governments (HCAOG), “Humboldt County Coordinated Public Transit Human Services Transportation Plan 2013 Update”, December 2013, http://www.dot.ca.gov/hq/MassTrans/Docs-Pdfs/CoordinatedPlng/humboldtco_coorplan.pdf.

⁴⁵ The SRTA definition of “unmet transit need” and “reasonable to meet” may be found here: <http://ca-srta.civicplus.com/DocumentCenter/View/60>.

⁴⁶ Center for Business and Policy Research, “Coordinated Public Transit-Human Services Transportation Plan: El Dorado County”, April 2015, http://www.edctc.org/L/Final_CoordPlan_ElDorado2015.pdf.

Child Care & Development Fund (Administration for Children & Human Services)

This program provides subsidized childcare services to low income families. A part of these funds may be used to pay for transportation services provided by childcare providers. This can include driving the child to and from appointments, recreational activities, and more. Funds may be used to provide voucher payments for transportation needs. Eligible recipients include states and recognized Native American tribes.

Community Development Block Grants (CDBG)⁴⁷

CDBGs are funds from the federal Department of Housing and Urban Development and are given to the state to disseminate among all eligible counties and local governments. The CDBG program funds affordable housing and services for vulnerable community members and works on creating jobs through the expansion and retention of businesses.

Community Services Block Grant (CSBG) (Department of Community Services & Development)

The CSBG is designed to assist low income persons through different services: employment, housing assistance and emergency, nutrition, and health services. All states, territories, tribal governments, and migrant/seasonal farm workers' agencies are eligible for this funding. Portions of these funds may be used to transport participants of these programs to and from employment sites, medical appointments, and other necessary destinations.

Community Mental Health Services Block Grant (Center for Mental Health Services State Planning Branch)

This program supports improved access to community-based health-care for people with serious mental illnesses. Grants are awarded for both the health services and supporting services including the purchase and operation of vehicles to transport patients to and from appointments. Additionally, funds may be used to reimburse those able to transport themselves. There is no matching requirement for Community Mental Health Services Block Grant funds.

Consolidated Health Center Program (Bureau of Primary Health Care)

Consolidated Health Center Program funds are designated to support health centers that provide primary and preventative health care to diverse and underserved populations. Centers provide care at special discounts for people with incomes below 200% of the poverty line. Health Centers can use funds for patient transportation through center-owned vans, transit vouchers, and taxi fares. Eligible entities include community- and faith-based organizations that contribute to patients' health care.

⁴⁷ "Community Development Block Grant Program-CDBG", U.S. Department of Housing and Urban Development, http://portal.hud.gov/hudportal/HUD?src=/program_offices/comm_planning/communitydevelopment/programs.

Developmental Disabilities Projects of National Significance (Administration for Children and Families)

The purpose of this program is to promote productivity, independence, inclusion, and integration into the community of persons with developmental disabilities. Projects are awarded for programs that are considered innovative and likely to have significant national impacts. This funding can be used towards the training of personnel on transportation issues pertaining to mental disabilities as well as the reimbursement of transportation costs. Matching requirements vary by funding opportunity announcement. Any state, local, public or private non-profit organization, or agency may apply for these grants.

Head Start (Administration for Children and Families)

This program provides grants to local public and private agencies to provide comprehensive child development services to children and families. These programs generally provide transportation services for children who attend the program directly or through contracts with transportation providers. Program regulations require that Head Start makes reasonable efforts to coordinate transportation resources with other human services agencies in the community.



Medi-Cal

Medi-Cal is California's health care program for low-income children and adults. Medi-Cal will provide assistance with expenses for NEMT trips for individuals who cannot use public transit or private transportation. The transportation provider applies to the California Health and Human Services Agency to participate as a provider in the Medi-Cal program.

Older Americans Act (OAA)

The OAA was signed into law in 1965. The Act established the Federal Administration on Aging and charged the agency with advocating on behalf of Americans 60 or older. AoA implemented a range of assistance programs aimed at seniors, especially those at risk of losing their independence. Transportation is a permitted use of funds under the Act, providing needed access to services offered by the AoA. These services include nutrition and medical services, and other essential programs. No funding is specifically designated for transportation, but funding can be used for transportation under several sections of the OAA, including Title III (Support and Access Services), Title VI (Grants to American Indian Tribes), and the Home and Community-Based Services program.

Regional Centers

Regional centers are private, non-profit corporations that contract with the Department of Developmental Services to provide or coordinate services for individuals with developmental disabilities per their Individual Program Plan. There are 21 regional centers with more than 40 offices located throughout the state. Regional centers provide a number of support services, including transportation services. A variety of sources may be used to provide transportation:

public transit; specialized transportation companies; day programs and/or residential vendors; and family members, friends, and others. Transportation services may include help in boarding and exiting a vehicle as well as assistance and monitoring while being transported.

Social Services Block Grant (SSBG) (Department of Social Services)

The SSBG is a flexible source of funds that states use to support a wide variety of social service activities. SSBGs support programs that allow communities to achieve or maintain economic self-sufficiency to prevent, reduce, or eliminate dependency on social services. SSBGs fund a variety of initiatives for children and adults, including transportation services.

Substance Abuse Prevention and Treatment Block Grant

The Substance Abuse Prevention and Treatment Block Grant (SABG) Program was authorized by the U.S. Congress to provide funds to states, territories, and one Indian Tribal Government for the purpose of planning, implementing, and evaluating activities to prevent and treat substance abuse. It is the largest federal program dedicated to improving publicly funded substance abuse prevention and treatment systems. Funds may be used to support transportation-related services such as mobility management and reimbursement of transportation costs. There is no matching requirement for these funds.⁴⁸

Temporary Assistance to Needy Families (TANF)/CalWORKs

Recipients of CalWORKs are required to participate in activities that assist them in obtaining employment. Supportive services, such as transportation and childcare, are provided to enable recipients to participate in these activities. State and federally recognized Native American tribes, as well as those families eligible as defined in the TANF state plan can receive this funding.

Other Sources

This section summarizes a number of other sources of transportation support.

Advertising

One potential source of funding for transit services is advertising on or inside vehicles or in bus shelters and transit centers. RABA contracts with an advertising firm, and subsequently already receives funding through advertising. Notably advertising revenue may be included in the revenue stream for calculation of fare box recovery ratio.

Contract Revenues

Transit systems can generate income from contracted services. Social service providers, employers, higher education institutions, and other entities may contract with local transit providers. These contracted revenues can form important funding streams for local transit

⁴⁸ "Fact Sheet: Substance Abuse Prevention and Treatment Block Grant", http://beta.samhsa.gov/sites/default/files/sabg_fact_sheet_rev.pdf.

service agencies. This may involve subsidizing dedicated routes or contributing funds to the overall transit system. The county of Shasta contracts with RABA to provide the Burney Express service, and Shasta College and the IASCO training center at the Redding Municipal Airport contract with RABA to provide transportation for their students.

Employer and Member Transportation Programs

Businesses and other local agents that have workers, visitors, and/or members with transportation needs are sometimes willing to provide transportation to fill those needs. This may not be limited to employment sites but could also include transportation to recreational activities, shopping destinations, and medical appointments. These programs may have their own buses and routes that may coordinate with other transportation programs and services. Examples include some vacation resorts or tribal casinos that provide multi-purpose transportation services.

In-Kind

In-kind contributions can take many forms. Donations can range from financial contributions to the donation of a vehicle, a transit bench, and right of way for bus stops as well as contributions by local businesses in the form of featuring transit information and/or selling transit tickets. In the summer of 2016, RABA received support from the McConnell Foundation, the Redding Rancheria, and SRTA to operate a Whiskeytown Lake express bus service (called the “Beach Bus”) operating three roundtrips per day for Thursday, Friday, and Saturday of the summer season.

Private and Non-Profit Foundations

Many small agencies that target low-income, senior, and/or disabled populations are eligible for foundation grants. Foundation grants can be highly competitive and require significant research to identify foundations appropriate for transportation of the targeted populations. Examples of foundations include the McConnell Foundation, the Shasta Regional Community Foundation and the California Wellness Foundation.

Service Clubs and Fraternal Organizations

Organizations such as the Rotary Club, Soroptomists, Kiwanis, and Lions often pay for special projects, including transportation projects. Examples of projects include contributing funds for a new vehicle or bus shelter.

Traffic Mitigation Fees

Traffic mitigation fees are one-time charges on new developments to pay for required public facilities and to mitigate impacts created by or related to development. There are a number of approaches to charging developers. Fees must be clearly related to the costs incurred as a result of the development with a rational connection between fee and development type—providing a nexus. Furthermore, fees cannot be used to correct existing problems or pay for improvements needed for existing development. A county may only levy such fees in the

unincorporated area over which it has jurisdiction, while a city must levy fees within the city limits. Any fee program must have the cooperation of all jurisdictions affected.

11. CONCLUSION

The first step to coordination is cooperation. Cooperation means two or more agencies working together toward a common end. Many transportation providers in the community are already informally cooperating. Some, like the Consolidated Transportation Services Agency (CTSA) and various public and private non-profit agencies, are members of the Social Services Transportation Advisory Council (SSTAC), SRTA's advisory council on transportation for the region's seniors, people with disabilities, and low-income individuals.

For any plan to work there must be flexibility to respond to constant change. Successful coordination efforts are those that remain focused and maintain momentum in every-changing environments. SRTA is committed to being an active partner along with the CTSA, the SSTAC, transit providers, and human-service agencies to promote and implement coordination strategies addressed in this plan.

This Shasta Coordinated Transportation Plan meets the requirements of the FAST Act to provide data, information, and recommendations to SRTA, the CTSA, local governments, service providers, community-based organizations, advocates, community residents, and other stakeholders to address the transportation needs for the area's transportation disadvantaged.

The Federal Transit Administration Section 5310 grant process operated through Caltrans, Division of Mass Transportation is approximately biennially—although a three-year call for projects is underway Winter/Spring 2017. During the application submittal process, SRTA must certify that projects applying for 5310 funding are consistent with the Coordinated Transportation Plan. Thus, this plan, and its updates, provides the basis for future funding certifications and decisions.

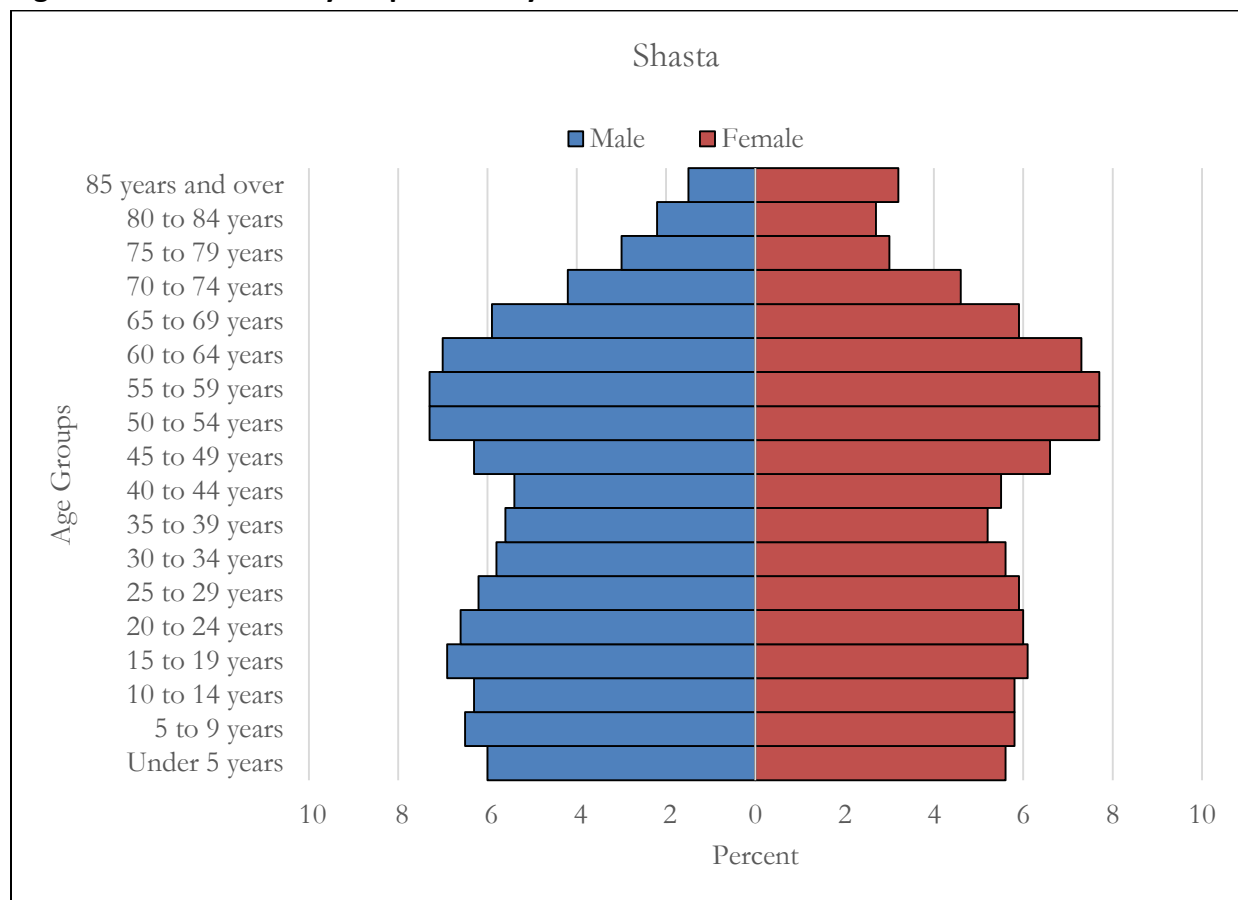
Updates to Coordinated Transportation Plans are required every four years in air quality "nonattainment" areas, or every five years in air quality "attainment" areas. Since Shasta County is considered "attainment" for federal air quality standards, this Coordinated Transportation Plan update should occur no less than every five years.

APPENDIX A: ADDITIONAL BACKGROUND INFORMATION

This appendix contains additional demographic and economic information on Shasta County. Like the information in the County Overview Chapter, this information can help tailor the transportation services of the county to better serve the unique needs of Shasta County residents.

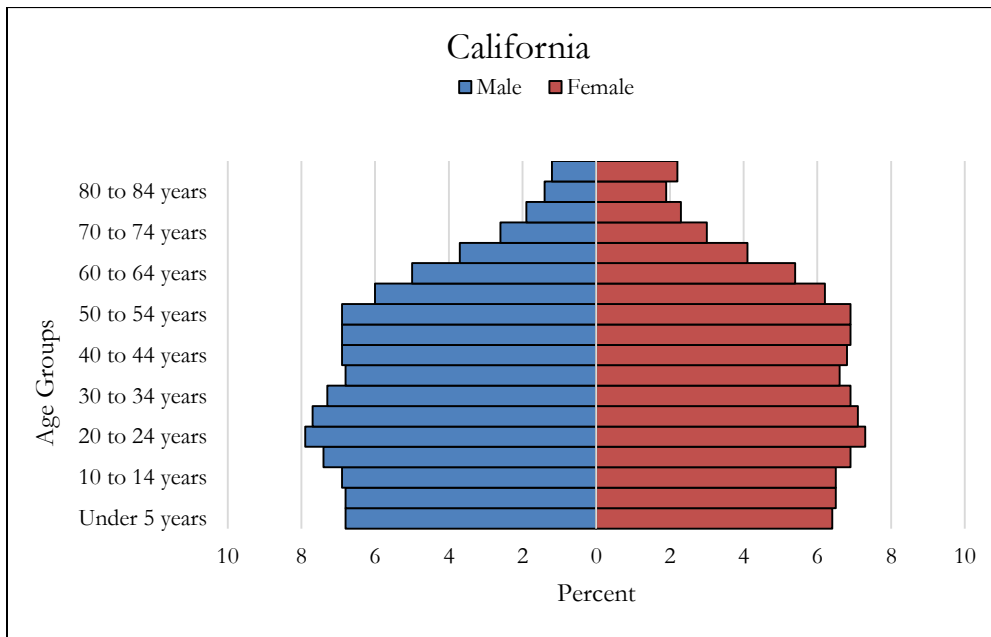
Shasta County's population is older compared to the overall population of the U.S., and California as evidenced in the population pyramids in Figure 14, 15 and 16.

Figure 14: Shasta County: Population Pyramid



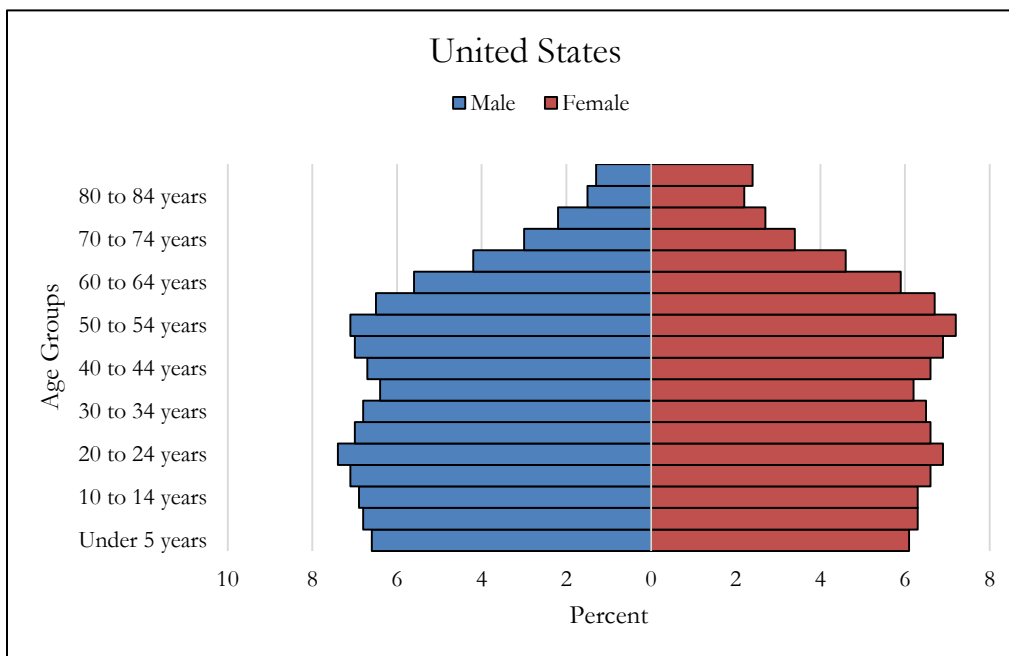
Source: U.S. Census Bureau and ACS 2014 5-Year data.

Figure 15: California: Population Pyramid



Source: U.S. Census Bureau and ACS 2014 5-Year data.

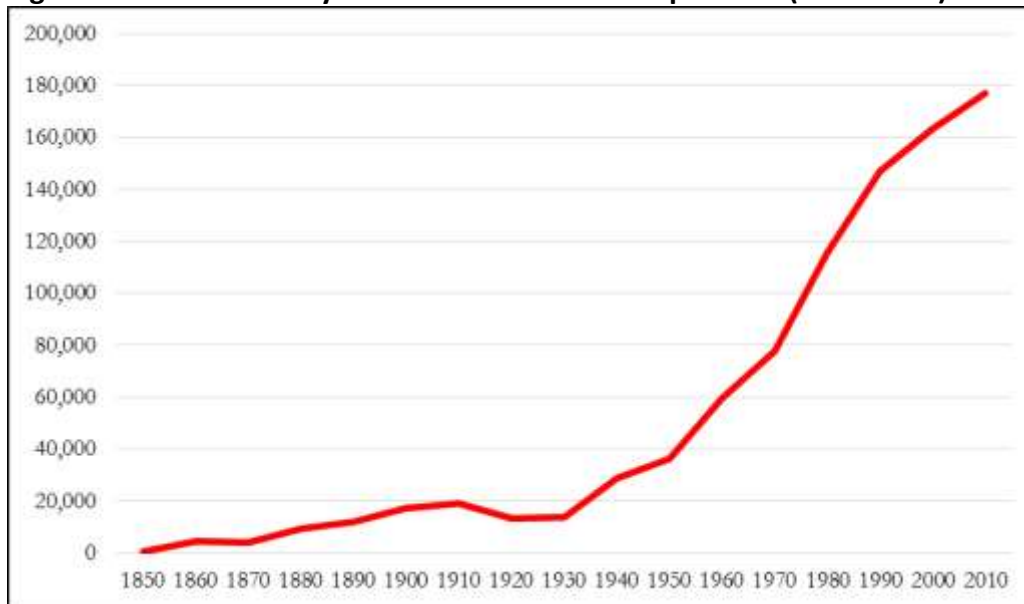
Figure 16: United States: Population Pyramid



Source: U.S. Census Bureau and ACS 2014 5-Year data.

Looking at Figure 17 Shasta County Historical U.S. Census Population, Shasta County's population has mostly grown since 1850, except in the 1920-1930s, when the population decreased slightly. According to 2014 5-Year Estimates from the ACS, the total population of Shasta County is 178,520.

Figure 17: Shasta County Historical U.S. Census Population (1850-2010)

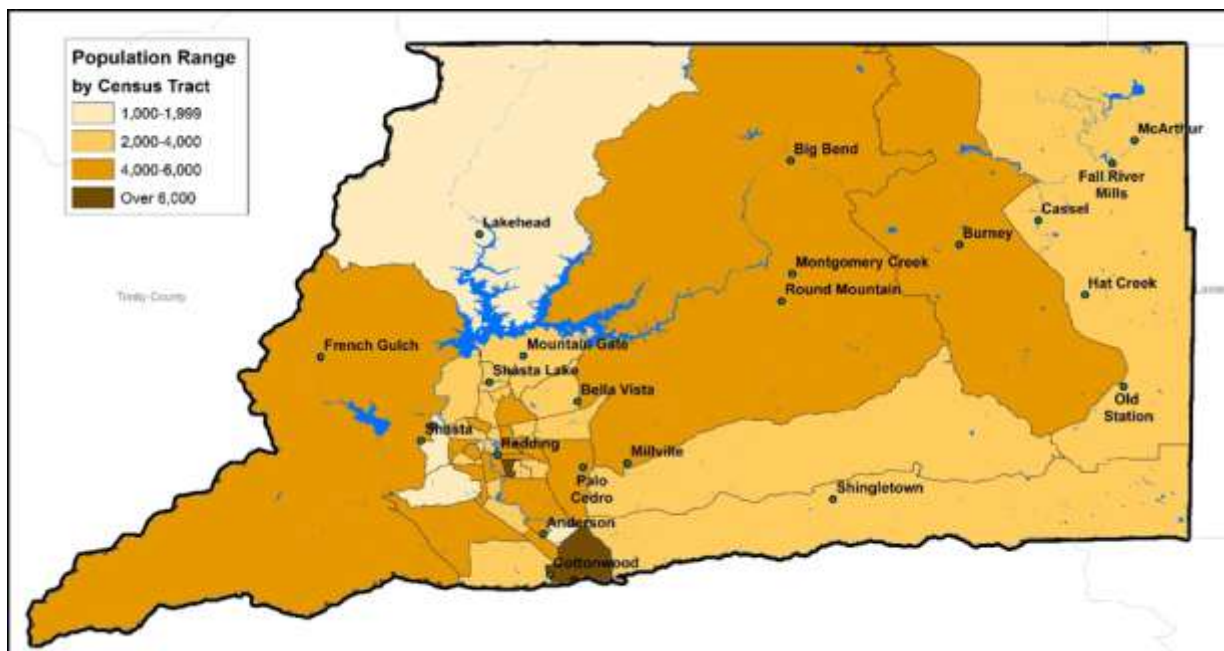


Source: California State Data Center, *Historical Census Populations of California, Counties, and Incorporated Cities, 1850-2010*.

Figure 18 below is a map showing the population of Shasta County by census tract. Major population centers exist in Redding, and Cottonwood. Both of these areas show up in Figure 2, Shasta County Population by Block Group.

Figure 18: Shasta County Population by Census Tract (2014 5-Year data)

Source: U.S. Census Bureau, ACS 2014 5-Year data; map created by CBPR.



Major employment sectors in Shasta County include Farming, Fishing, and Forestry; Life, Physical, and Social Science; Community and Social Service; Personal Care and Service; and Healthcare Practitioners and Technical occupations.⁴⁹ Table 15, from the Bureau of Labor Statistics, shows the major occupational groups in the Redding Metropolitan Area, which includes all of Shasta County, that have location quotients (LQ) of 1 and higher. A LQ is a ratio that measures the extent to which an area is specialized in a specific occupation, relative to another area. Table 15 compares Shasta County to the U.S. as a whole.⁵⁰ If a LQ is higher than 1, this indicates that the particular occupation makes up a greater percentage local area employment than the reference area (the U.S.).⁵¹ The table also contains other information such as total employment and mean annual wages. The largest LQ was in the Farming, Fishing, and Forestry major occupations group, which includes some of the following specific occupations: agricultural inspectors, animal breeders, farmworkers/laborers, forest and conservation workers, and timber fallers.⁵²

Table 15: Occupational Employment and Wage Estimates: Redding, CA area

Occupational Code	Occupation Title	Estimated Total Employment	Location Quotient	Mean Annual Wage
43-0000	Office and Administrative Support Occupations	9,420	1.02	33,620
49-0000	Installation, Maintenance, and Repair Occupations	2,300	1.03	45,360
37-0000	Building and Grounds Cleaning and Maintenance Occupations	1,960	1.05	28,060
35-0000	Food Preparation and Serving Related Occupations	5,620	1.07	22,830
31-0000	Healthcare Support Occupations	1,860	1.10	32,670
47-0000	Construction and Extraction Occupations	2,530	1.12	47,040
25-0000	Education, Training, and Library Occupations	4,270	1.18	53,480
41-0000	Sales and Related Occupations	7,180	1.18	29,590
29-0000	Healthcare Practitioners and Technical Occupations	4,410	1.31	90,510
39-0000	Personal Care and Service Occupations	2,500	1.41	23,310
21-0000	Community and Social Service Occupations	1,350	1.63	43,850
19-0000	Life, Physical, and Social Science Occupations	950	1.93	54,460
45-0000	Farming, Fishing, and Forestry Occupations	460	2.43	35,510

Source: U.S. Department of Labor, Bureau of Labor Statistics, *Occupation Employment Statistics*, May 2014.

⁴⁹ Bureau of Labor Statistics, *Occupational Employment Statistics*, May 2015, http://www.bls.gov/oes/current/oes_39820.htm#00-0000.

⁵⁰ Richard Klosterman, "Community Analysis and Planning Techniques", pg. 128-129, Rowman & Littlefield, 1990.

⁵¹ Bureau of Labor Statistics, "Location Quotient Calculator", <http://www.bls.gov/help/def/lq.htm>.

⁵² Bureau of Labor Statistics, "45-000 Farming, Fishing, and Forestry Occupations", <http://www.bls.gov/oes/current/oes450000.htm>.

APPENDIX B: TRANSPORTATION RESOURCES

PUBLIC TRANSPORTATION SERVICES

Redding Area Bus Authority: Fixed Route

RABA was formed in 1976 by a joint powers agreement (JPA) between the city of Redding and Shasta County to provide public transportation services within the greater Redding area. Today, RABA provides fixed route, commuter, and express services, and has been joined in the JPA by the cities of Anderson, and Shasta Lake. Routes primarily cover the greater Redding area, including Shasta Lake, Anderson, and Cottonwood. Routes operate Monday through Friday, with some services also operating on Saturday.

RABA also operates the Burney Express under contract to the county of Shasta. The Burney Express departs the greater Redding area along the SR 299 corridor to provide express service between Redding and Burney with three roundtrips per day, Monday through Friday.



SOCIAL SERVICES/NON-PROFITS

TRANSPORTATION

Shasta Senior Nutrition Program

SSNP provides demand response services to individuals 60 and older, mobility-impaired persons, and those with disabilities over 18 years of age who live outside of the RABA demand response service area. Service is available Monday through Friday during business hours (between 8am and 4pm) by reservation. SSNP provides over 200 one-way passenger trips per week and provides service to the general Redding, Cottonwood, Anderson, Bella Vista, Mountain Gate, and Happy Valley areas. Some routes have a \$2 fare and others are donation based. SSNP also provides senior nutrition transportation services in Burney.

SSNP is the designated CTSA for Shasta County, and is therefore eligible to use LTF funds for its qualified transportation services.

Far Northern Regional Center

FNRC is a private, non-profit agency, which provides a variety of services including transportation service to persons with developmental disabilities. Nine northern California counties are served by FNRC. Funding comes from the State of California Department of Developmental Services. FNRC provides transportation for clients and also provides vouchers and mileage reimbursement.

Golden Umbrella, Inc.

GU is a private, non-profit agency that has served Redding area senior citizens since 1968. GU operates one van, but the SSNP and RABA provide the majority of transportation to this agency. GU's service is available 8am to 4pm, Monday through Friday. The service area is the greater Redding area. Eligibility for adult day health care is age 55+ or a disabled adult over 18.⁵³

Good News Rescue Mission

GNNRM is a non-profit organization that provides a number of services to homeless individuals and people with substance abuse issues. GNNRM provides RABA tickets to its clients and may also occasionally provide transportation itself. GNNRM does not have a bus or shuttle program. With support from the local business community, GNNRM has initiated a Ride Home program – offering free bus fares to homeless persons who want to return to their primary community of origin.

Northern Valley Catholic Social Services

NVCSS provides low-cost or free mental health, housing, vocational, and support services to individuals and families in California's Northern Sacramento Valley (Butte, Tehama, Trinity, Siskiyou, and Shasta Counties). NVCSS distributes bus tickets to its clients and also provides counseling services to clients/patients in their homes. NVCSS may also provide some transportation for patients to the Olberg Wellness Center in Redding.⁵⁴

Redding Area Bus Authority: Demand Response/Complementary Paratransit

RABA provides curb-to-curb demand response transportation for individuals with disabilities who are not able to utilize fixed route service. The service area is limited to within ¾ mile of fixed route service, and service is provided during the same operating hours as fixed route service.

Shascade Community Services

Shascade Community Services provides some transportation services for clients, and also refers clients to RABA when possible. This program is connected to the FNRC.⁵⁵

Shasta County Opportunity Center

The Shasta County Opportunity Center is an employment training program for people with disabilities. The Opportunity Program owns multiple vehicles and provides transportation for adults with disabilities to work sites, or the Opportunity Center throughout the week.

⁵³ SRTA, "Transit Needs Assessment 2014-2015," February 2014, <http://www.srta.ca.gov/DocumentCenter/Home/View/2636>.

⁵⁴ "Program: "NVCSS-Olberg Wellness Center (Redding), <http://www.icarol.info/ResourceView2.aspx?org=2273&agencynum=7156717>.

⁵⁵ Shascade Community Services, Shascade Work Connection, <http://shascade.org/Consumer%20Handbook.pdf>.

Veterans Administration

A number of services on a regional and statewide level are available for veterans in the area. The Veterans Administration Northern California Health Care system has a shuttle bus service that provides transportation services throughout the state. Service is available from Redding to access medical services in Sacramento and Martinez. The shuttle travels to Sacramento Monday through Friday, leaving Redding at 6:00 am, and a shuttle goes to Martinez Monday and Wednesday, leaving Redding at 5:30 am. Shuttle service is also available to the Chico outpatient clinic. Reservations are required and can be made by calling 530-226-7575. In addition, transportation and social services for veterans are also available in the Shasta Region.

ASSISTED LIVING/SUPPORT SERVICES/MEDICAL SERVICES

AccentCare

AccentCare provides transportation for its personal care service clients.

Addus HealthCare

Addus HealthCare provides client demand based transportation for medical appointments and errands.

American Cancer Society: Redding and Chico

ASC works to help people stay well, get well, find cures, and fight against cancer. ACS provides a variety of services and programs such as a 24/7 hotline to support one through every step of a cancer experience, information/referrals, peer support, and transportation for local and out of area treatment centers.

American Medical Response

American Medical Response provides emergency medical transportation throughout southwestern Shasta County.

Arcadia Home Care and Staffing

Arcadia Health Care provides client based transportation for medical appointments and errands.

A Touch of Heaven

A Touch of Heaven provides transportation to its clients for medical appointments and errands. These services are available in Redding at an additional charge.

CARE-A-VAN

CARE-A-VAN provides customer demand-based transportation for Medi-Cal eligible, non-emergency medical appointments. Vans are equipped with wheelchairs and gurneys.

Comfort Keepers

Comfort Keepers provides incidental transportation for its clients. Transportation services include shopping, medical/hair appointments, and events in the Redding, Bella Vista, and Cottonwood areas.

Compass Shining Care

Compass Shining Care serves the needs of the elderly and people with disabilities. Compass Shining Care provides client demand-based transportation for medical appointments, errands for home care, and personal assistance.

Golden Living Centers

The Golden Living Centers provide wheelchair accessible vans to its residents and staff for shopping trips and medical appointments. There may be an additional cost. Golden Living Centers also contracts with CARE-A-VAN.

Hill Country Health and Wellness Center

Hill Country Health and Wellness provides various health care services (medical, dental, chiropractic, and mental health) for everyone regardless of their ability to pay. There are two locations: one in Round Mountain and one in Redding. Limited transportation services are available for patients.

Holiday Retirement

Holiday Retirement provides transportation for errands, appointments, and excursions throughout the Redding area.

Home & Health Care Management

Home & Health Care Management is a client demand based transportation service that provides home care, transitional care, and HIV/AIDS services.

Home Helpers

Home Helpers is a client demand based transportation service for elder care services. It provides services to Redding, Anderson, Palo Cedro, and other cities in Shasta County.

Krista Foster Homes/Krista Transitional Housing Program Plus

Krista provides services in Shasta and surrounding counties for foster families, and sponsors a transitional housing program for teenage foster youth where they acquire job skills, independent living skills, personal finance education, and counseling. There may be program related transportation services available for clients.

Marquis Care at Shasta

Marquis Care provides a van for its clients for errands, appointments, and excursions.

Medical Home Care Professionals

Medical Home Care Professionals provides its clients transportation services for medical appointments, errands, and social outings. Areas served include Redding, Shasta Lake, Anderson, and Red Bluff.

Mercy Medical Center

Mercy Medical Center, a private non-profit hospital located in Redding, operates the Mercy Outreach Van Program which provides transportation for patients which live 30 minutes or more from Mercy Care Center. This service is free to patients, and drivers are volunteers. The hospital owns and maintains multiple vans, one of which is wheelchair accessible. Patients call the service in advance to schedule rides, and are picked up from, and dropped off at their homes. Many riders have recurring medical appointments such as cardiac rehabilitation or radiation treatments for cancer. Van schedules depend on treatment schedules.

Merit Medi Trans

Merit Medi Trans provides NEMT in the region, including for those in wheelchairs and gurneys.

Northstar Senior Living

Northstar Senior Living offers independent senior housing, assisted living, care for seniors with dementia and Alzheimer's, and temporary respite care. Transportation to medical appointments, shopping, and places of worship in the Redding area is provided.

Oakdale Heights Assisted Living

Oakdale Heights Assisted Living is a senior living facility located in Redding. It has a shuttle bus that residents can use to schedule trips for shopping, recreation, and other activities.

Precious Cargo

Precious Cargo provides NEMT. Precious Cargo contracts with hospitals, care facilities, and other health facilities, and also provides transportation for private clients.

Quality Medi-Ride

Quality Medi-Ride provides NEMT to medical appointments for individuals who use a wheelchair or gurney. Services are provided Monday through Friday between 9am and 4pm. Fees are based on distance, and Medi-Cal is accepted.

River Oaks Retirement

River Oaks is a residential community for active and independent seniors. Scheduled transportation around Redding on River Oaks' private 25-seat bus is included in the cost of monthly rent.

The Vistas Assisted Living and Memory Care

The Vistas Assisted Living and Memory Care, a senior living community, provides scheduled transportation for its residents' appointments and excursions throughout the Redding area.

Visiting Angels

Visiting Angels provides non-medical home care services and client-demand based transportation to seniors and persons with disabilities.

Welcome Home Assisted Living & Memory Care

Welcome Home Assisted Living & Memory Care, located in Redding, is a non-medical facility that specializes in memory care/dementia and provides services for residents, including arrangement of transportation to and from medical appointments.

Willow Springs Alzheimer Care Center

Willow Springs is a residential community providing dementia care. Transportation is available for clients only.

EDUCATION

Shasta County School Districts

All of the Shasta County school districts with the exception of the French Gulch-Whiskeytown School District, the Indian Springs Elementary School District, the Junction Elementary School District, the North Cow Creek Elementary School District, and the Shasta – Trinity Regional Occupation Program provide transportation services to their students. Additionally, the Anderson Union High School District provides transportation services to its students through a contract with SCOE.

Head Start Child Development, Inc.

Head Start Child Development, Inc. provides pre-school transportation for low-income families through a fixed transportation schedule, with the exception of special events.

Shasta County Office of Education

SCOE provides fixed and special event transportation for the school system throughout the county.

TRIBAL TRANSIT PROVIDERS

Greenville Rancheria

The Greenville Rancheria transportation program is limited to patients of its tribal health program.

Pit River Health Services

Transportation is provided to eligible Native Americans for medical trips.

Redding Rancheria

Redding Rancheria provides transportation to and from the Redding Rancheria Tribal Health Center for tribal members' medical appointments. Transportation is also provided for Head Start participants.

Susanville Indian Rancheria

The SIR bus travels once daily Monday through Saturday from Susanville, in Lassen County, to Redding. The route then makes three round trips between Redding and Red Bluff, before returning to Susanville. On the way from Redding to Susanville, the bus also stops in Chester and Westwood. Therefore, residents of the Shasta Region can access Red Bluff, Chester, and Westwood using the SIR bus service.

PRIVATE SERVICES

First Class Shuttle

First Class Shuttle is a locally owned and operated transportation service. First Class Shuttle provides both set route, and chartered services to various destinations in the Shasta Region, as well as service to the Sacramento International Airport. The shuttle to the Sacramento International Airport departs three times per day, Monday through Friday, and twice daily on Saturday and Sunday; the first pick up point is the Oxford Suites in Redding. Pickups/stops are also made by request in Red Bluff, Corning, Orland and Willows. The price of the trip is dependent on the number of passengers but ranges from \$140.00 per person round trip for parties of one to three people, to \$110.00 per person round trip for parties of six or more. Service is provided in 14-passenger shuttles equipped with WiFi.

Limousine Services

The Shasta Region hosts a variety of limousine services. Each organization has different rates and area restrictions, but all serve based on customer-demand. The following is a list of the known limousine services in the Shasta Region:

- Ambassador Limousine
- Champagne Limo
- Deluxe Limousine.
- Executive Limo Bus Services
- First Class Limo
- NorCal Limousine Services
- Platinum Limo

Liberty Coach Charters

Liberty Coach Charters provides customer demand-based transportation to the Redding area.

Taxi/Ride Hailing Services

A number of taxi services exist in, and serve different areas of the region, although many taxi services are based in the Redding area. The following is a list of the known taxi/ride hailing services:

- ABC Cab
- Day and Night Cab
- Day Tripper (Burney)
- Redding Yellow Cab
- Road Runner Taxi
- Sam's VIP Taxi
- Uber

INTERREGIONAL TRANSPORTATION SERVICES

Amtrak

The Shasta Region is served by the Coast Starlight Amtrak route via a train station in Redding. The Coast Starlight runs from Seattle to Los Angeles making stops in Portland, Sacramento, the San Francisco Bay Area, and Santa Barbara, among others. In Sacramento, passengers can transfer to Amtrak's California Zephyr route, allowing access to the entire Amtrak network. Fares vary by destination and time of departure. The station is located near the Downtown Transit Center in Redding.

In addition to direct train service, Amtrak offers Thruway Bus service to Davis, Sacramento, and San Francisco. Thruway bus service is generally more expensive than train service, although it can be faster depending on how many train transfers are required. Additionally, per California law, thruway bus service must be paired with at least one segment of the trip being on Amtrak train service.

Greyhound

Greyhound serves the Shasta Region via a stop in Redding located on Yuba Street at the Downtown Transit Center. The Shasta Region is served by the north/south Greyhound route 600. Northbound stops include Medford, Eugene, Portland, Seattle, and Vancouver. Southbound stops include Red Bluff and Sacramento. Transfer routes to other cities are available in select stops along that route.



Mt. Lassen Motor Transit

Mt. Lassen Motor Transit is a motor coach company operating out of Red Bluff. It provides charter buses for use by clubs, businesses,

schools and church groups, among others. In addition, the company organizes a variety of tours and excursions departing from Redding, Anderson, and Palo Cedro.

Sage Stage

Sage Stage is the public transit provider in Modoc County. Because of the remote/rural nature of Modoc County, all Sage Stage routes are operated as intercity routes. One of Sage Stage's routes operates between Alturas and Redding with multiple stops, including Fall River Mills and Burney. Because of the distance and cost involved, this route only makes one roundtrip per day beginning and ending in Alturas. As such, travelers from Redding to Alturas must wait until the next day's bus service to return to Redding. Fares depend on distance, although trips from Redding to Alturas are \$26.00, and discounts are available for children, seniors, and people with disabilities.

Trinity Transit

Trinity Transit is the public transit provider in Trinity County. Trinity Transit operates one route to Redding starting in Weaverville Monday through Friday twice a day, and the first and third Saturday of the month, also twice per day. Through Trinity Transit, passengers can also transfer to Redwood Transit and Klamath Trinity Non-Emergency Transportation in Humboldt County from Willow Creek.

AIRPORTS

Benton Airpark

Benton Airpark is a general aviation airport owned and operated by the city of Redding. Benton Airpark is home to Hillside Aviation which offers charter flights in addition to flight training, aircraft maintenance, and aircraft rentals.

Fall River Mills Airport

Fall River Mills Airport is a general aviation airport owned and operated by the county of Shasta. It is also home to the Sheriff's Flying Posse, which assists with regional and interregional search and rescue missions. The airport pilot's lounge acts as the home base for the Sheriff's Flying Posse. The airport also provides aviation fuel sales, although the airport does not sell jet fuel.

Redding Air Services Inc.

Redding Air Services, Inc. is an FAA Part 135 Certified Air Carrier. It offers helicopter sightseeing and executive charter transportation services to residents of the Shasta Region. Redding Air Services is located at the Redding Municipal Airport.

Redding Jet Center

The Redding Jet Center is operated by Redding Aero Enterprises, Inc. and offers charter flight service to any desired destination. Round-trip, drop-off and stand-by service is provided. Flights are available by reservation 24 hours a day, seven days a week.

Redding Municipal Airport

The Redding Municipal Airport is a commercial airport located in the city of Redding serviced by United Express and Pen Air. Flights depart multiple times per day on all days of the week. The arrival and departure times vary depending on the day and destination. Transportation to and from the Redding Municipal Airport is available from a variety of sources, including a RABA airport route, private taxis, private shuttle services, and personal vehicles.

APPENDIX C: CLEAN ENERGY FUNDING RESOURCES

AIR RESOURCES BOARD

Low Carbon Transportation Investments and Air Quality Improvement Program

CVRP: a project under the AQIP designed to promote the purchase of battery electric, plug-in hybrid electric, and fuel cell vehicles. Rebates of up to \$6,500 per light-duty vehicle are available for individuals, nonprofits, government entities, and business owners who purchase or lease an eligible vehicle.

<http://www.arb.ca.gov/msprog/aqip/cvrp.htm>

Hybrid and Zero-Emission Truck and Bus Voucher Incentive Project

This program provides vouchers to help California fleets purchase hybrid and zero-emission trucks and buses. Base vouchers can cover up to \$110,000 toward the purchase of any zero-emission truck or bus in the HVIP. Base vouchers can cover up to \$30,000 toward the purchase of any hybrid truck or bus. HVIP works through a series of Authorized Dealers through which all fleets may purchase vehicles.

<http://www.arb.ca.gov/msprog/aqip/hvip.htm>

<http://www.californiahvip.org/>

<http://www.californiahvip.org/for-fleets>

Low Carbon Transportation Light-Duty Project Projects that Benefit Disadvantaged Communities

Car Sharing and Mobility Options in Disadvantaged Communities

This program is designed to increase mobility options in disadvantaged communities by making it easier for public transit to serve disadvantaged communities, and for residents of disadvantaged communities to provide transportation for themselves. There are multiple projects available through this program, including: Car Sharing and Mobility Options in Disadvantaged Communities which seeks to provide clean energy car sharing vehicles for disadvantaged communities; Light-Duty Financing Assistance Programs which provide loan loss guarantees for financial institutions that provide car loans to members of disadvantaged communities; and Increased Incentives for Public Fleets in Disadvantaged Communities which provides public fleets operating in disadvantaged communities up to \$5,250 for plug-in hybrid vehicles, up to \$10,000 for battery electric vehicles, and up to \$15,000 for fuel cell electric vehicles.

https://www.arb.ca.gov/msprog/aqip/ldv_pilots.htm

Zero-Emission Truck and Bus Pilot Projects

This program is designed to help accelerate clean technology commercialization by placing significant number of zero- and near zero-emission trucks and busses in the fleets of transit agencies, school districts, and more.

<http://www.arb.ca.gov/msprog/aqip/solicitations.htm>

CALIFORNIA STATE TRANSPORTATION AGENCY

Transit and Intercity Rail Capital Program

The TIRCP provides grants from the Greenhouse Gas Reduction Fund to fund capital improvements and operational investments that will modernize California's transit systems and intercity, commuter, and urban rail systems to reduce emissions of GHG by reducing vehicle miles traveled throughout California.

<http://www.dot.ca.gov/hq/MassTrans/tircp.html>

CALTRANS

Low Carbon Transit Operations Program

Approved projects in LCTOP will support new or expanded bus or rail services, expand intermodal transit facilities, and may include equipment acquisition, fueling, maintenance and other costs to operate those services or facilities, with each project reducing GHG emissions.

<http://www.dot.ca.gov/hq/MassTrans/lctop.html>

STRATEGIC GROWTH COUNCIL

Affordable Housing and Sustainable Communities Program

The AHSC Program funds land-use, housing, transportation, and land preservation projects to support infill and compact development that reduces GHG emissions. These projects facilitate the reduction of the emissions of GHGs by improving mobility options and increasing infill development, which decrease vehicle miles traveled and associated GHG and other emissions.

Projects also support related and coordinated public policy objectives, including:

- Reducing air pollution
- Improving conditions in disadvantaged communities
- Supporting or improving public health
- Improving connectivity and accessibility to jobs, housing and services
- Increasing options for mobility, including active transportation

- Protecting agricultural lands to support infill development

<http://www.hcd.ca.gov/financial-assistance/affordable-housing-and-sustainable-communities/index.html>

See the following Appendix B, Figure B.1 from the grant guidelines outlining examples of eligible costs.

Appendix B. Examples of Eligible Costs

Figure B-1
Examples of Eligible Costs

	Affordable Housing Developments and Housing-Related Infrastructure	Sustainable Transportation Infrastructure	Transportation-Related Amenities	Active Transportation Programs	Transit Ridership Programs	Criteria Air Pollutant Reduction Programs
Housing Construction						
Construction, rehabilitation, demolition, relocation, preservation, acquisition or other physical improvement of affordable housing	X					
Site Acquisition or preparation costs related to a an Affordable Housing Development, including easements and rights of way	X					
Complete Streets and Non-Motorized Transportation						
Installation of new or improved walkways that improve mobility and access of pedestrians		X				
Installation of new or improved bikeways that improve mobility and access of cyclists		X				
Installation of new or improved pedestrian crossings or over-crossings		X				
Non-capacity increasing streetscape improvements, including, but not limited to the installation of lighting, signage, or other related amenities for pedestrians, cyclists and transit riders			X			
Street crossing enhancements including installation of accessible pedestrian signals		X				
Traffic calming projects including development of curb extensions, roundabouts, median islands, "road diets," lane narrowing projects		X				
Signage and way-finding markers			X			
Installation of traffic control devices to improve safety of pedestrians and bicyclists		X				
Street furniture (e.g. benches, shade structures, etc.			X			
Bicycle repair kiosks			X			
Installation of new multi-use paths for active transportation users		X				
Publically accessible bicycle parking			X			

APPENDIX D: OUTREACH MATERIALS

WORKSHOP FLYER

Figure 19: Copy of the Stakeholder Meeting Flyer

We Need Your Input...

on how to help connect our community with more reliable and less expensive transportation for seniors, people with disabilities, and low-income residents. Please attend this brainstorming session.



Date	Thursday, July 14, 2016
Time	10:00am-12:00pm
Location	City of Redding Community Room 777 Cypress Avenue Redding, CA 96001
Who	Representatives from the private, non-profit, and public sectors: social service agencies, faith-based organizations, transit/transportation agencies & providers, elected officials, workforce agencies, school districts, health organizations, educational institutions, nursing homes, and other interested parties are encouraged and welcome to participate!



Hosted by the Shasta Regional Transportation Agency (SRTA) and the Center for Business and Policy Research (CBPR), we encourage input on the update of the Shasta region's Coordinated Transportation Plan and look forward to hearing your thoughts and ideas on how to better serve our constituents.

For more information, please contact SRTA Senior Transportation Planner Kathy Urlie at 530-262-6194 or at kurlie@srtc.ca.gov.



STAKEHOLDER SURVEY AND INTERVIEW RESULTS

Question 1. Contact Information*Suppressed for confidentiality.***Question 2. Which of the following classifications best describes your organization? Choose all that apply. (32 responses)**

Answer Options	Response Percent
Local government agency	37.5%
Not-for-profit	18.8%
Public transit provider	9.4%
Healthcare/health services provider	6.3%
State government agency	6.3%
Tribal organization	6.3%
Other not-for-profits	6.3%
Private enterprise/business	6.3%
Other	6.3%
Foundation	3.1%
American Indian tribal government	3.1%
Federal government agency	3.1%
Vocational/employment agency/center	3.1%
Residential care facility	3.1%
Community food service provider (e.g. food bank, soup kitchen, etc.)	3.1%
Private transportation provider	3.1%

Question 3. Please feel free to share additional details about your organization, mission, your work, etc. (15 responses)

Stakeholders that took the survey, participated in interviews, and attended the stakeholder meeting represented a variety of organizations. Stakeholders work with members of the transit-dependent population for the Coordinated Human Transportation Plan: seniors, people with disabilities, and people with low incomes. Stakeholders also identified other characteristics of the populations they work with:

- veterans
- college students

- patients
- children
- people from the criminal justice system
- members of Native American tribes
- the general public

Activities vary by organization and not all provide transportation. Some organization may provide limited transportation, some purchase/contract services, some coordinate service, some make referrals, and so forth.

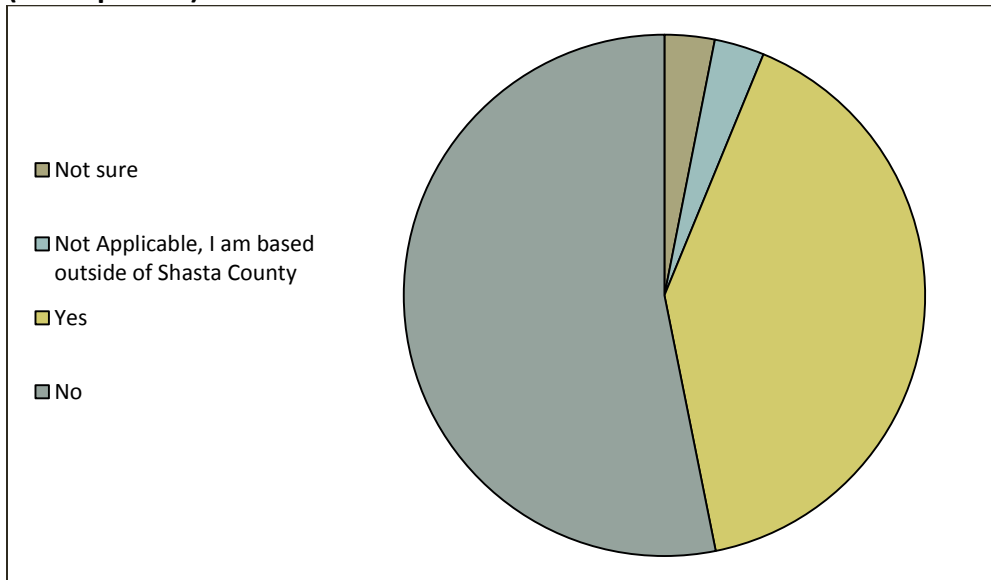
Question 4. Which of the following populations do you serve/represent? Check all that apply. (32 responses)

Answer Options	Response Percent
General public	53.1%
Persons with disabilities	53.1%
Persons with low incomes	50.0%
Veterans	46.9%
Seniors/elderly population	43.8%
College students	37.5%
Patients (medical/mental health)	28.1%
Individuals seeking employment/education	28.1%
Other (please specify)	28.1%
K-12 students	25.0%
Children/youth	18.8%
Individuals/families pursuing mental counseling/substance abuse services	18.8%
Criminal justice related (e.g. parolees)	15.6%
Daycare/pre-school students	6.3%

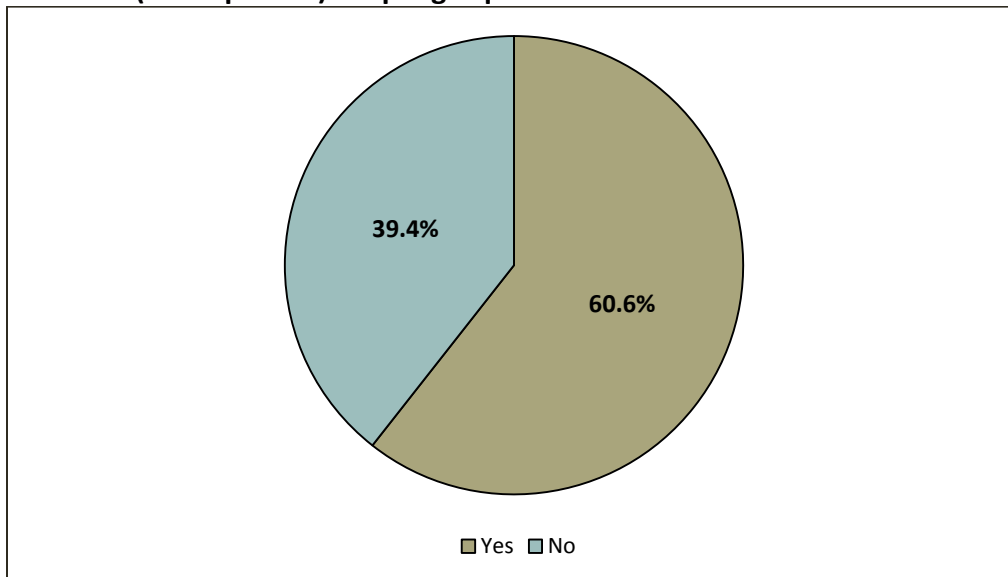
Other:

- District Attorney witnesses, corporate accounts and business travelers
- Represent everyone, even underrepresented people of all ages
- Underserved, people who live off the grid (live in tents), people with limited access to health services
- Families and children, people with mental health challenges
- government/agency level work
- Veterans' families
- Tribe that is spread between four counties
- Under-served transit users
- Low income Native Americans in Shasta and Trinity County

Question 5. Does your organization/agency only provide services to Shasta County residents? (32 responses)



Question 6. Does your organization provide, purchase, or coordinate any transportation services? (33 responses). Skip logic question.

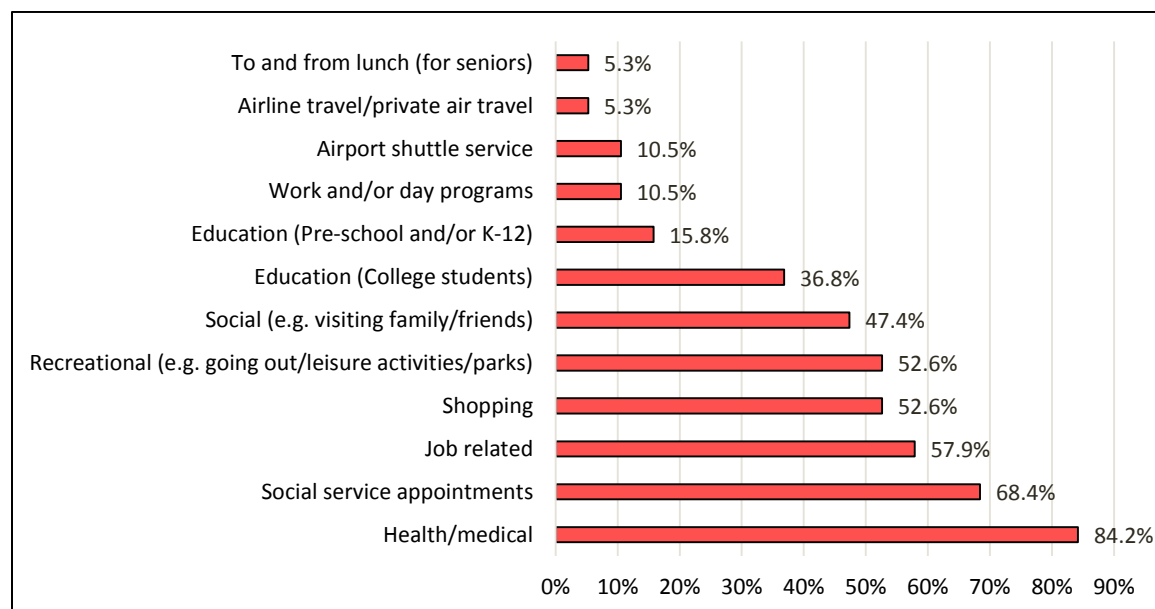


Question 7. What does your organization do? Check all that apply. (20 responses)

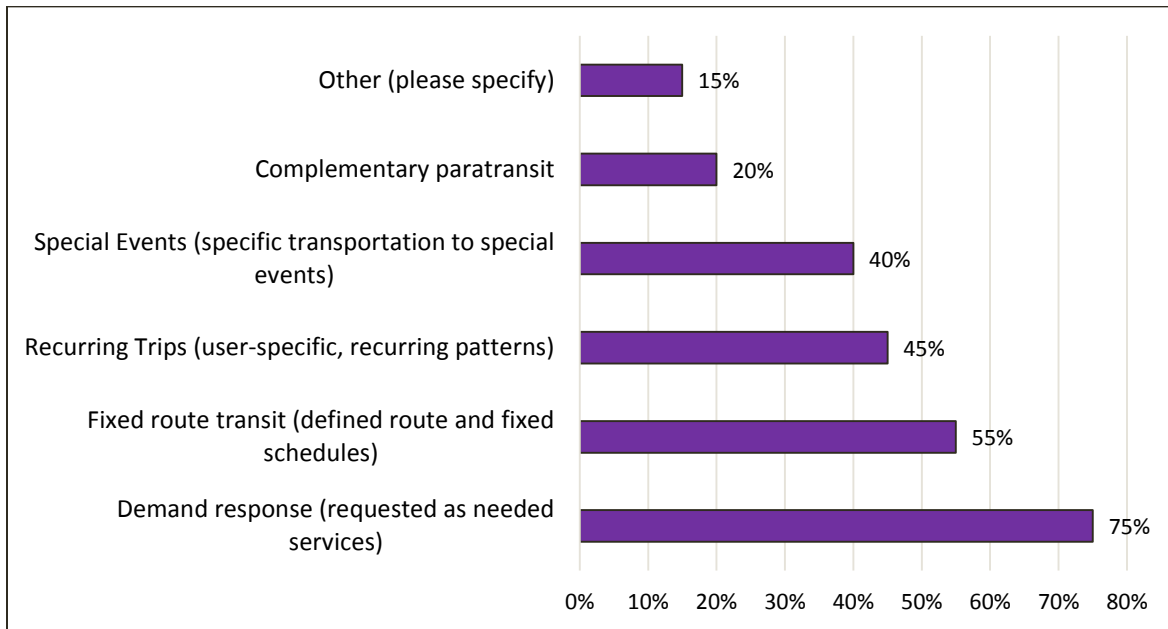
Organization Activity	Number
Other: transportation planning/public outreach	1
Purchase bus passes or contribute funds for services for clients	5
Contracts services	6
Coordinates with others	12
Transportation provider	15

Question 8. Who uses the transportation services you provide, purchase, or coordinate? Check all that apply. (20 responses)

Answer Options	Response Percent
Clients/customers	85.0%
General public	35.0%
Other	10.0%
Your employees	5.0%

Question 9. What type(s) of trips does your organization provide, purchase, or coordinate? Check all that apply.

Question 10. Please indicate the kind(s) of transportation services your organization provides, purchases, or coordinates? Check all that apply.



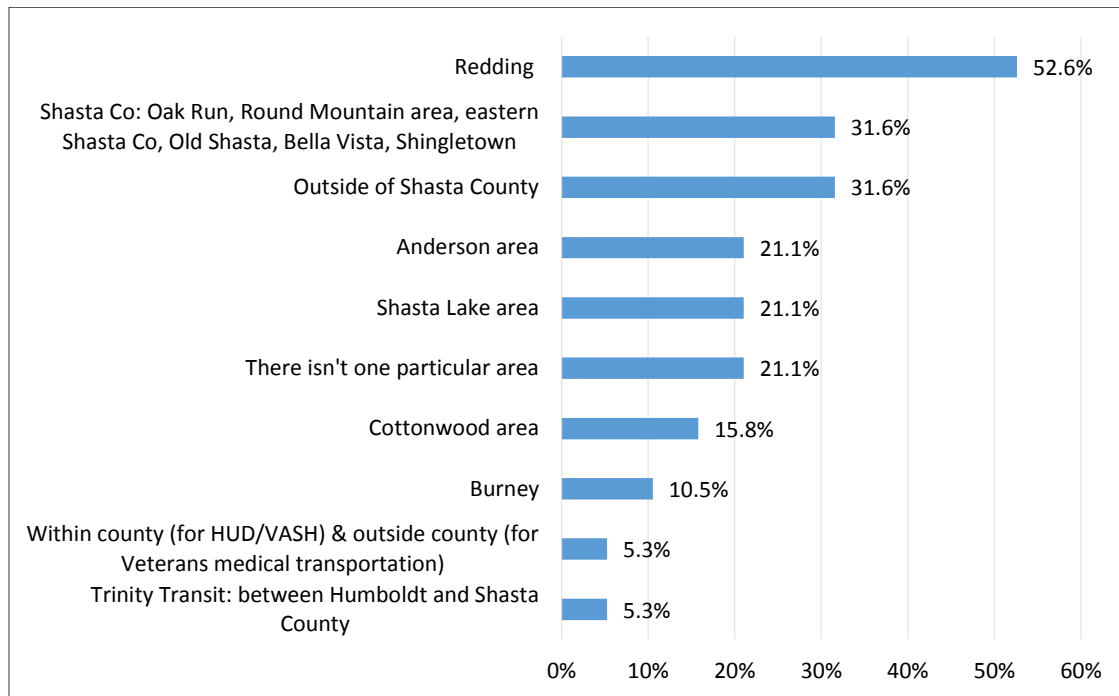
Question 11. Are there any plans for any new routes or services?

RABA is looking into a Crosstown Express service and SSNP is applying for grants to start a Sunday service. First Class Shuttle is interested in collaborating, including working with other groups on the possibility of a Sunday service.

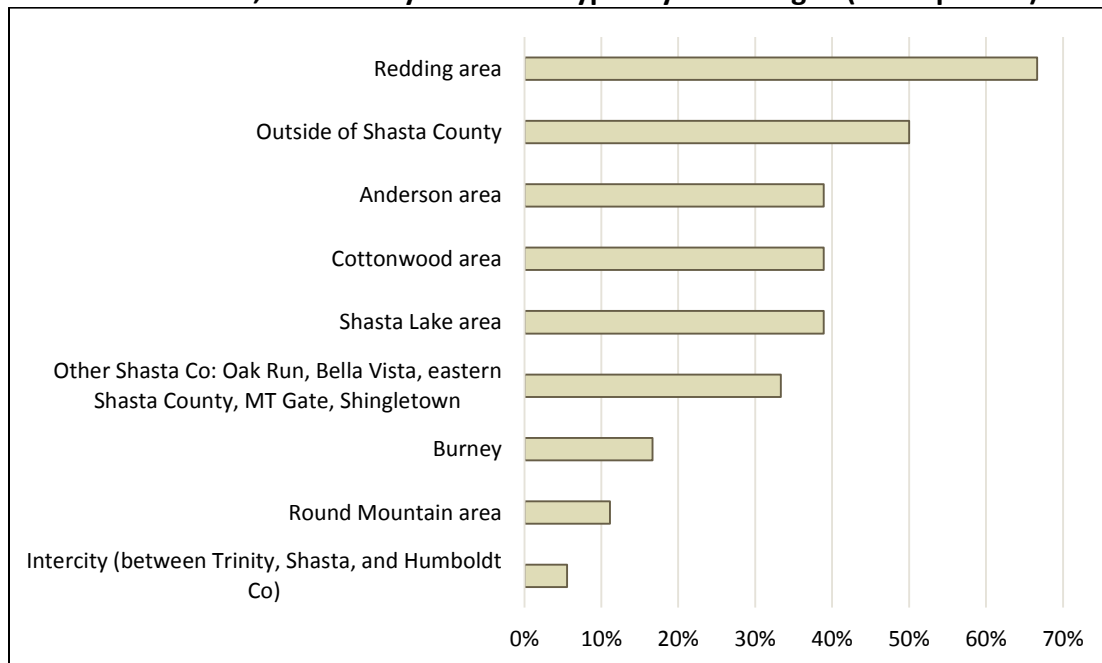
Question 12. For Shasta County transportation providers/organizations: Would you be interested in providing transportation on Sundays if there was an opportunity for partnerships and coordination?

SSNP is working toward this. First Class Shuttle is interested in having a conversation about a service.

Question 13. Where do most of your riders/clients come from? (19 responses)



Question 14. If you provide transportation service, where do you provide service? If you coordinate service, where do your clients typically need to go? (18 responses)



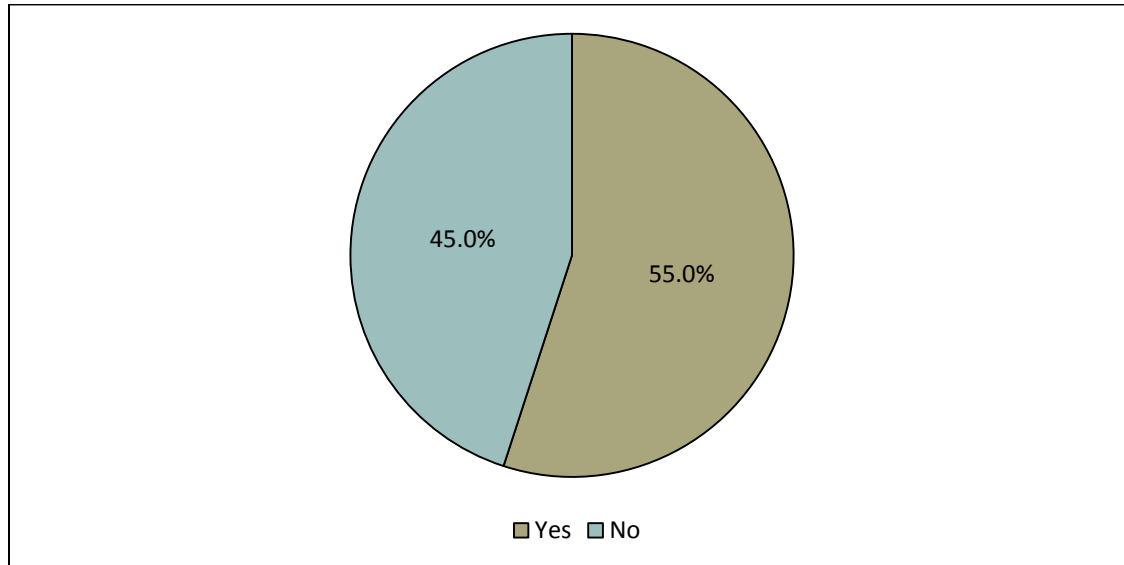
Question 15. Feel free provide a link for more information or paste information about your services/destinations. (9 responses)

Organization	Website/Link
First Class Shuttle	http://www.reddingfirstclassshuttle.com/redding-sacramento-smf-airport-shuttle-willows-orland-corning-redbluff/
RABA	http://www.rabaride.com/index.html
Hill Country Health & Wellness Center	http://hillcountryclinic.org/Home.aspx
Tehama County Rural eXpress	http://www.tehamacountypublicworks.ca.gov/transportation/default.html www.taketrax.com
Shasta County Opportunity Center	http://www.co.shasta.ca.us/index/hhsa_index/Employ_services/oc_index.aspx
Shasta Senior Nutrition Program	http://ssnpweb.org/
Sage Stage	http://modoctransportation.com/ http://sagestage.com/
Trinity Transit	http://trinitytransit.org/
Ambassador Limousine	http://ambassadorlimousine.net/Airport_Transportation.html http://ambassadorlimousine.net/Rates Packages.html

Question 16: For those of you based outside of Shasta County, where do your clients/community need to go within the county? Please list specific areas and/or facilities. (2 responses)

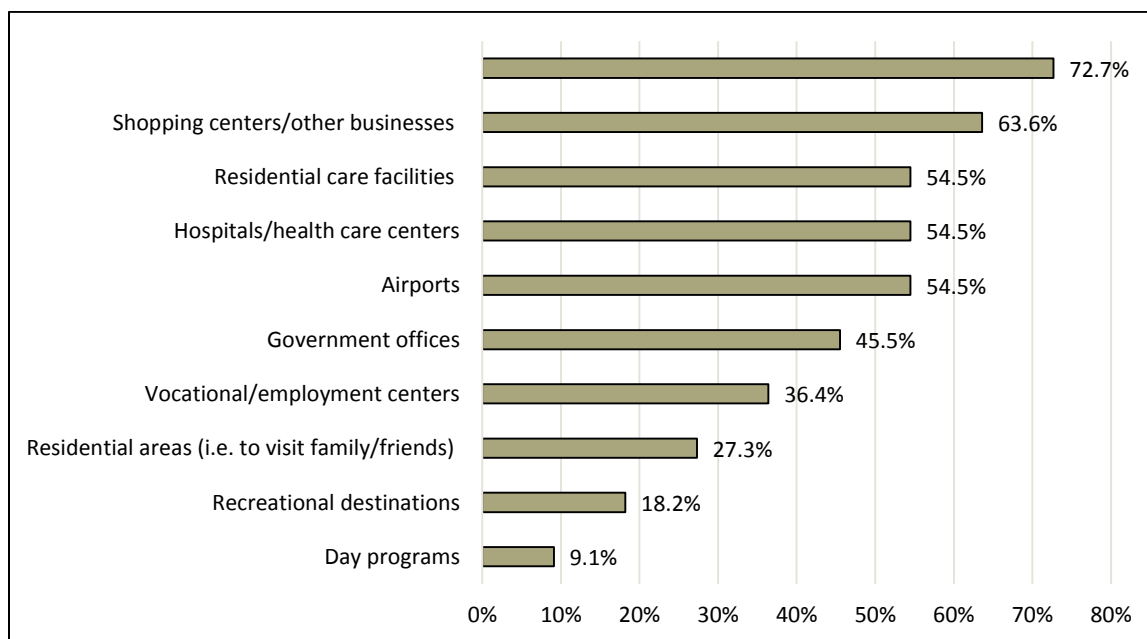
- Medical facilities: doctors, hospitals, etc.
- Social security office
- Grocery stores
- Shasta College
- Veterans (medical)

Question 17. Does your organization/agency provide transportation service outside of Shasta County? If you are not within Shasta County, do you provide transportation outside of your county? (11 responses)

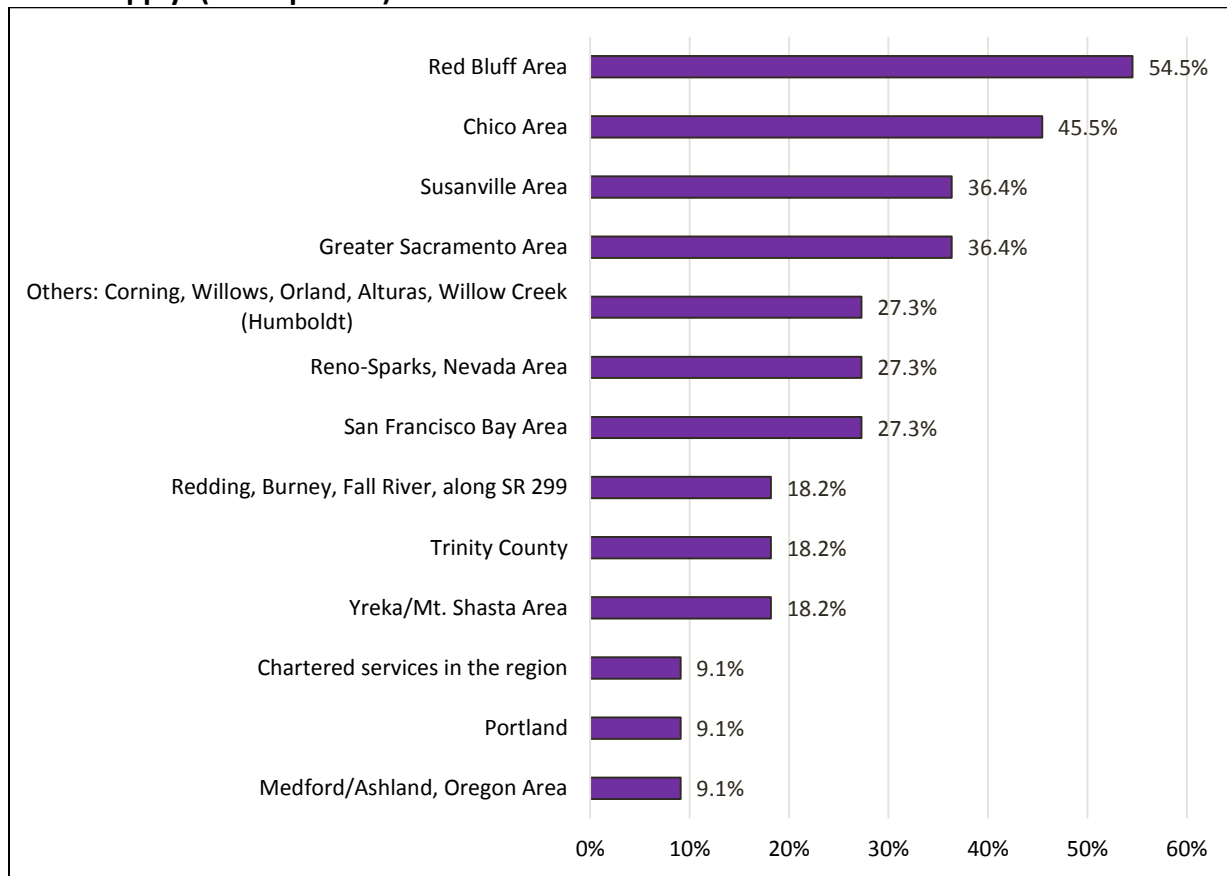


Interregional Transportation (Transportation providers that provide services outside of Shasta County)

Question 18: To which types of destinations does your organization/agency provide transportation to? Choose all that apply. (11 responses)

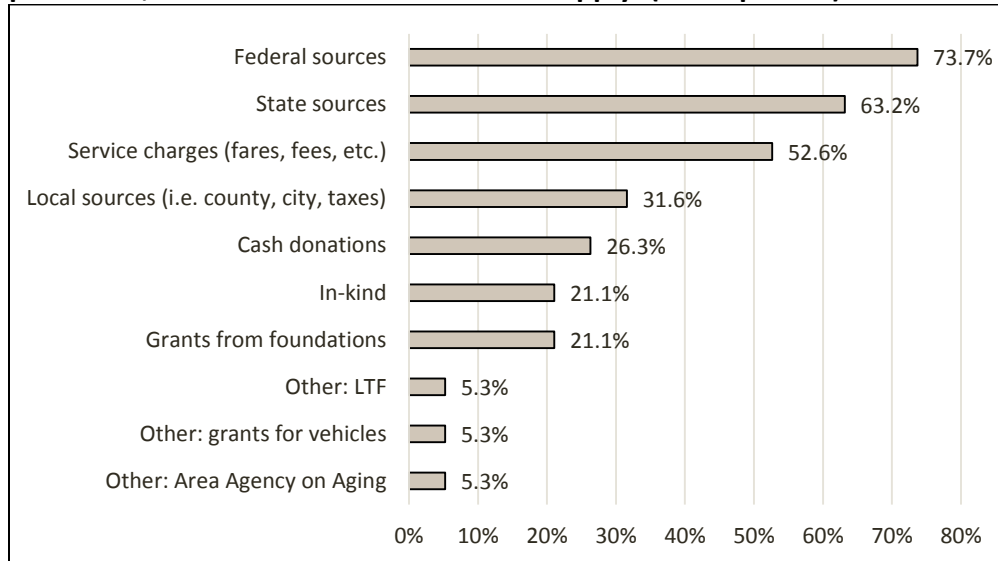


Question 19: To which areas does your organization/agency provide transportation to? Check all that apply. (11 responses)

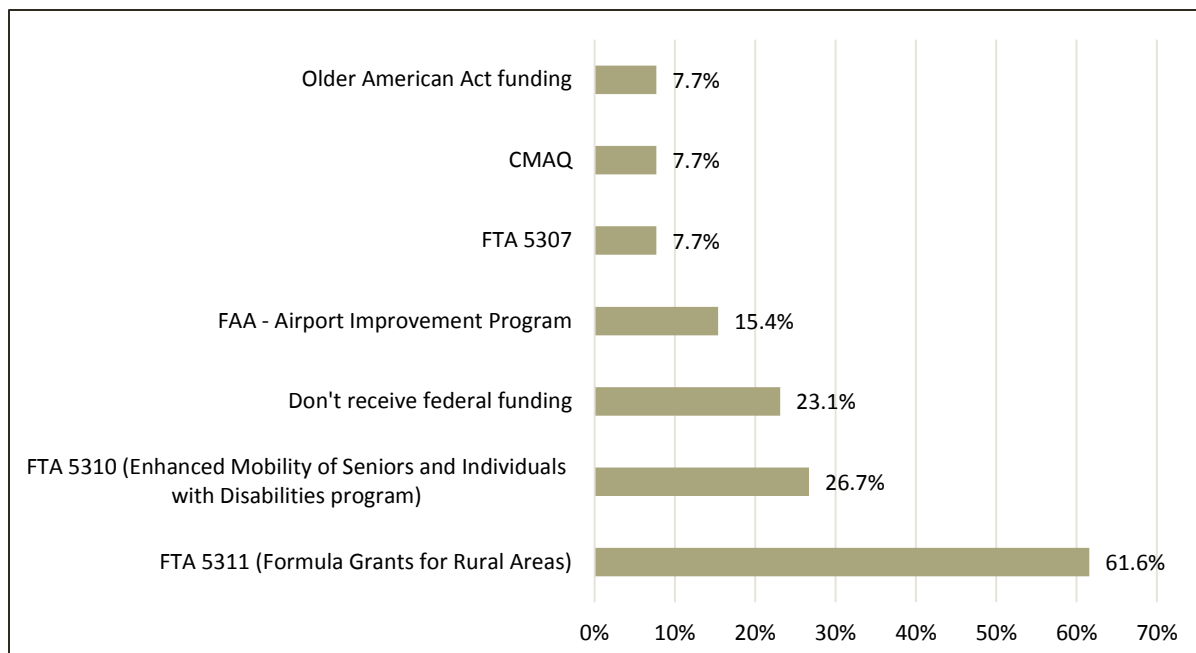


Funding Related

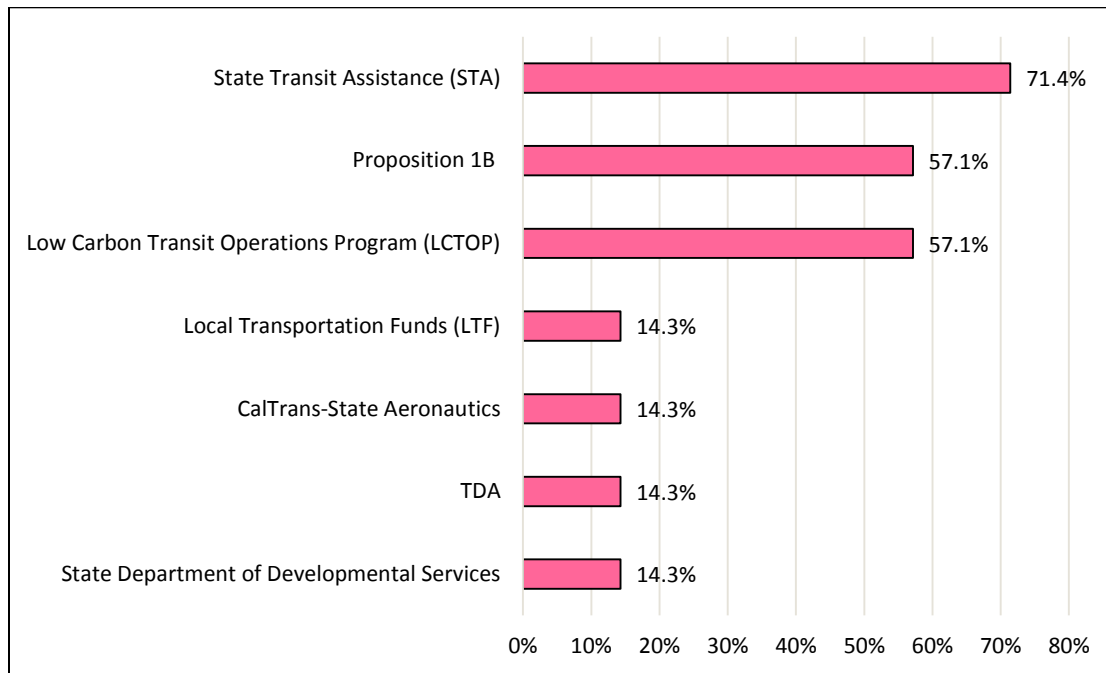
Question 20: How do you fund the transportation services your organization provides, purchases, or coordinates? Check all that apply. (19 responses)



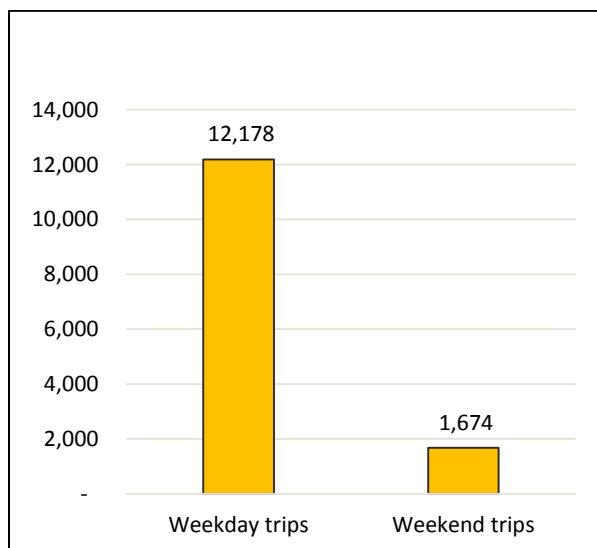
Question 21: Please check and/or list any federal funding you receive. (13 responses)



Question 22: Please check and/or list any state funding you receive. (7 responses)



Question 23: In a typical week, how many one-way passenger trips do you provide, purchase, or coordinate? Please feel free to report the quantity with the unit of measure you use; however, please denote it after your response. (18 responses)

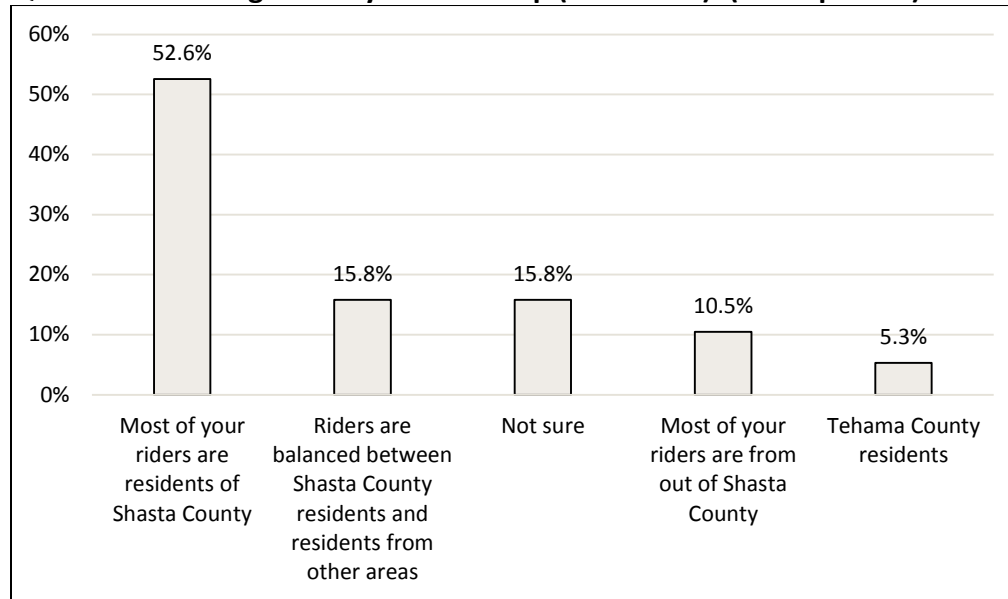


Other: 5 one way flights on weekdays and 5 one way flights on the weekend

Question 24. Estimate how many people need assistance getting in/off (not just limited to people in wheelchairs but others with disabilities, elderly, sick, etc.) (11 responses)

Approximately 845.

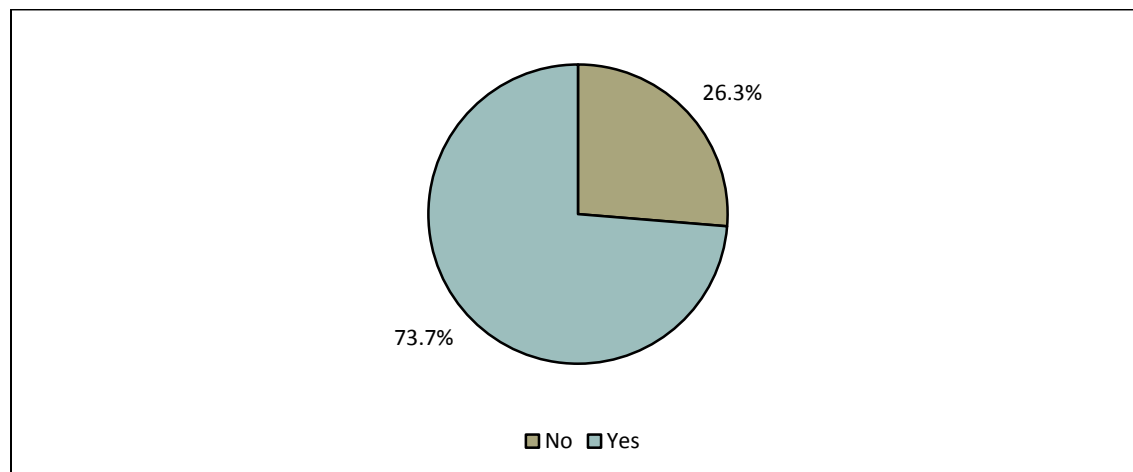
Question 25. In regards to your ridership (select one): (19 responses)



Question 26. What do you charge for your transit services? (14 responses)

Suppressed for confidentiality.

Question 27: Does your organization own/operate a fleet of vehicles? (19 responses)



Question 28: How many of each type of vehicle does your organization use to provide transportation services? (14 responses)

Type	Number
Bus	68
Van	47
Car	34
Truck/SUV	19
Other	5

Question 29. Do you believe your organization may benefit from a gradual shift to alternative fuel technology? If so, what type of alternative fuels? (6 responses)

1. Yes, have considered it, but the costs are a barrier. Would be open to being subcontractor.
2. No major benefit worth the investment given the size of the system. Have researched and look into/assessed. No major environmental benefit. There are challenges due to topography (e.g. going uphill)
3. unsure
4. not sure
5. Maybe. It depends. Currently electric vehicles do not have the range for city or regional fixed routes. Electric vehicles might work for dial-a-ride
6. Electric cars and charging station would be nice.

Question 30. With what type(s) of funds were these vehicles purchased? If federal funds, please state the fund source. (11 responses)

Funding Sources	%
<i>FTA 5310</i>	36.4%
<i>FTA 5311(f)</i>	27.3%
<i>Prop 1B</i>	27.3%
<i>TDA</i>	18.2%
<i>FTA 5311</i>	18.2%
<i>FTA 5307</i>	9.1%
<i>FTA Tribal Transit</i>	9.1%
<i>State of Good Repair</i>	9.1%
<i>PTMISEA</i>	9.1%
<i>STA</i>	9.1%
<i>LTF</i>	9.1%
<i>Private</i>	9.1%

Question 31. For providers that subsidize services, what is your per passenger cost for transportation? (6 responses)

Provider	Cost Per Passenger
Suppressed for Confidentiality	<i>\$4.88 Fixed Route, \$28.79 Paratransit</i>
Suppressed for Confidentiality	<i>\$9.15 Fixed Route, \$17.53 Paratransit</i>
Suppressed for Confidentiality	<i>\$1.88</i>
Suppressed for Confidentiality	<i>\$18</i>
Suppressed for Confidentiality	<i>\$29.12</i>
Suppressed for Confidentiality	<i>\$34.36</i>

Question 32. Thinking of your organization's transportation budget, please estimate the percent of your budget that goes towards the following areas that are applicable to your organization. Please make sure these numbers add up to 100. Do not include the "%" symbol with your answers. (7 responses)

Areas	Average (%)
<i>Driver salaries</i>	32.43%
<i>Administration (other staff salaries, office costs, etc.)</i>	21.43%
<i>Other</i>	17.00%
<i>Vehicle maintenance/repair</i>	15.00%
<i>Fuel</i>	13.57%
<i>Facilities use/garage/storage</i>	5.71%
<i>Marketing/advertising of transportation services</i>	4.43%
<i>For bus passes</i>	3.25%
<i>For vouchers</i>	1.67%

Question 33. If you entered a number for "other" in the previous question, please specify the category. (2 responses)

1. Insurance, landscape, training, etc.
2. Services and supplies

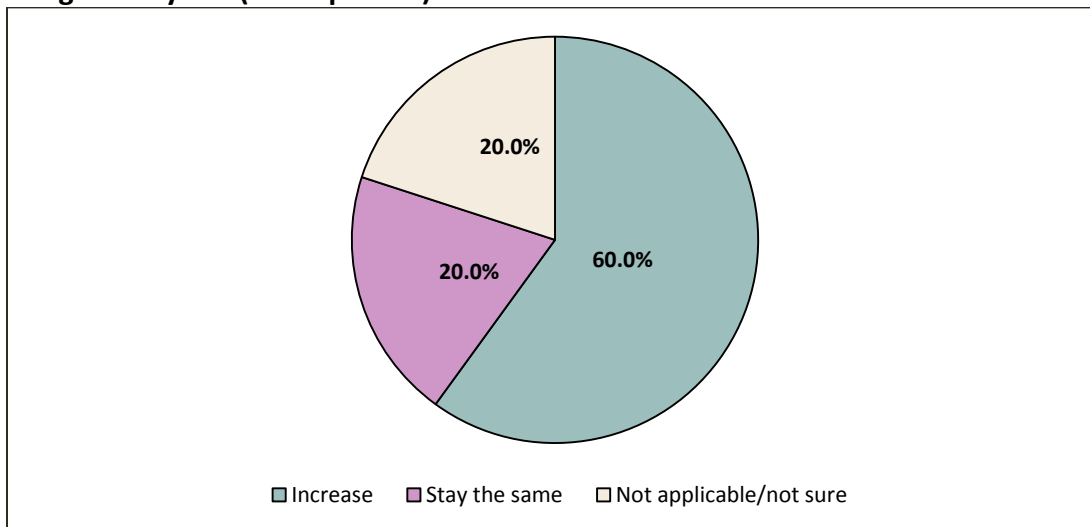
Question 34. Thinking of your organization's transportation budget, please estimate the percent of your budget that goes towards the following areas that are applicable to your organization. Please make sure your numbers add up to 100. Do not include the "%" symbol with your answers. (1 response)

Answer Options	Percent
<i>Other</i>	55%
<i>For bus passes/vouchers</i>	30%
<i>Mileage reimbursement</i>	15%
<i>Marketing/advertising of transportation services</i>	
<i>Administration (other staff salaries, office costs, etc.)</i>	
<i>Insurance</i>	

Question 35. If you entered a number for "other" in the previous question, please specify the category. (2 responses)

1. Transportation is very small part of the service we provide
2. Private contractors

Question 36. Comparing your agency/organization's budget to previous years, did your budget this year: (15 responses)



Question 37. Please select some of the challenges your clients/riders may have in regard to accessing transportation: (29 responses)

Answer Options	Response Percent
Need Sunday service	62.1%
Demand response service related challenges	51.7%
Service accessibility: people may live in areas where there are no services, bus stops, etc.	51.7%
Lack of transportation options outside of business hours (early morning/late night)	48.3%
Service frequency: service timing is infrequent	44.8%
Knowledge gap: people aren't aware of how services work and/or what services are available	44.8%
Needing services that go out of the county	31.0%
Other (please specify)	27.6%
Fares are unaffordable	27.6%
Need Saturday service	27.6%
Challenges for senior riders: fear of using services/lack of knowledge of services	27.6%
Fixed route service challenges	20.7%
Clients/riders with disabilities (physical and/or development) cannot ride in/access vehicles	17.2%
Space in vehicles for riders/clients' groceries, luggage, and/or bicycles	10.3%
Language barriers	10.3%
Non-emergency medical transportation service related challenges	10.3%
Accessibility: Clients/riders cannot access bus stops because of they may be frail or have physical disabilities	6.9%

***Other (please specify answers):**

1. downtown amenities could use improvement, airport service to San Francisco can be unreliable
2. Perception of public transit (negative view towards riders); infrastructure issues (placement of bike ways and trails causes connectivity issues and are disconnected and can be dangerous), service hour limitations (sometimes people need a taxi to get home or need to walk long distances)
3. Limited sidewalks/limited safe access/local infrastructure makes it difficult for people to also walk safely somewhere; there is no RABA service east of Burney/communities east of Burney may not get transportation services.

4. There are riders who want to ride with SSNP because demand response is too expensive. Also, the demand responding window of waiting time can be long (for example, some people may have to wait for a ride two hours after their appointment)
5. Longer service hours
6. clear, accessible plans for future growth so developers can be correctly conditioned

Question 38. Please feel free to add additional comments expanding on the previous question about rider needs. (13 responses)

1. Regional approach to solution (regionalization)

2. Clients and customers have mentioned wanting to fly out of Redding. There are a number of limitations with Greyhound and Amtrak. For example, Amtrak bus service may be helpful for some people but the ticket has to be linked to a rail service. Have scheduling limitations and inconveniences. Some people may feel uncomfortable using services for different reasons.

3. People with disabilities to get around on a daily basis, including making multi-modal trips

4. Comments:

-Wait times between routes: for example, often times patients will wait about one hour or more after their appointments to get to bus

-Some people may not be aware of services, don't know how to use, there's confusion and intimidation

-People with special needs, including mental health issues, may be overwhelmed and nervous for different reasons, including being around people

5. In this side of Shasta County [eastern Shasta County], rider needs may be sporadic. There are isolated communities and dispersed communities.

6. Redding is a hub for surrounding counties, and seniors from other counties cannot access important services. There are people who live close but because of funding restrictions/parameters we cannot pick them up because they live in another county.

7. Comments:

-Lower income people may not be able to afford services

-Service limitations (timings, for example people may get to work but may not be able to get back)

-Service is limited in terms of timing

8. Community members either don't have access to transportation at all or cannot get their needs because of service limitations. The biggest challenge is getting people to employment. People also need to go to Shasta College, the social security office, shopping trips, etc. Pit River would like to do transportation but resources are limited.

9. Comments:

- Life doesn't stop on Sundays/holidays. People need to get around for errands or social trips.
- Cannot order demand response service on the same making unexpected trips difficult. Have to call and reserve in advance. Timings don't always work out
- No transportation after 7:30pm. Would like to stay out later for different reasons, including socializing.
- Believe some taxis (e.g. ABC and Yellow Cab) don't operate on Sundays.
- Lack of wheelchair accessible taxis.

10. Increasing frequency to bus stops to be every 20 minutes would increase accessibility and ridership.

11. By now having buses change number when going out, coming in to downtown, it's confusing for non-regular riders. Also having some routes NOT operate to specific areas during certain hours is confusing to non-regular riders. The buses still need signs just outside the front door "You Must Have Fare Ready when You Board The Bus".

12. As a sometime bus rider, my concern is with the other sketchy riders (I'm often the only rider dressed professionally) and the smoking habits of other riders make the bus stops unpleasant and the ride uncomfortable.

13. Observations of people in the community:

- Getting to church on Sunday is not possible
- Some people bike
- Transit system is difficult to navigate (difficulty understanding services, timings, difficulty reading maps/schedules, etc.
- Scheduling challenges (missing buses, infrequent buses, etc.)

Question 39. What do you think are strengths of the current transportation system? (13 responses)

1. SRTA working on coordinated efforts/towards a coordinated system. RABA is a lifeline for some people.

2. Comments:

- No congestion
- Transit funding is ample [given the circumstances]
- good relationship with multiple agencies like Caltrans and law enforcement.
- good at getting grants (e.g. ATP funding)
- efficient with engineering
- implementing short range transit plan (2nd year)
- new routes have been implemented

- always working on improving services
- good at identifying transit needs
- aligning services with plans
- fairly new fleet of vehicles

3. Public transit has grown and improved over the years and is moving in the right direction. Working with the public and other agencies.

4. RABA has been good to the people in eastern Shasta County. The third route to Redding helps people get to appointments in the afternoon and allows for flexibility in people's schedules. RABA has been accommodating. Volunteers and staff of our organization are willing to go above and beyond and are flexible.

5. Some areas are not served or underserved.

6. Good for geography and our area. Good system set up.

7. RABA tries their best at accommodating and making changes.

8. RABA is always trying to improve service and attempting to add services. Always working on making things better.

9. RABA provides Veterans free tickets

10. Services that do exist are helpful. Decent equipment.

11. Comments:

- Lowest fare structure in 18 northern county area
- Bilingual bus schedule
- 65+ Free Life-time TRAX schedule
- 2016-17 Free TRAX Veterans Pass
- Friendly drivers, Free mobility training, volunteer driver program, excellent customer service; CMAQ pilot routes; transit contractor is part of community; leveraging funding"

12. Appreciates RABA services, drivers are courteous. "RABA services are great." Only complaint is schedule limitations and demand response issues.

13. A large area is covered

Question 40. If applicable, what other agencies/organization do you work with to provide/coordinate transportation for your clients? Briefly describe your coordination activities. (20 responses)

Organization Name	Response
<i>Suppressed for confidentiality</i>	HUD/VASH, VRC, and the Cornelius House
<i>Suppressed for confidentiality</i>	TRAX, Tehama County Dept. of Transportation
<i>Suppressed for confidentiality</i>	Don't provide transportation but meeting groups like Susanville Indian Rancheria and learning about their programs
<i>Suppressed for confidentiality</i>	TRAX, Paratrax, Ride-On, Precious Cargo, Care-A-Van, Logisticare (through MediCal)
<i>Suppressed for confidentiality</i>	Everyone: medical centers, social service providers, schools,
<i>Suppressed for confidentiality</i>	First Transit
<i>Suppressed for confidentiality</i>	Most if not all transportation agencies in Shasta County and the eight other surrounding counties. Shasta, Tehama, Butte, Glenn, Siskiyou, Trinity, Lassen, Modoc and Plumas
<i>Suppressed for confidentiality</i>	SSTAC, Shasta College, SSNP
<i>Suppressed for confidentiality</i>	Healthy Shasta, County Mental Health, state organizations, bike awareness organizations. Work is based on awareness and fundraising
<i>Suppressed for confidentiality</i>	Work with other agencies/health organizations. We already work with organization to help our clients.
<i>Suppressed for confidentiality</i>	Transportation planners at City Hall and on East St.
<i>Suppressed for confidentiality</i>	Most of our non-profit partners utilize the transportation system in some way. We are a fundraising organization for those non-profits, we hear of second hand experiences using the system, and it's our job to advocate on behalf of our partners.
<i>Suppressed for confidentiality</i>	Far Northern, Adult Day Health Care and a number of care homes
<i>Suppressed for confidentiality</i>	we provide information and referral services by telephone 24 hours/day, 365 days/year and that includes information about transportation services AND directions on how to get to various service locations
<i>Suppressed for confidentiality</i>	RABA, FNRC, GU, many of the care homes in the area
<i>Suppressed for confidentiality</i>	We have volunteered to support other RCFEs with transportation in the event of a disaster or emergency, if we are able.

<i>Suppressed for confidentiality</i>	Social service agencies, other county/state agencies, public multimodal agencies (rail, air, transit). Please see MCTC Human Transportation Coordination plan
<i>Suppressed for confidentiality</i>	Trinity County has a contract with the Human Response Network to administer a "Transportation Assistance Program", which funds gas and or voucher for qualifying clients.
<i>Suppressed for confidentiality</i>	We work with a number of transportation companies - First Class, NorCal Limousine, Executive Limo Bus, Majestic Limousine
<i>Suppressed for confidentiality</i>	First Transit; multiple agencies that transport 3-6 clients daily

Question 41. Please indicate your areas of interest in coordinating transportation with other agencies: (17 responses)

Answer Options	Response Percent
<i>Coordinated service operations</i>	35.3%
<i>Coordinated trip scheduling and/or dispatching</i>	29.4%
<i>Coordinated travel training programs</i>	23.5%
<i>Centralized transportation information</i>	23.5%
<i>Interested in having a conversation/open to collaboration</i>	23.5%
<i>Joint contracting for specialized services</i>	11.8%
<i>Investigating alternative-fueled/energy efficient vehicle purchases together</i>	11.8%
<i>Working on initiatives that focus on reducing transportation-related emissions</i>	11.8%
<i>Coordinated driver training and retraining programs</i>	11.8%
<i>Contracting to provide transportation to other agencies</i>	11.8%
<i>Not interested in coordination activities at this time</i>	11.8%
<i>Coordinating grant applications for clean energy funding options</i>	11.8%
<i>Other (please specify)</i>	11.8%
<i>Joint use, pooling, or sharing of vehicles among organizations</i>	5.9%
<i>Coordinated vehicle and capital purchases, including newer technologies</i>	5.9%
<i>Joint purchase of insurance</i>	5.9%
<i>Pooling of financial resources to better coordinate service</i>	0.0%
<i>Shared fueling facilities</i>	0.0%
<i>Joint purchase of supplies or equipment</i>	0.0%
<i>Contracting out for service rather than direct operations</i>	0.0%

Other Responses:

- We are open to doing whatever we can given our circumstances
- Open to having a conversation about coordination
- Interested in coordination/collaboration

- RABA fixed routes need to handle school transportation

Question 42. How may coordination be improved? (9 responses)

1. There's siloed funding to support different programs/services. Funding limitations/rules won't allow for contracting services with other organizations, sharing resources, etc.
2. More intentional and open communication without hidden agendas. More collaboration and resource sharing needs to happen. Gaps can be filled by resource sharing.
3. The transit operator has a DMV certified trainer; however the trainer can only DMV test transit operators employees. Other county departments or North Valley Services would benefit if DMV would allow testing of non-employees
4. More advertising and education regarding what coordinated transportation is available for getting to different areas of our region.
5. RABA & Tehama County buses need to meet in Cottonwood and transfer passengers.
6. I am most interested in transportation in the event of a vacation of my community - and am happy to help another in the same situation.
7. Share schedules
8. By providing more options for riders from Trinity County who travel to Redding for services. The Shasta Nutrition Center has offered to pick seniors up from RABA Downtown Transit Center and take them to where they need to go. Getting folks comfortable with this is a challenge.
9. We have formed an association of transportation professionals from the Redding / Shasta County area.

Question 43. Please feel free to provide any additional comments on coordination. (9 responses)

1. Good effort through SRTA.
2. Challenges due to regulation.
3. Need to explore more opportunities with Caltrans and Shasta College.
4. Coordination challenges:
 - cumbersome contractual issues and regulatory challenges/funding parameter
5. Barriers to coordination
 - Piloting projects: ridership
 - Doing transit studies

-limited resources

6. SSTAC is meant to get people together but regulatory/funding related challenges is an issue. Overlapping grant and their requirements. Service duplication is an issue. Streamlined services, resources, schedules, etc. Addressing funding overlap requirements.
7. This survey is too long.
8. Most cities are \$2.00 regular ride and \$1.00 Senior/disabled ride on fixed routes. The higher fares per ride would furnish funds needed for Sunday Services.
9. This survey does not constitute cooperation.

Question 44. Thinking of the next 5 years, what do you think three priorities should be for improving transportation in the Shasta Region? (12 responses)

Response 1.

- a) Improving flight service into Redding. Current services can get cancelled, more flights to different places, working with other airlines
- b) Connectivity: Servicing outlying communities (Burney, Weaverville, etc. to Redding). Connecting to coastal area (Humboldt County)
- c) More service: Sunday

Response 2.

- a) Additional Funding for Maintenance of Existing Infrastructure
- b) Reallocation of ROW for All Transportation Modes
- c) Simplify Grant Funding/Reporting Processes

Response 3.

- a) Accurate and detailed record keeping (see next question for more details)
- b) Communication and involving a variety of stakeholders/more interaction between different organizations
- c) Utilizing SSTAC better

Response 4.

- a) More routes on weekends to allow people to run errands and other needs
- b) RABA needs to be more user friendly.

Response 5.

No expectations of systems improvement because our community (Burney) doesn't have the density or resources that places like Redding has. The transportation situation/context is different for dispersed communities because service needs are sporadic. Something realistic

our community could benefit from is a taxi/Uber like service that could fulfill sporadic transportation needs. Something affordable.

Response 6.

- a) Improved communication and marketing to the public of services and other resources
- b) Need for Sunday service
- c) Community reinvestment act: banks sponsoring programs (e.g. car loans)

Response 7.

- a) More flexible hours (Demand response)
- b) fares should be cheaper for demand response (can get expensive for people with fixed incomes)
- c) more integrated (more coordination, shared data, need better technology for communication)

Response 8.

- a) last mile connections (infrastructure, walking paths, connectivity, etc.)
- b) connections with other agencies
- c) services: after 5pm and Sunday

Response 9.

- a) Find way to have service 7 days a week
- b) Are we utilizing the equipment the best? Using appropriate vehicles?
- c) big buses with few people/ridership and appropriate buses (best fiscal use)

Response 10.

- a) Park Avenue Bridge issue: causes flooding of all 79 acres of reservation
- b) More meetings with other organizations and agencies
- c) Group needs support: finding and applying for grants, learning about other organizations and their work providing transportation, etc.

Response 11.

- a) Evening service
- b) Sunday service (for errands, family, senior needs, etc.)

Response 12.

- a) Increasing frequency of bus pick ups
- b) Marketing increased availability

Question 45. Use this space to share any additional comments about transportation, expand on other questions in the survey, and so forth. (13 responses)

1. Our organization is trying to grow but slowly and carefully. Adding additional services is costly. San Francisco is an important destination but there are so many challenges in travelling there, both driving and flying. Long distance and time. Journey can be unpredictable for different reasons (e.g. traffic). When it comes to airport, Sacramento makes more sense as it can be easier to get to and the airport is expanding.
2. -Would like to see increase in choice riders and seeing a multi-modal system and reallocating space for sharing of road.
-How can transportation be improved: efficient at maintenance/planning for efficiency
-Challenges: having to wear multiple hats, reporting/auditing take up a lot of time. A lot of time is spent reporting.
-SRTA has revamped unmet process which is good for coordination and collaboration
3. -Unmet transportation needs: Same needs keep on coming up which brings up questions like about why are we not progressing. How are unmet needs and other issues evolving or why are things staying the same? This might be an issue of limited record keeping. Need to working in recording keeping to see how we are progressing.
4. Rural nature of region makes things challenging because of limited resources. Obamacare opened gates for people in the area. People who haven't gotten care in a long time are getting care. People also come from Tehama County (Red Bluff) and Lassen County.
5. Third run between Burney and Redding has been helpful. Need to consider/think about the impact of the Affordable Care Act and transportation.
6. Transportation is a vehicle access and is an indirect issue related to three priorities of United Way for the region: financial stability, health, and education
7. See duplication: sometimes some vehicles will be traveling on the same road at the same time because policies/regulatory issues.

Challenges include cell phone service. Not all areas are covered and not all seniors have cells phones or want them so that may pose different challenges. Cannot compete with RABA because of regulatory issues, county lines cannot be crossed, and cannot pay consistent/market rate salaries because our funding sources vary and have different requirements thus creating HR issues/finding qualified people.

8. Things that can be improved:

- More intermodal facilities and work on seamless transfers.
- Having another connection in Redding (east side of town) Hilltop. Lots of activities there, like shopping
- transit meetings/stakeholder meetings
- applying for grants
- infrastructure: Fixing the last mile: infrastructure, no sidewalks, etc. Promoting more biking.

Other notes: Redding as a shopping and medical hub. People from other areas might not be able to get around to outskirts of Redding/Anderson

Alternative technology: is it feasible for this area:

- challenges because of changing and funding. Can't do change all at once.

Rider needs: some people have moved because of limited/lack of services

9. Need to work on stigma associated with riding the bus.
10. Cost is the biggest challenge in providing transportation service. Historical context: Settlers and ranchers got good land while the tribal group got the undesirable land which is why people live in outlying areas. They cannot afford to move. The existing land has gravel roads and other infrastructure limitations that make it difficult and costly to maintain and improve.
11. Believes people who makes rules, regulations, and plan transit services may not fully understand how things work or may be transit users/transit dependent. Also user of the RABA demand response service and takes it approximately twice a week. Uses it to visit his best friend/social activities, for medical appointments, and grocery shopping.
12. When in Sheridan, Oregon, I can board a bus, pay \$2.00 for an all-day pass and travel to/from Salem and Portland, Oregon (via MacMinville). It's been that way for several years.
13. Please contact us for additional questions or to discuss our services and connections in Shasta County.

APPENDIX E: STAKEHOLDER IDENTIFICATION

The following list consists of organizations, department, agencies and/or individuals who should be at the table when it comes to the discussion on coordinated transportation. Note this list is not comprehensive and is subject to change. This list can be used a starting point for outreach.

Assisted Living/Support Services/Personal Care

- Accent Care
- Arcadia Home Care and Staffing
- Comfort Keepers
- Compass Shining Care
- Northstar Senior Living
- River Oaks Retirement
- The Vistas Assisted Living and Memory Care

Education

- SCOE
 - School Districts
- Shasta College
- Simpson University

Government (throughout the Shasta Region)

- Community and Economic Development Departments
- Health and Human Services
- Local governments
- Probation Officers/Case Works/Social Workers
 - Transportation Commission
 - Various departments
- SRTA
- Veterans Administration

Hospitals/Clinics

- Hill Country Health and Wellness Center
- Mayers Memorial Hospital
- Mercy Medical Center
- Pit River Health Services
- Shasta Regional Medical Center

Faith-Based Organizations

- Bethel
- Cow Creek Community Church
- Good News Rescue Mission

Non-Profit Organizations/Social Services

- American Cancer Society
- Far Northern Regional Center
- First 5
- Head Start
- Krista Foster Homes/Krista Transitional Housing Program Plus
- Northern Valley Catholic Social Services
- Tri-County Community Network
- United Way

Senior Centers/Senior Serving Organizations

- Golden Umbrella
- Shasta Senior Nutrition Program

Transportation Providers (throughout the Shasta Region)

- Airport services
- Non-profit: various
- Private: taxi companies
- Public: Redding Area Bus Authority, Tehama Area Rural Express, Sage Stage, Trinity Transit
- Other: Amtrak, Greyhound
- Medical transportation organizations such as CARE-A-VAN, and Precious Cargo

Tribal Groups

- Greenville Rancheria
- Pit River Tribe
- Redding Rancheria
- Susanville Indian Rancheria