

Inyo-Mono Counties
Coordinated Public Transit-
Human Services Transportation Plan

FINAL PLAN
Inyo County Transportation Commission
Mono County Transportation Commission

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Nelson | Nygaard
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Chapter 1. Project Overview

Introduction

This Coordinated Public Transit-Human Services Transportation Plan for Inyo and Mono Counties is sponsored by the California Department of Transportation (Caltrans). It is part of a larger planning effort overseen by Caltrans on behalf of 23 counties in non-urbanized areas within the State of California.

The project has been completed in two phases: the first resulted in an Existing Conditions Report, which described existing transportation services and programs, and identified service gaps and needs. The second phase of the project focused on identification of potential strategies and solutions to mitigate those service gaps, and on developing a plan to implement those strategies. The results and key findings emerging from both phases of the planning process are documented in this Coordinated Plan.

As described further in this report, federal planning requirements specify that designated recipients of certain sources of funds administered by the Federal Transit Administration (FTA) must certify that projects funded with those federal dollars are derived from a coordinated plan. Caltrans serves as the designated recipient in non-urbanized areas of California for funds subject to this plan.¹ Inyo and Mono Counties are two of these 23 counties, which are highlighted in the map in Figure 1-1.

These projects are intended to improve the mobility of individuals who are disabled, elderly, or of low-income status. This plan focuses on identifying needs specific to those population groups as well as identifying strategies to meet their needs.

Caltrans is sponsoring a statewide planning effort on behalf of the rural counties for whom the funds are intended so that potential sponsors of transportation improvements may access the funds.²

¹ The term “non-urbanized area” includes rural areas and urban areas under 50,000 in population not included in an urbanized area.

² Some plans in rural areas have been completed independently of this effort. Caltrans’ website lists the status of the plans at: <http://www.dot.ca.gov/hq/MassTrans/Coord-Plan-Res.html>

Figure 1-1 Caltrans Coordinated Planning for California Counties



Report Outline

This report is organized in seven chapters, as described below:

Chapter 1 presents an overview of the project, its sponsorship by Caltrans, and federal planning requirements established by the passage of the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users, commonly referred to as SAFETEA-LU. In addition, it discusses federal and state roles in promoting coordination among public transit operators and human service transportation providers. It also describes the funding environment for transportation in rural California.

Chapter 2 summarizes the steps taken and the methodologies used to prepare the Coordinated Plan. It provides a description of the process, from initial contact through final plan. This chapter also provides a summary of key documents related to transportation planning in Inyo and Mono Counties that have helped inform the effort.

Chapter 3 includes demographic profiles of Inyo and Mono Counties, which was developed using data prepared by the U.S. Census Bureau, the California Employment Development Department and other government agencies. This information establishes the framework for understanding the local characteristics of the study area, with an emphasis on the three population groups subject to this plan: persons with disabilities, older adults, and those of low-income status.

Chapter 4 documents the range of public transportation services that already exist in the area. These services include public fixed route and dial-a-ride (paratransit) services, and transportation services provided or sponsored by other social service agencies. These were identified through review of existing documents, and through local stakeholder interviews.

Chapter 5 consists of the needs assessment. An important step in completing this plan includes the identification of service needs or gaps as well as institutional issues that limit coordinated transportation efforts in Inyo-Mono Counties. The needs assessment provides the basis for recognizing where—and how—service for the three population groups needs to be improved.

The needs assessment for this plan was derived through direct consultation with stakeholders identified by the project sponsors, and through a review of existing documents and plans that also provide information on existing services and the need to improve them.

Chapter 6 presents and prioritizes a range of potential service strategies as identified by local stakeholders. These strategies are intended to mitigate the gaps discussed in Chapter 5. Identification and evaluation of strategies is an important element in the plan, as this step is required in order to access federal funding sources that could support their implementation.

Chapter 7 presents an implementation plan for the highest ranked strategies. A potential project sponsor is identified, along with projected costs, potential sources of funds, and an overall assessment of how implementation of these strategies could address service gaps identified in Chapter 5.

SAFETEA-LU Planning Requirements

On August 10, 2005, President Bush signed SAFETEA-LU into law, which authorized the provision of \$286.4 billion in guaranteed funding for federal surface transportation programs over six years through Fiscal year 2009, including \$52.6 billion for federal transit programs.

Starting in Fiscal Year 2007, projects funded through three programs in SAFETEA-LU, including the Job Access and Reverse Commute Program (JARC, Section 5316), New Freedom (Section 5317) and the Formula Program for Elderly Individuals and Individuals with Disabilities (Section 5310) are required to be derived from a locally developed, coordinated public transit-human services transportation plan. SAFETEA-LU guidance issued by the Federal Transportation Administration (FTA) indicates that the plan should be a “unified, comprehensive strategy for public transportation service delivery that identifies the transportation needs of individuals with disabilities, older adults, and individuals with limited income, laying out strategies for meeting these needs, and prioritizing services.”³

The Federal Transit Administration (FTA) issued three program circulars, effective May 1, 2007, to provide guidance on the administration of the three programs subject to this planning requirement.

These circulars can be accessed through the following websites:

http://www.fta.dot.gov/laws/circulars/leg_reg_6622.html	Elderly Individuals and Individuals with Disabilities
http://www.fta.dot.gov/laws/circulars/leg_reg_6623.html	Job Access and Reverse Commute
http://www.fta.dot.gov/laws/circulars/leg_reg_6624.html	New Freedom Program

This federal guidance specifies four required elements of the plan, as follows:

1. An assessment of available services that identifies current transportation providers (public, private, and nonprofit).
2. An assessment of transportation needs for individuals with disabilities, older adults, and people with low incomes. This assessment can be based on the experiences and perceptions of the planning partners or on more sophisticated data collection efforts, and gaps in service.
3. Strategies, activities, and/or projects to address the identified gaps between current services and needs, as well as opportunities to achieve efficiencies in service delivery.
4. Priorities for implementation based on resources (from multiple program sources), time, and feasibility for implementing specific strategies and/or activities.

³ Federal Register: March 15, 2006 (Volume 71, Number 50, page 13458)

Federal Coordination Efforts

Coordination can enhance transportation access, minimize duplication of services, and facilitate cost-effective solutions with available resources. Enhanced coordination also results in joint ownership and oversight of service delivery by both human service and transportation service agencies. The requirements of SAFETEA-LU build upon previous federal initiatives intended to enhance social service transportation coordination. Among these are:

- **Presidential Executive Order:** In February 2004, President Bush signed an Executive Order establishing an Interagency Transportation Coordinating Council on Access and Mobility to focus 10 federal agencies on the coordination agenda. It may be found at www.whitehouse.gov/news/releases/2004/02/20040224-9.html
- **A Framework for Action:** The Framework for Action is a self-assessment tool that states and communities can use to identify areas of success and highlight the actions still needed to improve the coordination of human service transportation. This tool has been developed through the United We Ride initiative sponsored by FTA, and can be found on FTA's website: http://www.unitedweride.gov/1_81_ENG_HTML.htm
- **Previous research:** Numerous studies and reports have documented the benefits of enhanced coordination efforts among federal programs that fund or sponsor transportation for their clients.⁴

State of California Coordination Efforts

Assembly Bill 120 (1979)

Since 1979, with the passage of the Social Services Transportation Improvement Act (Assembly Bill 120, Chapter 1120), initiatives to coordinate human service transportation programs in the State of California have been largely guided by state legislation. Under California Government code 15975, this law, commonly referred to as AB 120, required transportation planning agencies and county transportation commissions to:

- Develop an Action Plan for the coordination and improvement of social service transportation services.
- Designate a Consolidated Transportation Services Agency (CTSA) to implement the Action Plan within the geographic area of jurisdiction of the transportation planning agency or county transportation commission. CTSA's are considered eligible applicants of Transportation Development Act (TDA) Article 4.5 funds.
- Identify the social service recipients to be served and funds available for use by the consolidated or coordinated services.
- Establish measures to coordinate the services with fixed route service provided by public and private transportation providers.
- Establish measures to insure that the objectives of the action plan are consistent with the legislative intent declared in Section 15951.

⁴ Examples include United States General Accounting Office (GAO) reports to Congress entitled *Transportation Disadvantaged Populations, Some Coordination Efforts Among Programs Providing Transportation, but Obstacles Persist*, (June 2003) and *Transportation Disadvantaged Seniors—Efforts to Enhance Senior Mobility Could Benefit From Additional Guidance and Information*, (August 2004).

Senate Bill 826 (1988)

In 1988, Senate Bill 826 was introduced amending the AB 120. It required the establishment of

- Measures for the effective coordination of specialized transportation service from one provider service area to another.

And required that

- Transportation planning agencies and county transportation commissions shall every four years update the social services transportation inventory pursuant to Section 15973 and every two years shall update the action plan prepared pursuant to Section 15975 and submit these reports to the California Department of Transportation.

Assembly Bill 2647 (2002)

In 2002, Section 15975.1 was repealed, which no longer required the transportation planning agencies to submit an Action plan or inventory to the California Department of Transportation. The Department no longer has a role in the development of the Social Service Transportation Action Plan and will not be receiving information or reporting to the Legislature.

Role of the Consolidated Transportation Services Agencies (CTSAs)

AB 120 authorized the establishment of CTSAs and recognizes them as direct claimants of TDA Article 4.5 funds. CTSAs are designated by Regional Transportation Planning Agencies (RTPAs) or, where RTPAs do not exist, by the local Transportation Commission. Very little guidance exists, however, as to expectations or the roles of the CTSAs. As discussed below, TDA law requires that any rural county intending to use some of its TDA funds for streets and roads purposes establish a Social Service Transportation Advisory Council (SSTAC); representatives from the CTSA are required to participate on the SSTAC.

The CTSA has the potential to be the key instrument of coordination efforts in rural counties throughout California.

In Inyo County, Inyo County has been designated the CTSA while in Mono County, the Eastern Sierra Transit Authority (ESTA) serves as the CTSA. The SSTACs in both counties play an active role and meet as needed to discuss transportation issues and to advise the respective LTCs.

Funding Public Transportation in Rural California

Transportation funding in California is complex. Federal and state formula and discretionary programs provide funds for transit and paratransit services; sales tax revenues are also used for public transit purposes. Transportation funding programs are subject to rules and regulations that dictate how they can be used and applied for (or claimed) through federal, state and regional levels of government. Additionally, some funds for social service transportation come from a variety of non-traditional transportation funding programs including both public and private sector sources.

Another complexity with federal funding programs is the local match requirements. Each federal program requires that a share of total program costs be derived from local sources, and may not be matched with other federal Department of Transportation funds. Examples of local match

which may be used for the local share include: state or local appropriations; non-DOT federal funds; dedicated tax revenues; private donations; revenue from human service contracts; toll revenue credits; private donations; revenue from advertising and concessions. Non-cash funds such as donations, volunteer services, or in-kind contributions are eligible to be counted toward the local match as long as the value of each is documented and supported.

A review of federal, state and local funding programs for public transit agencies and social service providers is presented in Figure 1-3 at the conclusion of this chapter. The figure highlights the funding programs and their purpose, how funds can be used, who is eligible to apply and other relevant information. The funding matrix is broadly prepared and may include funding sources that do not apply to every rural county. More detailed information on funding sources commonly used by public transit agencies in rural counties are described the following section.

Funding for public transportation in rural California counties is dependent primarily on two sources of funds: TDA funds generated through State of California sales tax revenues, and federal Section 5311 funds intended for rural areas. These two funding programs are described in this chapter. A brief overview is provided of other funding sources that are available for public transit and social service transportation. Because the funding arena is complex and varied, this section on funding is not intended to identify all potential funding sources, but rather to identify the major sources of funding for public transit and human service transportation in rural California.

The three sources of federal funds subject to this plan (FTA Section 5316, 5317 and 5310), are described below. Caltrans serves as the designated recipient for these funds intended to be used in rural and small urbanized areas of the state. As designated recipient, Caltrans is required to select projects for use of SAFETEA-LU funds through a competitive process, and to certify that projects funded are derived from the coordinated plan.

FTA Section 5316 Job Access and Reverse Commute (JARC) Program

The purpose of the JARC program is to fund local programs that offer job access services for low-income individuals. JARC funds are distributed to states on a formula basis, depending on that state's rate of low-income population. This approach differs from previous funding cycles, when grants were awarded purely on an "earmark" basis. JARC funds will pay for up to 50% of operating costs and 80% for capital costs. The remaining funds are required to be provided through local match sources.

Examples of eligible JARC projects include:

- Late-night and weekend service
- Guaranteed ride home programs
- Vanpools or shuttle services to improve access to employment or training sites
- Car-share or other projects to improve access to autos
- Access to child care and training

Eligible applicants for JARC funds may include state or local governmental bodies, Metropolitan Planning Organizations (MPOs), RTPAs, Local Transportation Commissions (LTCs), social

services agencies, tribal governments, private and public transportation operators, and nonprofit organizations.

FTA Section 5317 New Freedom Program

The New Freedom formula grant program aims to provide additional tools to overcome existing barriers facing Americans with disabilities seeking integration into the workforce and full participation in society. The New Freedom Program seeks to reduce barriers to transportation services and expand the transportation mobility options available to people with disabilities beyond the requirements of the Americans with Disabilities Act (ADA).

New Freedom funds are available for capital and operating expenses that support new public transportation services and alternatives, beyond those required by the ADA, that are designed to assist individuals with disabilities with accessing transportation services, including transportation to and from jobs and employment support services. The same match requirements for JARC apply for the New Freedom Program.

Examples of eligible New Freedom Program projects include:

- Expansion of paratransit service hours or service area beyond minimal requirements
- Purchase of accessible taxi or other vehicles
- Promotion of accessible ride sharing or vanpool programs
- Administration of volunteer programs
- Building curb-cuts, providing accessible bus stops
- Travel training programs

Eligible applicants may include state or local governmental bodies, MPOs, RTPAs, LTCs, social services agencies, tribal governments, private and public transportation operators, and nonprofit organizations.

FTA Section 5310 Elderly and Disabled Specialized Transportation Program

Funds for this program are allocated by a population-based formula to each state for the capital costs of providing services to elderly persons and persons with disabilities. Typically, vans or small buses are available to support nonprofit transportation providers; however, Section 5310 funding can also be used for operations if the service is contracted out. In California, a local match of 11.47% is required.

The following chart provides an estimate on the levels of JARC and New Freedom funding available for non-urbanized portions of the state from 2007 to 2009, as well as Elderly and Disabled (Section 5310) funds for the entire state. As the designated recipient of these funds, Caltrans is responsible to define guidelines, develop application forms and establish selection criteria for a competitive selection process in consultation with its regional partners.

Figure 1-2 Projected State of California Funding Sources/Amounts

Designated Recipient	Fund Source	2007 \$ estimate	2008 \$ estimate	2009 \$ estimate
Caltrans	5316 Rural JARC ¹	1,467,032	1,573,618	1,659,360
Caltrans	5317 Rural New Freedom ¹	681,111	777,302	821,719
Caltrans	5310 Elderly and Disabled Section ²	12,394,851	13,496,069	14,218,737

¹ Estimates are for rural portions of California only, although funding is available statewide

² Estimates are for the entire state of California

FTA Section 5311

Federal Section 5311 funds are distributed on a formula basis to rural counties throughout the country. The goals of the non-urbanized formula program are: 1) to enhance the access of people in non-urbanized areas to health care, shopping, education, employment, public services, and recreation; 2) to assist in the maintenance, development, improvement, and use of public transportation systems in rural and small urban areas; 3) to encourage and facilitate the most efficient use of all federal funds used to provide passenger transportation in non-urbanized areas through the coordination of programs and services; 4) to assist in the development and support of intercity bus transportation; and 5) to provide for the participation of private transportation providers in non-urbanized transportation to the maximum extent feasible.

A portion of 5311 funds is set aside for a Tribal Transit Program (TTP), which provides direct federal grants to Indian tribes to support public transportation on Indian reservations. For the period 2006 through 2009 the amount is \$45 million nationally. Awards are made directly to tribes by FTA through a competitive process. TTP was not intended to replace or reduce funds tribes receive from states under the Section 5311 program.

Fifteen percent of the Section 5311 apportionment is for the Intercity Bus Program, Section 5311(f). The Intercity Bus Program funds public transit projects that serve intercity travel needs in non-urbanized areas. Projects are awarded on a statewide competitive basis. This program funds operating and capital costs, as well as planning for service. As with most federal capital funds, the Section 5311 grant funding program provides 80% of capital costs with a 20% matching requirement. Section 5311 funds provide up to 50% of operating costs to support transit operations.

Transportation Development Act (TDA)

The California Transportation Development Act has two funding sources for each county or regional entity that are locally derived and locally administered: 1) Local Transportation Fund (LTF) and 2) State Transit Assistance Fund (STAF).

- **LTF** revenues are recurring revenues derived from ¼ cent of the retail sales tax collected statewide. The ¼ cent is distributed to each county according to the amount of tax collected in that county. In counties with a population of less than 500,000 as of the 1970 US Census, TDA funds may be allocated under Article 8 for 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 local transportation planning agency is expected to consult with its local SSTAC and conduct an assessment of transit and determine whether there are unmet transit needs, and whether or not those needs are “reasonable to meet.” Each RTPA is required to adopt definitions of “unmet transit need” and “reasonable to meet.” Any unmet transit needs that are reasonable to meet must be funded before funds can be allocated for streets and roads.

- **STAF** are revenues derived from sales taxes on gasoline and diesel fuels. STAF is allocated annually by the local transportation commissions based on each region’s apportionment. Unlike LTF which may be allocated to other purposes, STAF revenues may be used **only** for public transit or transportation services.

State Transportation Improvement Program

To receive state funding for capital improvement projects, such as new vehicles or other capital equipment, projects must be included in the State Transportation Improvement Program, or STIP. The STIP is a multi-year capital improvement program that includes projects programmed with state funds. Local agencies should work through their Regional Transportation Planning Agencies, the Inyo County Local Transportation Commission and the Mono County Local Transportation Commission, to nominate projects for inclusion in the STIP.

Other Funding Sources

Older Americans Act (OAA)

The Older Americans Act was signed into law in 1965 amidst growing concern over seniors’ access to health care and their general well-being. The Act established the federal Administration on Aging (AoA), and charged the agency with advocating on behalf of an estimated 46 million Americans 60 or older, and implementing a range of assistance programs aimed at seniors, especially those at risk of losing their independence. Transportation is a major service under the Act, providing needed access to nutrition and other services offered by the AoA, as well as to medical and other essential services required by an aging population. No funding is specifically designated for transportation. However, 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 (HCBS) program.

Medi-Cal

Medi-Cal is California's Medicaid health care program. It pays for a variety of medical services for children and adults with limited income and resources. Funding for non emergency medical transportation is available. Please see Appendix G for additional information on Medi-Cal.

Regional Centers

While Regional Centers are nonprofit private corporations, they were established by state legislation. They receive public funds under contract to the California Department of Developmental Services to provide or coordinate services and support for individuals with developmental disabilities. There are 21 regional centers with more than 40 offices located throughout the state. Transportation is a critical component of Regional Centers because clients need specialized transportation services for traveling to and from sheltered workshops. It is the responsibility of each Regional Center to arrange their client’s transportation. Regional Centers

are primarily funded with a combination of state General Fund tax dollars and federal Medicaid funds. The primary contractual relationship is with the State Department of Developmental Services.

Agricultural Worker Transportation Program (AWTP)

The Legislature appropriated \$20 million from the Public Transportation Account in FY06-07 for grants to public agencies statewide, seeking to provide transit services specifically for farm workers. The intent of the AWTP is to provide safe, efficient, reliable and affordable transportation services, utilizing vans and buses, to agricultural workers commuting to/from worksites in rural areas statewide. The emphasis of the AWTP will be to implement vanpool operations similar to the successful Agricultural Industries Transportation Services (AITS) program ongoing in Southern San Joaquin Valley, transporting agricultural workers to regional employment sites. The California Department of Transportation administers the AWTP. It is scheduled to sunset on June 30, 2010.

Private Foundations

Many small agencies that target low-income, senior and/or disabled populations are eligible for foundation grants. Typically, foundation grants are highly competitive and require significant research to identify foundations appropriate for transportation of the targeted populations.

Tribal Casino Transportation Programs

Tribal casinos in some counties have indicated an interest in coordinated transportation efforts. They may have funds available to assist with the purchase of new vehicles or to subsidize plans to transport employees to and from the worksite.

Service Clubs and Fraternal Organizations

Organizations such as the Rotary Club, Soroptomists, Kiwanis, and Lions often pay for special projects. For transportation, they might pay for or help contribute toward the cost of a new vehicle or a bus bench or shelter near senior citizen housing. These organizations might also pay for trip reimbursement for after school or child care programs.

Employers

Employers who are in need of workers are sometimes willing to underwrite transportation in order to fill their labor needs. Employers sometimes contribute to a flex route night bus, a subsidized car-sharing program or a shuttle or vanpool to their employment site.

Figure 1-3 Transportation Funding Matrix

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Federal Sources						
Transportation Funding						
Federal Transit Administration (FTA) Section 5309 Funds (Congressional Earmark)	Capital Projects for bus and bus-related facilities.	Capital projects only	Discretionary, varies annually	Public transit operators	20% for capital projects	Obtaining a Congressional earmark is in part dependent upon the "clout" of the local delegation and the funding amount can vary tremendously.
FTA Section 5316 Job Access and Reverse Commute (JARC) Program	Local programs that offer job access services for low-income individuals.	Capital projects and operations	Maximum of \$200,000 per project per year	MPOs, RTPAs, Local Transportation Commissions (LTCs), social services agencies, tribal governments, private and public transportation operators, and nonprofit organizations	50% for operating costs, 80% for capital costs. Can match with other federal funds.	Annual grant cycle. Applications are available at Caltrans website http://www.dot.ca.gov/hq/MassTrans/
FTA Section 5317 New Freedom Program	Supports <i>new</i> services and alternatives, beyond ADA that are designed to assist individuals with disabilities access transportation services, including transportation to and from jobs and employment support services.	Capital projects and operations	Maximum of \$125,000 per project per year.	MPOs, RTPAs, LTCs, social services agencies, tribal governments, private and public transportation operators, and nonprofit organizations	50% for operating costs, 80% for capital costs. Can match with other federal funds.	Annual grant cycle. Applications are available at Caltrans website http://www.dot.ca.gov/hq/MassTrans/
FTA Section 5310 Elderly and Disabled Specialized Transportation Program	Providing services to elderly persons and persons with disabilities.	Capital projects only	\$12 million in FY 2008	Nonprofit agencies, public agencies	11.47% match	Typically vans or small buses are available to support nonprofit transportation providers. Annual grant cycle. Applications are available at Caltrans website http://www.dot.ca.gov/hq/MassTrans/

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
FTA Section 5311	Enhance access for those living in non-urbanized areas and improve public transportation systems in rural and small urban areas.	Capital projects and operations	Formula based funding - Apportionment by area	Public agencies, local governments, tribal governments, nonprofit agencies	50% for operating costs, 80% for capital costs	Funds are distributed on a formula basis to rural counties throughout the country. A portion of 5311 funds (\$45 million nationally from 2006-2009) is set aside for a Tribal Transit Program, which provides direct federal grants to Indian tribes to support public transportation on Indian reservations.
FTA Section 5311(f)	Funds public transit projects that serve intercity travel needs in non-urbanized areas.	Capital projects and operations		Public agencies, local governments, tribal governments, nonprofit agencies	50% for operating costs, 80% for capital costs	Projects are awarded on a statewide competitive basis
Health and Human Services Funding ⁽¹⁾						
Title XX Social Services Block Grant (SSBG) (Department of Social Services)	Goals: 1. Reduce dependency, 2. Achieve self sufficiency, 3. Protect children and families, 4. Reduce institutional care by providing home/community based care, 5. Provide institutional care when other forms of care are not appropriate.			Child Welfare Services, Foster Care, Deaf Access, Community Care Licensing, CDE Child Care, and Department of Developmental Services programs.	Unknown	Grant must be used for one of the goals of SSBG and cannot be used for certain purposes such as the purchase or improvement of land or payment of wages to any individual in social services. These funds are not allocated separately but are used in lieu of state general fund.
Healthy Communities Access Program (HCAP) (Department of Social Services)	Develop/strengthen integrated community health systems that coordinate health care services for individuals who are uninsured or underinsured, such as transportation coordination to improve access to care.		\$83 million	Public and private health care providers as well as social services, local government and other community based organizations.	Unknown	Build upon Federal programs that support entities serving low-income populations in an effort to expand and improve the quality of services for more individuals at a lower cost.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Community Services Block Grant (CSBG) (Department of Community Services & Development)	Assist low income people in attaining the skills, knowledge, and motivation necessary to achieve self-sufficiency.			Community action agencies, low income individuals in CA (100% of Federal poverty level).	Unknown	None
Aging & Disability Resource Center Grant Program - Part of the President's New Freedom Initiative (Dept. of Aging)	Support state efforts to create "one stop" centers to help consumers learn about and access long-term supports ranging from in-home services to nursing facility care.		\$800,000 awarded to California in 2004	State of California	Unknown	None
HIV Care Formula Grants (Dept. of Health and Human Services)	Support programs designed to increase access to care and treatment for underserved populations, reduce need for costly inpatient care, reduce prenatal transmission, improve health status of people with HIV. A portion of the funds can be used for transportation.		\$2,073,296,000	State, local governments, public and nonprofit private agencies.	Unknown	None
Consolidated Health Center Program (Bureau of Primary Health Care)	Fund health centers that provide primary and preventative health care to diverse underserved populations. Health centers can use funds for center-owned vans, transit vouchers, taxi fare.			Community based organizations including faith based organizations.	Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Older Americans Act Title III B - Grants for Supportive Services & Senior Centers (Administration on Aging)	Funds are awarded by formula to State units on aging for providing supportive services to older persons, including operation of senior centers. May be used to purchase and/or operate vehicles and funding for mobility management services.	Capital projects and operations.	\$357 million	States and territories, recognized Native American tribes and Hawaiian Americans as well as non-profit organizations.	Unknown	None
Program for American Indian, Alaskan Native, & Native Hawaiian Elders (Administration on Aging)	This program supports nutrition, information and referral, multipurpose senior centers and other supportive services for American Indian, Alaskan Native and Native Hawaiian elders. Transportation is among the supportive services, including purchase and/or operation of vehicles and for mobility management.	Capital projects and operation	\$26 million	Recognized Native American tribes and Hawaiian Americans as well as non-profit organizations.	Unknown	None
Community Mental Health Services Block Grant (Center for Mental Health Services State Planning Branch)	Improve access to community-based health-care delivery systems for people with serious mental illnesses. Grants also allot for supportive services, including funding to operate vehicles, reimbursement of transportation costs and mobility management.	Capital projects and operations.	\$430,000		Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Substance Abuse Prevention & Treatment Block Grant (Substance Abuse & Mental Health Services Administration)	Block grants provide funds for substance abuse prevention and treatment programs. Transportation-related services supported by these grants may be broadly provided through reimbursement of transportation costs and mobility management to recipients of prevention and treatment services.		\$1.78 billion	State of California	Unknown	States are required to expend their primary prevention services funds using six specific strategies: community-based processes, information dissemination, education, alternative activities, problem identification and referral, and environmental strategies. A seventh category, "other" strategies, can be approved on a limited basis.
Child Care & Development Fund (Administration for Children & Human Services)	Provide subsidized child care services to low income families. Not a source of direct transportation funds, but if child care providers include transportation as part of their usual services, covered by their fee, these services may be covered by voucher payments.		\$4.8 billion	States and recognized Native American Tribes	Unknown	None
Developmental Disabilities Projects of National Significance (Administration for Children and Families)	Promote and increase independence, productivity, inclusion and integration into the community of persons with developmental disabilities, and support national and state policy that enhances these goals. Funding provides special projects, reimbursement of transportation costs and training on transportation related issues.		\$11.5 million		Unknown	None

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Head Start (Administration for Children & Families)	Head Start provides grants to local public and private agencies to provide comprehensive child development services to children and families. Local Head Start programs provide transportation services for children who attend the program either directly or through contracts with transportation providers.		\$7 billion	Local public and private non-profit and for-profit agencies	Unknown	The Head Start regulation requires that programs make reasonable efforts to coordinate transportation resources with other human service agencies in their communities.
TANF / CalWORKs (California work opportunity & responsibility to kids) (Department of Social Services)	Provide temporary assistance to needy families. Recipients 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.			States and Federally recognized Native American tribes. Eligible families as defined in the TANF state plan	Unknown	TANF funds cannot be used for construction or to subsidize current operating costs. State and county funds in the CalWORKS program are used to meet the TANF maintenance of effort (MOE) requirement and cannot be used to match other federal funds.
Community Development Block Grants (CDBG) (Department of Housing & Community Development)	Create or preserve jobs for low income and very low income persons.			Counties with less than 200,000 residents and cities of less than 50,000 residents	Unknown	Applicants cannot be participants on the US Department of HUD CDBG entitlement program.

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
State Sources						
Agricultural Worker Transportation Program (AWTP)	Provide safe, efficient, reliable and affordable transportation services, utilizing vans and buses, to agricultural workers commuting to/from worksites in rural areas statewide.	Capital projects and operations	\$20 million in FY2006/07	Public agencies	No mandatory matching requirements	Administered by the Caltrans. Scheduled to sunset on June 30, 2010.
Transit System Safety, Security and Disaster Response Account	Develop disaster response transportation systems that can move people, goods, and emergency personnel and equipment in the aftermath of a disaster.	Capital projects	Varies by county	Agencies, transit operators, regional public waterborne transit agencies, intercity passenger rail systems, commuter rail systems	None	Part of Proposition 1B approved November 7, 2006.
State Transit Assistance Fund (STAF)	Public transit and paratransit services	Capital projects and operations	Varies from year to year depending on appropriation to Public Transportation Account of which 75% goes to STA.	Allocated by formula to public transit operators	None	Revenues derived from sales taxes on gasoline and diesel fuels.
State Transportation Improvement Program (STIP)	Major capital projects of all types, including transit.	Transit capital projects	Varies from year to year depending on appropriation to Public Transportation Account of which 25% goes to STIP.			Determined once every two years by California Transportation Commission.
Public Transportation Modernization, Improvement and Service Enhancement Account (PTMISEA)	Advance the State's policy goals of providing mobility choices for all residents, reducing congestion, and protecting the environment	Transit capital projects	\$600 million statewide in FY2007-08. \$350 million proposed for 2008-09.	Transit operators and local agencies who are eligible to receive STAF funds pursuant to California Public Utility Code Section 99313	None	Bond act approved by voters as Proposition 1B on November 7, 2006

Program Fund Source	Funding Purpose	Use of Funds	Estimated Fund Amount	Eligible Recipients	Matching Requirements	Comments
Regional/Local Sources						
Transportation Development Act (TDA) Articles 4 and 8 (1/4 cent sales tax)	Transit operating assistance and capital projects, local street and road maintenance and rehabilitation projects, pedestrian/bicycle projects	Capital projects and operations	Varies by county	Cities and counties. Allocated by population formula within each county.		Revenues are derived from 1/4 cent of the retail sales tax collected statewide, distributed according to the amount of tax collected in each county to a Local Transportation Fund in each county.
Transportation Development Act (TDA) Articles 4.5	Paratransit operating assistance and capital projects	Capital projects and operations	Up to 5% of the Local Transportation Fund revenue	Cities and counties and CTSA's		
Private Sources						
Tribal Casino Transportation Programs	Coordinating transportation efforts on Indian reservations	Capital projects and operations	Unknown	Wide variety of agencies and organizations	None	Some tribes have funds available to assist with the purchase of a new vehicle or to subsidize plans to transport employees to and from the worksite.
Service Clubs and Fraternal Organizations	Variety of transportation services, especially capital improvements	Capital projects and operations	Unknown	wide variety of agencies and organizations	None	May be interested in paying for bus benches or shelters
Employers	Variety of transportation services, especially capital improvements	Capital projects and operations	Unknown	wide variety of agencies and organizations	None	Employers sometimes are willing to underwrite transportation to support their workers getting to/from worksite.

Chapter 2. Project Methodology

The four required elements of a coordinated plan, as outlined by the FTA in the May 15, 2007 guidance for the JARC, New Freedom and Section 5310 programs are 1) an assessment of current transportation services, 2) an assessment of transportation needs, 3) strategies, activities and/or projects to address the identified transportation needs (as well as ways to improve efficiencies), and 4) implementation priorities based on funding, feasibility, time, etc. This chapter describes the steps that were undertaken to develop these elements of Inyo and Mono's Coordinated Plan.

The starting point for building a successful coordination plan involves identifying and assessing both community needs and existing resources. This process requires input from a wide range of stakeholders and customers. The methods utilized during the course of this project were designed to reach out to public, private, and non-profit organizations as well as transportation users representing senior adults, persons with disabilities, individuals with low incomes, youth and families. The following steps were used to prepare the key findings and recommendations that are presented in this plan:

- Initial Contact
- Stakeholder Involvement
- Demographic Profile
- Existing Services Inventory
- Existing Conditions Analysis and Needs Assessment
- Identification and Evaluation of Strategies
- Implementation Plan for Recommended Strategies

Initial Contact

In 2007, Caltrans compiled information, which included a local Point of Contact (POC), for each of the 23 counties that chose to be included in the Rural Coordination Plans Master Contract. In Mono County, the POC was Scott Burns with the Mono County Local Transportation Commission. Courtney Smith with the Inyo County LTC served as the POC for Inyo County.

Numerous discussions were held with Mr. Burns and Mr. Smith as part of the early planning process. An initial meeting was scheduled on January 25, 2008, with members of the Social Services Transportation Advisory Committees from both counties and other interested parties.

Stakeholder Involvement

Stakeholder involvement for this project was solicited in a variety of ways, beginning with a joint meeting with SSTAC members from both counties. This meeting was held on January 25, 2008, in Mammoth Lakes. Participants at this meeting provided input regarding the current transit situation in Inyo and Mono Counties, including a preliminary list of unmet needs. The group also provided suggestions for contact lists for future meetings, focus groups, surveys and on-site interviews.

Participants at the initial meeting represented a range of agencies and client populations, as shown in Figure 2-1 on the following page.

Figure 2-1 Initial Kick-Off Meeting Participants

Stakeholder	Representing
Carlos Hernandez	Bishop Paiute Tribe
Brad Mettam	Caltrans
Jill Batchelder	Eastern Sierra Transit Authority (ESTA)
Monicka Watterson	Eastern Sierra Transit Authority (ESTA)
Courtney Smith	Inyo County Local Transportation Commission
Beth Himelhoch	Inyo-Mono Association for the Handicapped
Gwen Plummer	Mono County
Deb Dian	Mono County Emergency Preparedness
Scott Burns	Mono County Local Transportation Commission
Hillary Bayliss	Mono County Public Health
Ray Jarvis	Town of Mammoth Lakes

During the kick-off meeting, the consulting group answered questions and presented material, which covered federal requirements generated through SAFETEA-LU, the Coordination Plan process and timeline, the CTSA role in coordinated transportation and potential funding for solutions and strategies.

Follow up interviews were conducted in February 2008, with staff members from the Inyo-Mono Area Agency on Aging, Counties of Inyo-Mono Veteran Services and other interested individuals. These follow up interviews provided great detail of information regarding services available and unmet needs. They also identified current coordination efforts and, in certain instances, barriers to further coordination.

Stakeholders were contacted in February 2008, and asked to participate in a survey. Respondents were encouraged to complete a 20 question survey (Appendix A) or to request an on-site or telephone conference. The purpose of these contacts was to broaden the participation in the planning process by providing a venue in which community agencies could offer additional detail regarding coordination needs and resources.

On-site meetings were held the week of February 25, 2008 with key stakeholders in Bishop and Mammoth Lakes.

Input from the Inyo-Mono Area Agency on Aging (IMAAA) and the Kern Regional Center was solicited to ensure that these key stakeholders had opportunities to participate throughout the planning process.

Stakeholder input was a key element in the planning process. Beginning with the Kick Off meeting in January 2008, public, private and non-profit agencies as well as members of the

general public were invited to participate in the identification of service gaps and unmet needs. The list of unmet needs that resulted from early stakeholder input served as the starting point for the development of strategies. Draft strategies were presented to community members in public workshops held May 20, 2008, in Bishop and May 21, 2008, in Mammoth Lakes.

For more details on the Strategies Workshops, please see Chapter 6: Identification of Strategies/Public Outreach.

The plan preparation steps were designed to be interactive with stakeholders from across the two county region. Thus key individuals and agencies were involved at various points continually throughout the process allowing them to provide feedback on work as of certain target dates. Draft materials were circulated to key contacts for review and refinement prior to incorporation into final draft documents.

Appendix B provides documentation on public outreach.

Demographic Profile

Demographic profiles for Inyo and Mono Counties were prepared using census data and additional planning material from various local and state agencies such as the California Employment Development Department. This step provided a basis for understanding the unique local characteristics of the Inyo-Mono region and focused on the three demographic groups that are subject to this plan: older adults, individuals with disabilities and persons with low income.

Complete data is contained in Chapter 3: Demographic Profile.

Existing Services Inventory

The creation of a comprehensive inventory of current transportation services in the two-county region began during the summer of 2007, when Caltrans undertook the task of compiling data on public, private and non-profit agencies that provide services in the two counties. This matrix, which is included at the end of Chapter 4, was updated continually throughout the project as new information was supplied by stakeholders during meetings, interviews and through surveys.

Service providers were contacted by email and/or by telephone as needed to solicit information or clarification regarding issues such as the type of service delivered, the target population for the service, the area of service delivery and the number/type of vehicles.

Key findings from this portion of the project are included in Chapter 4: Existing Public Transit Service and Social Service Transportation Providers.

Existing Conditions Analysis and Needs Assessment

A critical step in the development of this plan is the identification of service needs or gaps. The needs assessment process provides the basis for recognizing how services within Inyo and Mono counties for older adults, persons with disabilities and individuals of low income can be enhanced. In some cases, the recognized need is the protection and maintenance of existing services.

The needs assessment for the Inyo-Mono plan was drawn from consultation with stakeholders through meetings, interviews and surveys and through the analysis of existing documents such as:

- Inyo County Local Transportation Commission Overall Work Program 2007/2008
- Mono County Local Transportation Commission Overall Work Program 2007/2008
- 2002 Mono County Transit Plan
- ESTA Business Plan
- Unmet Needs Hearing Reports and Recommendations
- SSTAC minutes and reports
- Demographic information for Inyo and Mono Counties

Key findings derived from the needs assessment process are included in Chapter 5: Key Findings, Service Gaps and Unmet Transportation Needs. The consulting team prepared the findings by examining and analyzing the available data and applying the input provided by the many stakeholders during the process. The result is a comprehensive delineation of the needs of Inyo and Mono Counties.

Identification and Evaluation of Strategies

During an on-site visit May 20-21, 2008, the consultant facilitated two public workshops in Bishop (Inyo County) and Mammoth Lakes (Mono County). The times and locations were determined by the local project sponsors, and represent different geographic regions of the two county area. The goals of the workshops were to:

- Confirm previously identified unmet transportation needs
- Confirm criteria to evaluate potential strategies
- Identify and prioritize strategies for addressing these needs

The consultant developed an initial set of suggested service strategies intended to address the gaps, and also drafted proposed evaluation criteria to use when ranking the strategies. An interactive process directly involving workshop participants resulted in refining the list of strategies, and in prioritizing them. Chapter 6 presents the findings of that exercise.

Implementation Plan for Recommended Strategies

As a final step for this planning effort, an implementation plan was developed for each of the highly-ranked strategies. Specifically, this assessment identified:

- Potential lead agency or “champion” with the institutional, operational and fiscal capacity to implement the proposed strategy
- Implementation timeframe, when proposed strategies are implemented, including the process of applying for funding
- Estimated Costs: The assessment considered the range of operational and capital costs needed to implement the strategy

- Potential funding sources, including potential use of SAFETEA-LU funds and possible sources of required local match.

Highlights of the implementation plan are summarized on a matrix in order to provide a “snapshot” of the proposed implementation plan, and key elements for implementing the recommended strategies are also discussed in more detail in Chapter 7.

Chapter 3. Demographic Profile

This demographic profile was prepared to document important characteristics about the two-county region as they relate to this planning effort. In particular, the profile examines the presence and locations of older adults, persons with disabilities, and low-income persons within the area.

The two-county region consisting of Inyo and Mono Counties is located on the eastern slopes of the Sierra Nevada Mountains, along the western border of Nevada. With a land area of more than 10,000 square miles, Inyo is the second largest county in California and one of the largest counties in the United States. Inyo County has both the highest point in the contiguous United States (Mt. Whitney 14,496 feet above sea level) and the lowest point (Badwater in Death Valley, 282 feet below sea level).

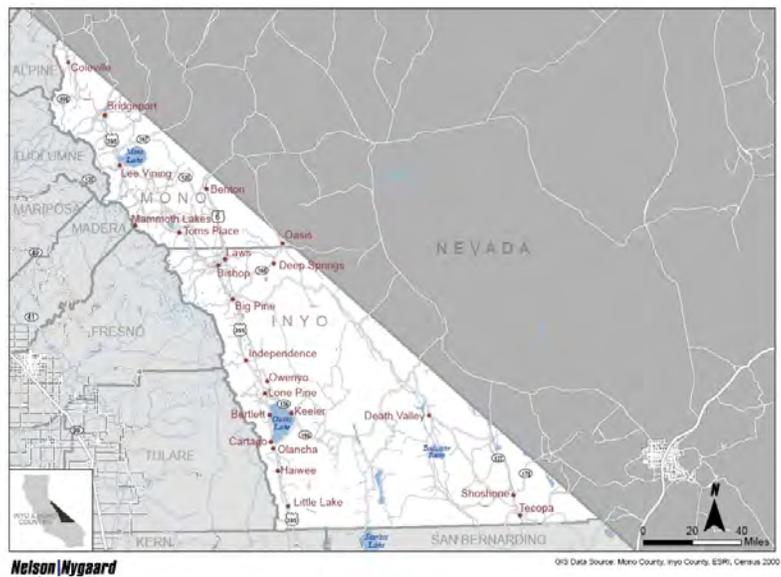


Although Mono County is smaller in size (3,100 square miles), it contains some of the most beautiful and varied landscapes in the nation. Mammoth Mountain, Bodie State Historical Park, Mono Lake and June Lake are important tourist destinations.

Tourism and recreation is the major industry in the region. Together, the two counties account for more than 13 million visitor days annually. In Mono County, nearly 80% of all employment is directly or indirectly linked to tourism. Many of the area’s largest employers are involved the tourism/recreation industry. (See Figure 3-3)

Mono, the northernmost of the counties, is bordered by the following counties:

- Inyo (south)
- Fresno (southwest)
- Madera (southwest)
- Tuolumne (west)
- Alpine (northwest)
- Douglas, NV (north)
- Lyon, NV (northeast)
- Mineral, NV (east)
- Esmeralda, NV (southeast)



Inyo County is bordered by:

- San Bernardino (south)

INYO - MONO COUNTIES

- Kern (southwest)
- Tulare (west)
- Fresno (west)
- Mono (north)
- Esmeralda , NV (northeast)
- Nye, NV (east)
- Clark, NV (southeast)

There are two incorporated jurisdictions in the region: the Town of Mammoth Lakes (Mono County) and the City of Bishop (Inyo County). These two communities account for over one third of the region's population. Sixty seven percent of Inyo County residents live within a 15-mile radius of Bishop. While Mammoth Lakes' year round population is approximately 7,400, during periods of heavy tourist activity the population swells to nearly 35,000.

Bridgeport in Mono County and Independence in Inyo are the county seats.

Major highways serving the two counties include U.S. Routes 395 and 6 as well as California Highways 127, 136,168, 178, and 190 (Inyo) and 108,120,167,182, 270 (Mono).

Population Overview

This aspect of the plan relies on data sources such as the United States Census and the California Employment Development Department. While some statewide and countywide census information has been updated to reflect the population characteristics of 2006, this information is not available at the individual community level and some data points of interest to this plan (i.e. Commute Patterns) are only available for 2000. Where applicable, data for both 2000 and 2006 is shown. For each of the illustrating figures, the applicable data source is referenced.

Figure 3-1 presents population data for the two-county region as a whole, Inyo and Mono Counties individually, the incorporated cities, and California. As shown, there is a higher ratio of senior adults and persons with disabilities in the region than in the state.

Figure 3-1 Basic Population Characteristics 2000 and 2006

	Total Population	Persons aged 65+		Persons with Disability		Persons at or below Poverty Level	
California							
Census 2000	33,871,648	3,595,658	10.6%	5,923,361	19.2%	4,706,130	14.2%
2006 Estimate	36,547,549	3,927,830	10.8%	4,283,468	12.9%	4,787,729	13.1%
Two-county Region							
Census 2000	30,798	4,188	13.6%	4,853	15.8%	3,700	12.0%
2006 Estimate	30,734	4,378	14.2%	4,847 ¹	15.8%	3,692 ¹	12.0%
Inyo County							
Census 2000	17,945	3,212	17.9%	3,212	17.9%	2,244	12.5%
2006 Estimate	17,980	3,039	16.9%	3,218 ¹	17.9%	2,248 ¹	12.5%
Mono County							
Census 2000	12,853	976	7.6%	1,641	12.8%	1,456	11.3%
2006 Estimate	12,754	1,339	10.5%	1,628 ¹	12.8%	1,445 ¹	11.3%
City of Bishop							
Census 2000	3,575	688	19.2%	600	16.8%	566	15.8%
2006 Estimate	3,566	686 ¹	19.2%	598 ¹	16.8%	565 ¹	15.8%
City of Mammoth Lakes							
Census 2000	7,093	307	4.3%	762	10.7%	1,018	14.4%
2006 Estimate	7,406	321 ¹	4.3%	796 ¹	10.7%	1,063 ¹	14.4%

Source: U.S. Census 2000 and 2006 Estimate

¹ 2006 Estimates extrapolated from U.S. Census estimates

Older Individuals

According to U.S. Census estimates for 2006, 16.9% of the residents of Inyo County are age 65 and older. This is significantly higher than the statewide figure of 10.8% for California. Census 2006 figures are not available at the community level, however data extrapolated from Census 2000 indicates there is a very significant difference between the number of older adults in Bishop (19.2%) and Mammoth Lakes (4.3%).

Between the two counties there are social and cultural differences that were discussed by stakeholders during meetings and interviews. These differences are a reflection, in part, of the age makeup of each county. Inyo County, with almost no developable land, is not subject to the effects of growth, while Mono County, and in particular the Mammoth Lakes area, is experiencing development with higher end retail and recreational activity. This may contribute to a greater influx of younger people to the county, thus keeping the average age lower than in Inyo. The need for transit service is typically greater among older people. This will be accounted for in the strategies developed in the planning process.

Individuals with Disabilities

The definition of “disability” varies; for this project, information cited is consistent with definitions reported in the 2000 Census. The 2000 Census included two questions with a total of six subparts with which to identify people with disabilities.⁵ It should be noted that this definition differs from that used to determine eligibility for paratransit services required by the Americans with Disabilities Act (ADA). To qualify for ADA paratransit services, an individual’s disability must prevent him or her from independently being able to use the fixed-route transit service, even if the vehicle itself is accessible to persons with disabilities (i.e., lift- or ramp-equipped).

The Census Bureau has determined that the 2000 Census overstated the number of people with disabilities. This overstatement occurred because of a confusing instruction in the Census questionnaire. In the particular, the number of people with a “go outside the home disability” was substantially overstated as a result of a confusing skip pattern in the mail-back version of the Census long form.

The Census’s 2006 American Community Survey incorporates an improved questionnaire that eliminates the source of the overstatement. For California as a whole, the 2000 Census estimated that 19.2% of non-institutionalized people age 5 and older had a disability. The corrected estimate, based on the 2006 American Community survey, was 12.9%. Corrected results are not yet available for many rural counties or for cities within counties. Therefore, disability tables in this section use the 2000 Census disability data.

Nationally, approximately 19% of Americans reported a disability in Census 2000, compared to California (19.2%) and the two-county region (15.8%). Inyo County statistics indicate a rate of 17.9%.

Individuals At or Below Poverty Level

U.S. Census estimates for 2004 report median household income in Inyo County at \$38,853 and Mono County at \$48,083 compared to the state average of \$49,894. As of 2004, Mono had a lower percentage of residents (8.2%) who reported living below the poverty line than Inyo (10.5%) or the state as a whole (13.2%).

Population Overlap

It is important to note that there are areas in which an individual may fall into more than one category. Figure 3-2 illustrates this point. For example, older people are more likely to experience a disabling condition, which can limit (or further limit) mobility.

⁵ These questions were: 16. Does this person have any of the following long-lasting conditions: (a) Blindness, deafness, or a severe vision or hearing impairment? (b) A condition that substantially limits one or more basic physical activities such as walking, climbing stairs, reaching, lifting, or carrying? 17. Because of a physical, mental, or emotional condition lasting 6 months or more, does this person have any difficulty in doing any of the following activities: (a) Learning, remembering, or concentrating? (b) Dressing, bathing, or getting around inside the home? (c) (Answer if this person is 16 years old or over.) Going outside the home alone to shop or visit a doctor’s office? (d) (Answer if this person is 16 years old or over.) Working at a job or business?

Figure 3-2 Individuals Included in Multiple Categories

	Persons aged 65+		Persons aged 65+ with Disability		Persons aged 65+ at or below Poverty Level	
	Count	Percentage	Count	Percentage	Count	Percentage
California	3,595,658	10.6%	1,465,5932	4.3%	280,411	.8%
Two1County Region	4,188	13.6%	1,435	4.7%	296	1.0%
Inyo County	3,212	17.9%	1,191	6.6%	278	1.5%
Mono County	976	7.6%	244	1.9%	18	0.1%
Bishop	688	19.2%	297	8.3%	41	1.1%
Mammoth Lakes	307	4.3%	52	0.7%	0	0.0%

Source: U.S. Census 2000

Population Trends

Because approximately 98% of the land in Inyo County is owned by public agencies, growth opportunities are limited to small holdings of private land, which are scattered throughout the County. Significant development is unlikely within the Owens Valley. While a significant portion of Mono County land (94%) also is administered by public agencies, several communities are experiencing growth. In particular, the Tri-Valley area is responding to pressure from Bishop and Mammoth Lakes, where increased housing prices have made Benton, Hammil and Chalfant affordable alternatives. Antelope Valley communities (Topaz, Coleville, and Walker) are affected by development around Gardnerville/Carson City, Nevada. Lee Vining, June Lake, Long Valley, Paradise and Wheeler Crest are all experiencing growth due to increased tourism and resort development.

County Snapshot reports prepared by the California Employment Development Department estimate an increase of 6,100 residents by 2020 in the two-county region, with Mono County accounting for 65.5% of the growth.

Economic Indicators in Inyo and Mono Counties

The following section contains economic information pertaining to Inyo and Mono Counties, including unemployment rates, major employers in the county, employment changes and county to county commute patterns.

Employment in Inyo and Mono Counties

In 2006, the Inyo-Mono region's labor force totaled 17,600. During the five-year period from 2002–2006, Mono County reported an overall increase of 460 jobs while Inyo County experienced an overall loss of 50 jobs. The largest gains in Mono occurred in the leisure and hospitality industry and business and professional services. Inyo saw gains in business and professional services and the information industry. As shown in Figure 3-3, nearly three quarters of the region's largest employers are either government agencies, including schools, or are in the tourism/recreation industry.

Figure 3-3 Major Employers in Mono and Inyo Counties

Employer Name	Location	Industry
Mammoth Mountain Ski Area	Mono	Tourism/Recreation
County of Inyo	Inyo	Government/Schools
County of Mono	-	Government/Schools
Town of Mammoth Lakes	Mono	Government/Schools
Furnace Creek Ranch	Inyo	Tourism/Recreation
June Mountain Ski Area	Mono	Tourism/Recreation
Mammoth Hospital	Mono	Medical
Northern Inyo Hospital	Inyo	Medical
Mammoth Unified School District	Mono	Government/Schools
Bishop Paiute Gaming	Inyo	Tourism/Recreation
Caltrans	Inyo	Government/Schools
Crystal Geysers	Inyo	Manufacturing
Death Valley National Park Service	Inyo	Tourism/Recreation
Department of Water and Power	Inyo	Government/Schools
Eagle Run	Mono	Tourism/Recreation
Hennessy Tavern	Mono	Tourism/Recreation
Inyo County Courthouse	Inyo	Government/Schools
Juniper Springs Lodge	Mono	Tourism/Recreation
Vons	Inyo	Retail
Sunstone Condominiums	Mono	Tourism/Recreation
Vons	Mono	Retail

Source: California Employment Development Department

Unemployment Rate

During the same five-year period, both Inyo and Mono Counties experienced consistently lower unemployment rates than those reported by the California Employment Development Department for the state as a whole.

Figure 3-4 Unemployment Rates 2002 – 2006

	2002	2003	2004	2005	2006
California	6.7%	6.8%	6.2%	5.4%	4.9%
Inyo County	5.4%	5.8%	5.3%	4.9%	4.6%
Mono County	5.1%	5.1%	5.1%	4.9%	4.4%

Source: California Employment Development Department

County to County Commute Patterns

Commute patterns can be important indicators of transportation needs. Data from the 2000 census shows that nearly 90% of the labor force in the Inyo-Mono region commute to jobs within their county of residence. Another 5% commute from Inyo to Mono or Mono to Inyo. Only 5% commute to jobs outside the two-county region.

Figure 3-5 Commute Patterns of Inyo-Mono Residents

County of Residence	County of Workplace	Number of Workers	Percentage of Workers
Inyo	Inyo	7,312	48.8%
Mono	Mono	6,037	40.3%
Inyo	Mono	346	2.3%
Mono	Inyo	529	3.5%
Inyo-Mono	Other	765	5.1%
TOTAL Two-county Region:		14,989	100%

Source: U.S. Census 2000

The two maps on the following pages illustrate the areas within Inyo-Mono Counties that likely have the greatest need for public transportation services.

The Transit Dependency Index (Figure 3-6) represents concentrations of people who are most likely to need public transportation: seniors aged 65 or older, individuals with disabilities, and people with low income. This map displays the composite measure of these three indices. Figure 3-7 shows those parts of the Counties with the highest population and employment density. The highest population and employment areas typically generate the highest transit usage due in large part to the concentration of overall trips in these areas.

Demographic Analysis Methodology

The Transit Dependency Index and Population/Employment Matrix were created to provide a visual representation of existing demographic groups and transportation needs of the Inyo-Mono region.

The Population/Employment Matrix presents concentrations of population and employment at the census block group level, which is the smallest group for which sample data is tabulated by the U.S. Census Bureau. Together, Inyo and Mono Counties contain 18 census block groups, compared to El Dorado (123), Amador (29) or Alpine County (2). This matrix is based on 2000 Census data for population and 2000 Census Transportation Planning Package (CTPP) data for employment.

The Transit Dependency Index shows concentrations of populations with higher needs for public transportation: seniors 65 or older, people with disabilities and individuals with low incomes. This information is derived from the 2000 Census.

Please see Appendix C for a more detailed explanation of the methodology used in the creation of the Population/Employment Matrix and the Transit Dependency Index.

Figure 3-6 Inyo & Mono Counties 2000 Transit Dependency Index

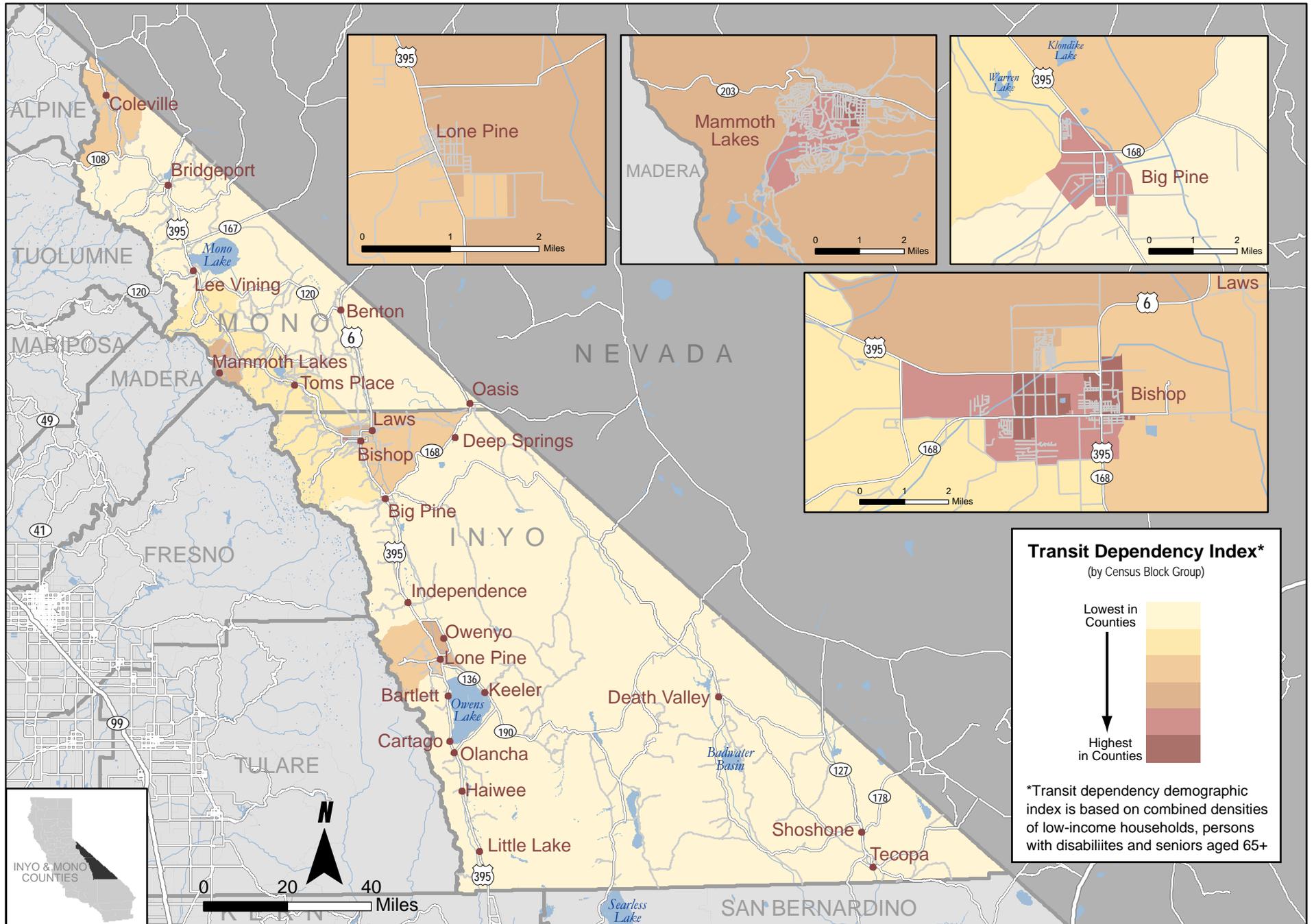
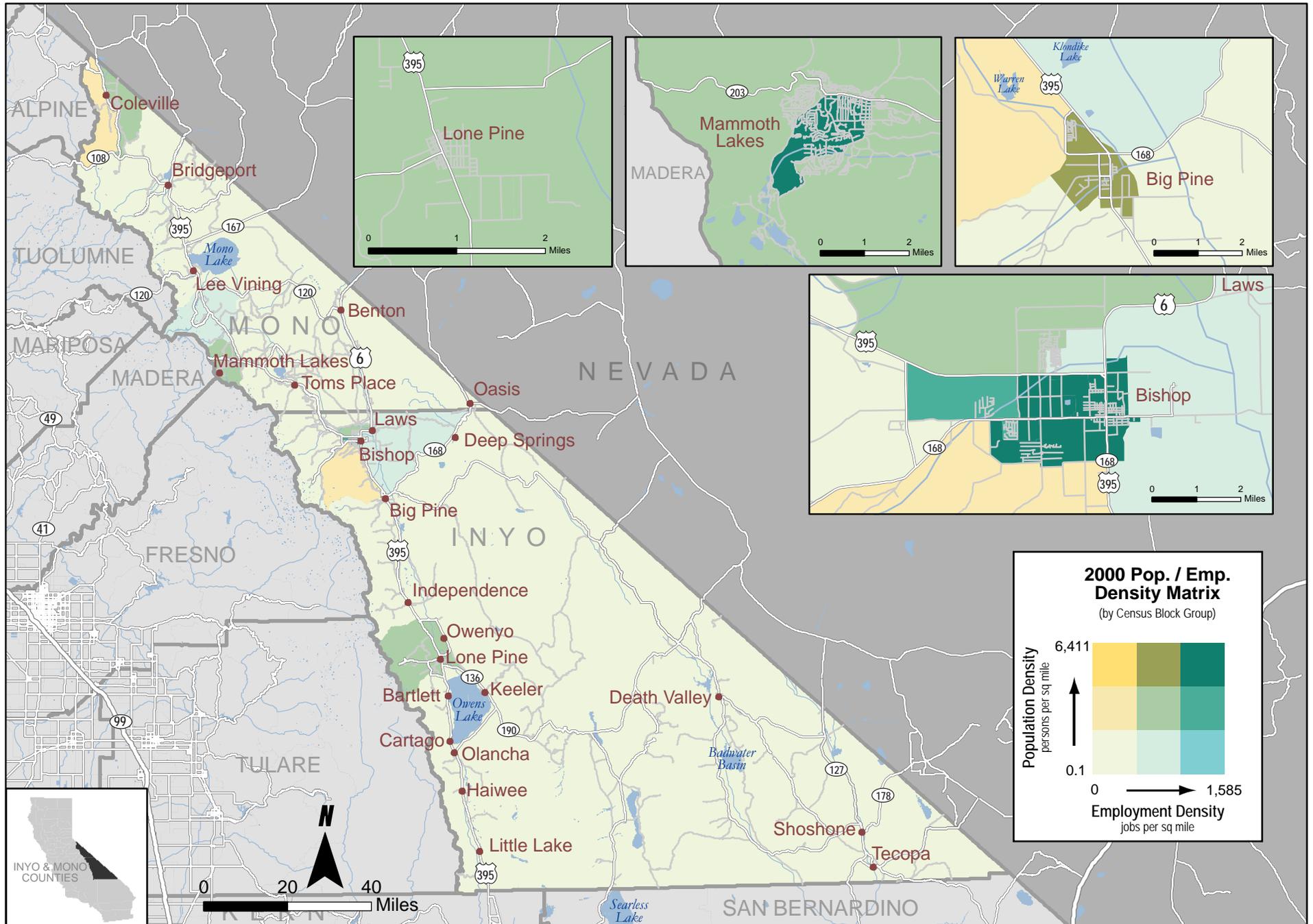


Figure 3-7 Inyo & Mono Counties 2000 Population / Employment Density



Chapter 4. Existing Public Transit Service and Social Service Transportation Providers

This chapter presents existing public transit service and transportation that is provided by, or funded by social service agencies in Inyo and Mono Counties. A map illustrating existing services and a matrix summarizing provider characteristics and contact information of all county transportation providers can be found at the end of the chapter.

Overview

The two-county region comprised of Mono and Inyo Counties is served by a number of agencies or organizations offering some level of social service transportation. These agencies are the threads that contribute to the transportation network serving the social needs of the targeted populations – the elderly, low-income, and people with disabilities. This Coordination Plan is built largely on the integration of these various services to meet the needs identified in the planning process. The hub of the transportation network is the regional transit operator. The Eastern Sierra Transit Authority (ESTA) offers a variety of services to the general public, all of them tailored to meet the unique social needs of the Inyo-Mono community. Founded in late 2006, ESTA was established to take over service from Inyo-Mono Transit, an Inyo County Department. The formation of ESTA provides an excellent platform both for the expansion of general transit service and also the coordinated integration of social service transportation.

ESTA is the designated CTSA for Mono County, while Inyo County is the CTSA for Inyo County. ESTA, in conjunction with Inyo County, is responsible for leading the effort to coordinate services responding to state guidance provided by various provisions of TDA. ESTA is at the center of the planning effort to coordinate services throughout the region.

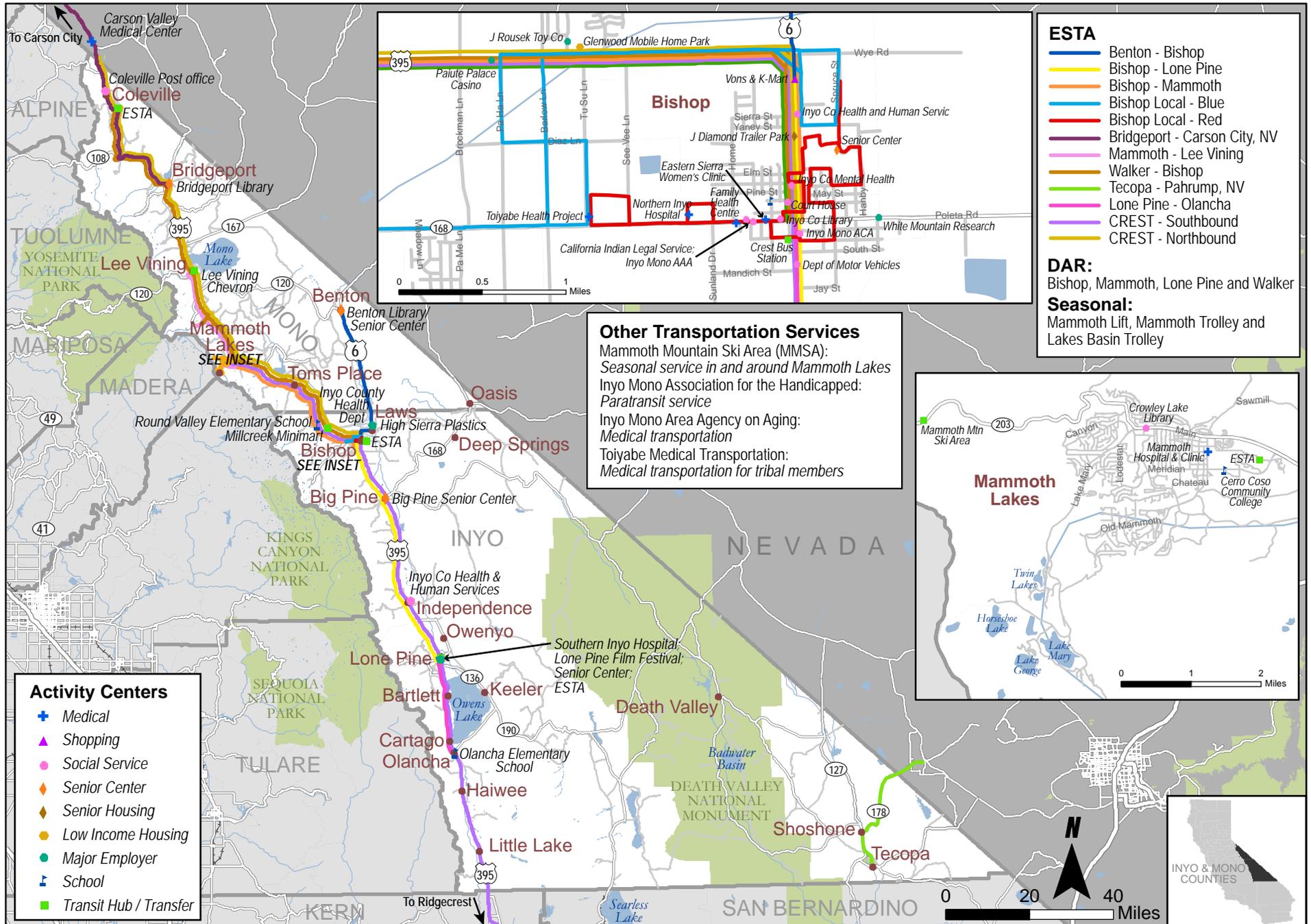
Other services described in detail on the following pages include Inyo-Mono Area Agency on Aging, Toiyabe Tribal Health System and the Veterans Service Office. Together these services offer the ingredients for a more coordinated delivery system in the two-county area.

Existing Service and Transportation Needs

Figure 4-1, Transit Service and Activity Centers, is a map of current transportation services within the counties. ESTA routes are displayed along with key destinations throughout the counties.

A matrix summarizing operating characteristics of transportation providers in Inyo and Mono Counties can be found at the end of the chapter.

Figure 4-1 Inyo & Mono Counties Transit Services and Major Activity Centers



Eastern Sierra Transit Authority (ESTA)

In 2006, the two counties together with the City of Bishop and the Town of Mammoth Lakes entered into a Joint Powers Agreement (JPA) to administer and operate the Eastern Sierra Transit Authority (ESTA).

ESTA is a relatively new public transit agency that assumed operating responsibility for transit service in the two-county area on July 1, 2007. Built on the foundation of Inyo-Mono Transit (IMT), ESTA is involved in the process of re-making transportation service throughout Inyo and Mono Counties.

ESTA is the primary public transit service in the Inyo-Mono area and is the only year-round provider of interregional public transportation for the entire Eastern Sierra region. Yosemite Area Regional Transit System (YARTS) provides inter-regional services during the summer. See the YARTS entry below for additional information. ESTA operates local and interregional bus routes on schedules that are adjusted seasonally (see Figure 4-2). ESTA passengers are able to travel to:

- Bishop
- Mammoth Lakes
- Bridgeport (Mono County Seat)
- Independence (Inyo County Seat)
- Ridgecrest (connections to Kern County and Los Angeles)
- Reno, NV
- Carson City, NV
- Gardnerville, NV

ESTA operates an important interregional link, the CREST route, which provides northbound service between Bishop, Mammoth Lakes and Reno and southbound service between Mammoth Lakes, Bishop, Lone Pine and Ridgecrest. CREST fills the service gap left by the departure of Greyhound from the region. The routes provide vital transit connections for medical, shopping, educational, and employment purposes. CREST plays an important role in recreation and tourism in the two county region. Plans are underway to expand service on the southern portion of the route beyond Ridgecrest to Lancaster to allow for connections to the Metrolink train service into the LA area and to other transit operators serving the region.

- ESTA routes and services are described below.

Figure 4-2 Eastern Sierra Transit Authority (ESTA) Routes and Services

Route/Service	Description	Start	End	Days
Bishop Red & Blue (Fixed Route)	City of Bishop	7:00 AM	6:00 PM	M-T-W-Th-F
CREST Northbound (Bishop – Reno)	Bishop – Mammoth Lakes – Reno Airport	7:00 AM	5:30 PM	M-T-Th-F
CREST Southbound (Mammoth – Ridgecrest)	Mammoth Lakes – Bishop – Lone Pine – Ridgecrest	8:05 AM	4:50 PM	M-W-F
Bishop – Mammoth	Bishop – Tom’s Place – Crowley – Mammoth Lakes	7:00 AM 7:30 AM	6:05 PM 4:45 PM	M-T-W-Th-F S
Lone Pine – Bishop	Bishop – Big Pine – Independence – Lone Pine	6:30 AM 8:30 AM	7:40 PM 3:45 PM	M-T-W-Th-F 1 st Sat / mo
Mammoth – Lee Vining <i>Discontinued 7/1/08</i>	Mammoth – June Lake – Lee Vining	7:55 AM	4:25 PM	M-T-W-Th-F-S-Su
Lone Pine – Olancha <i>Discontinued 7/1/08</i>	Lone Pine – Olancha – Keeler	8:30 AM	4:20 PM	T -Th
Benton – Bishop	Benton – Hammil – Chalfant – Bishop	8:25 AM	3:30 PM	T-Th-F
Walker – Bishop <i>Discontinued 7/1/08</i>	Walker – Bridgeport – Lee Vining – June Lake – Mammoth – Bishop	9:00 AM	5:40 PM	M
Bridgeport – Carson City	Bridgeport – Walker – Coleville – Topaz – Gardnerville NV – Minden NV – Carson City NV	2:00 PM 8:00 AM	9:10 PM 3:40 PM	W F
Tecopa – Pahrump	Tecopa – Shoshone – Pahrump	7:45 AM	1:00 PM	Th
Bishop Dial-A-Ride (general public and special needs)	City of Bishop and surrounding area	7:00 AM 7:00 AM 8:00 AM 8:00 AM	6:00 PM Midnight Midnight 3:00 PM	M-T-W-Th F S Su
Mammoth Dial-A-Ride (general public and special needs)	City of Mammoth Lakes and surrounding area	8:00 AM	1:00 PM	M-T-W-Th-F-S-Su
Lone Pine Dial-A-Ride (general public and special needs)	Lone Pine and surrounding area	7:00 AM	4:00 PM	M-T-W-T-F
Walker Dial-A-Ride (general public and special needs)	Walker and surrounding area	8:00 AM	4:30 PM	M-T-W-T-F
Mammoth Lift (Seasonal-Fixed Route)	Town of Mammoth Lakes (1 in winter/2 routes in summer)	Different Routes & Schedules depending on season		
Mammoth Trolley (Seasonal-Fixed Route)	Town of Mammoth Lakes	Different Routes & Schedules depending on season		
Lakes Basin Trolley (Seasonal)	Mammoth Lakes to Lakes Basin	June – September		

Among ESTA's most important roles in social service transportation delivery is its place at the center of coordination activities. While ESTA is the designated CTSA for Mono County only, the community looks to the agency for coordination leadership within both counties. ESTA works closely with public and private agencies to advance human service coordination within the two-county region. The majority of these agencies do not operate vehicles, but purchase ESTA passes, which are distributed to their clients. These agencies include:

- Kern Regional Center
- Great Steps Ahead
- Inyo County Courts
- Inyo and Mono Department of Health and Human Services
- Inyo-Mono Area Agency on Aging (IMAAA)
- Inyo County Office of Education
- Mono County Office of Education
- Inyo County Career Services
- Counties of Inyo-Mono Veterans Service Office

Other Transportation Service Providers

Mammoth Mountain Ski Area (MMSA)

During winter months, MMSA provides shuttle service in and around Mammoth Lakes to the Mammoth Mountain Ski Area utilizing its own fleet of buses. Service operates from 7:00 AM until midnight (1:30 AM Fridays, Saturdays and holidays).

Bike shuttle service is provided during summer months.

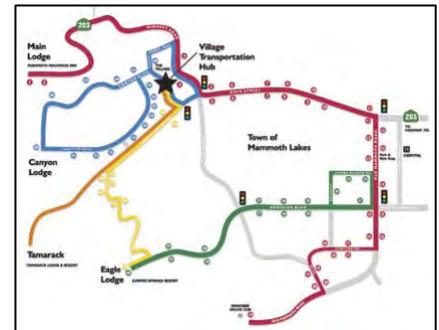
Inyo-Mono Area on Aging and Inyo-Mono Senior Program (IMAAA/IMSP)

The Inyo-Mono Area Agency on Aging is a joint powers agency created by the Inyo and Mono Boards of Supervisors. It has been designated by the California Department of Aging to plan, deliver and administer services for older persons and certain disabled adults in the two-county region. IMAAA contracts with the Inyo-Mono Senior Program (IMSP) to provide transportation for seniors who need transportation to essential services but cannot ride an ESTA bus. Rides are scheduled by appointment.

IMSP also provides out-of-area medical transportation for individuals who have no public or private alternative. Rides require 7 - 10 days advance notice to schedule a trip.

Inyo-Mono Association for the Handicapped (IMAH)

The Inyo-Mono Association for the Handicapped operates two vans in the Bishop area to transport developmentally and mentally disabled adults to and from the day activity program in Bishop. Service is available Monday through Friday.



Inyo and Mono Departments of Health and Human Services (DHHS)

DHHS purchases ESTA bus passes for distribution to its clients.

Mono County Rideshare

Mono County offers residents of the two county area the opportunity to participate in the Mono County Rideshare program. A link from the Mono County website connects individuals to AlterNetRides, which is an online voluntary rideshare service. There is no charge to access this service that allows users to post their trip destinations and find potential drivers or passengers. In 2008, Mono County received a \$500.00 award from the Beverly Foundation for its efforts to promote ridesharing.

Toiyabe Indian Health Project

The Toiyabe Indian Health Project provides transportation to tribal members and their families in Inyo and Mono Counties. Service is available for medical appointments, shopping and other necessary purposes.

Big Pine Education Center

The Big Pine Education Center provides after school transportation to tribal and non-tribal children in the Big Pine area. The program operates two 14-passenger and one 7-passenger van.

Owens Valley Career Development Center

The Owens Valley Career Development Center offers emergency assistance to tribal members, including ESTA vouchers for transportation.

Bishop Paiute Tribe – Elders Program

The Bishop Paiute Elders Program serves tribal members and their families through the use of one 10-passenger van and one Jeep Cherokee. Neither vehicle is wheelchair accessible.

Yosemite Area Regional Transit System (YARTS)

YARTS provides an alternative mode of transportation for people visiting Yosemite National Park and who prefer not to drive. YARTS operates service from the West into the Park from Merced year round, with summer and winter schedules. It also operates service into the Park from the East with service available in Mono County from the communities of Mammoth Lakes, Lee Vining and June Lake. Service is seasonal from June through September. YARTS has received a FTA 5311 F grant to provide inter-city transportation.

While not officially a part of this coordination planning process, it should be noted that YARTS has expressed some degree of interest in contracting with ESTA for the eastern portion of YARTS service. This would allow for a much greater opportunity for service coordination.

Counties of Inyo-Mono Veteran Service Office

The Veteran Service Office for Inyo and Mono Counties provides gas reimbursement for veterans who require transportation to the Reno Veterans Medical Center.

Southern Inyo Hospital

The hospice program of Southern Inyo Hospital assists clients by providing or paying for transportation to medical appointments.

The skilled nursing facility utilizes Medi-Cal funds to provide transportation for its patients to medical appointments.

Great Steps Ahead

Great Steps Ahead, a private non-profit organization serving disabled children ages birth – 3 years, purchases ESTA passes for use by its clients and their families.

Salvation Army

The Salvation Army purchases ESTA passes for its clients.

Kern Regional Center

The Kern Regional Center purchases ESTA passes for use by its clients in Inyo and Mono Counties. Funding is approximately \$1,000 - \$1,500 per month.

Greyhound and Amtrak

Greyhound and Amtrak service is available in Reno, NV.

Air Service

Reno/Tahoe, Las Vegas, Los Angeles (LAX) and Burbank are major airports serving Inyo and Mono Counties. Service to the Reno Airport is provided by ESTA on Monday, Tuesday, Thursday and Friday. Inyo County has seven general aviation and six private landing fields, which are located throughout the county. The Eastern Sierra Regional Airport in Bishop and the Mammoth Yosemite Airport in Mono County offer charter services. Inyokern Airport offers flights to Los Angeles. Mono County operates Bryant Field in Bridgeport and Lee Vining Airport in Lee Vining, which are unattended fields.

Private Taxis and Limos

Taxi service is offered in the Mammoth Lakes area by two privately owned companies.

Medi-Cal Vendors

It is possible for local providers (including public agencies and non-profit organizations) to become providers of non-emergency medical transportation (NEMT) under existing Medi-Cal arrangements. Medi-Cal is California's Medicaid health insurance program. It pays for a variety of medical services for children and adults with limited income and resources. People receiving Medi-Cal covered services may be provided NEMT at Medi-Cal's expense under certain very limited circumstances. Medi-Cal will pay for NEMT only when it is provided by a carrier licensed by Medi-Cal, and only when the individual's medical condition requires transport by a wheelchair van, litter van, or ambulance. Although the rules limit NEMT to people who need a wheelchair van, ambulance or litter van, this can include people who just need a high level of care, for example very frail dialysis patients, even though they do not need to use a lift or ramp.

In Inyo County, Southern Inyo Hospital uses Medi-Cal funds to transport patients in skilled nursing facilities to medical appointments in the southern portion of the county. Inyo Mono Area Agency on Agency also receives Medi-Cal funding.

Please see Appendix E for additional information on Medi-Cal vendors.

Figure 4-3 Transportation Provider Inventory

Agency Name	Agency Type	Transportation Role(s)					Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Total Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
		Public Transit	Operates	Funds/subsidizes	Volunteer / staff drivers	Provides I&R									
Eastern Sierra Transit Authority (ESTA)	Public	X	X			X	Highway 395 Corridor Ridgecrest to Reno and Inyo and Mono Counties	Fixed Route & Demand	Elderly, Disabled, General Public, Low Income	42 coaches (all w/c accessible) 1 staff vehicle	74,000	In-house 40 hours	Contract with local companies	Excel	Some funds for non elders are available for out of county transport for medical reasons. Provides lift equipped buses.
Mammoth Mountain Ski Area	Private		X				Mammoth Lakes/Mammoth Mountain Ski Area	Seasonal shuttle service	Skiers, General Public	28 vehicles	Data not Available	In-house	In-house	Data not available	Seasonal service approx. 150 days per year
Inyo County Courts	Public			X			Inyo County	ESTA tickets		N/A	N/A	N/A	N/A	N/A	
Mono County DSS Inyo County DHHS	Public			X			Mono County Inyo County	ESTA tickets		N/A	N/A	N/A	N/A	N/A	
Inyo-Mono Assoc. for the Handicapped (IMAH)	Non-Profit			X	X		Inyo - Mono Counties	ESTA tickets	Disabled	N/A	N/A	N/A	N/A	N/A	
Inyo-Mono Office of Veterans' Affairs	Public				X	X	Inyo - Mono Counties	ESTA tickets		N/A	N/A	N/A	N/A	N/A	Service provided for veterans and their widows and dependents.
Salvation Army	Non-Profit			X			Inyo - Mono Counties	ESTA tickets		N/A	N/A	N/A	N/A	N/A	
Great Steps Ahead	Non-Profit			X			Inyo Mono Counties	ESTA tickets		N/A	N/A	N/A	N/A	N/A	
Kern Regional Center	Non-Profit			X			Inyo Mono Counties	ESTA tickets	Disabled	N/A	N/A	N/A	N/A	N/A	
Inyo-Mono Area Agency for the Aging (IMAAA)	Public			X			Inyo - Mono Counties	Demand	Elderly & Transportation Dependent	3 Vehicles & 1 WC	Data not Available	In-house	Contract	N/A	Currently do Veterans Administration Vehicle Transport
Southern Inyo Hospital	Pub				X		Southern Inyo County	Shuttle	Medical	One Van purchased with 5310 funds	Data not Available	In-house	Contract	N/A	

Agency Name	Agency Type	Transportation Role(s)					Area Served	Service Type	Clients	Vehicles Quantity / Type	Average Total Monthly Miles	Driver Training Program	Vehicle Maintenance Provider	Technologies	Miscellaneous Comments
		Public Transit	Operates	Funds/subsidizes	Volunteer / staff drivers	Provides I&R									
Southern Inyo Hospital	Pub				X		Southern Inyo County	Shuttle	Medical	One Van	Data not Available	In-house	Contract	N/A	
Bishop Paiute Tribe	Non-Profit				X		Inyo - Mono Counties	Shuttle	Tribal members and their families	(1) 10 passenger van (1) Jeep Cherokee no w/c	Data not Available	In-house	Contract	N/A	
Toiyabe Indian Health Project	Non-Profit				X		Inyo - Mono Counties	Shuttle	Tribal Members and their families	(1) w/c van	Data not Available	In-house	Contract	N/A	
Big Pine Education Center	Non-Profit				X		Big Pine area	After school transportation	Tribal and non tribal children K - 12	(2) 14 passenger vans (1) 7 passenger van no w/c	Data not Available	In-house	Contract	N/A	
Owens Valley Career Development Center	Non-Profit			X	X		Inyo - Mono Counties	Emergency transportation and ESTA vouchers	Tribal members and their families	(3) vehicles	Data not Available	In-house	Contract	N/A	
Yosemite Area Regional Transit System (YARTS)	Public		X				Yosemite National Park and Mono, Merced and Mariposa Counties	Fixed Route	General Public	26 wheelchair equipped vehicles	Data not Available	Contract	Contract	Data not Available	Serves Yosemite from east and west side of Sierras. Seasonal service.

Chapter 5. Key Findings: Service Gaps and Unmet Transportation Needs

The federal guidelines relating to the Coordination Plan require an assessment of needs. As indicated in Chapter 1, the needs assessment is based upon the experiences and perceptions of the planning partners involved in the process. The assessment may also be based upon more sophisticated data collection efforts that identify needs in an area and gaps in service. Both experiential and factual data were used in the preparation of this Plan. For example, the well-documented history of transit service in the region reinforces the origins of the transit agency. Services provided by ESTA grew out of the unmet needs hearing process and began largely as “life line” service to provide basic connectivity to social services, medical facilities, and shopping opportunities. Most statistical data regarding transit service verifies the focus on services for low-income individuals and other special needs groups.

Service gaps and transportation needs in Inyo and Mono Counties were identified through a combination of sources. This chapter details findings from:

- Stakeholder Input (meetings, interviews, surveys)
- Existing documentation (Unmet Transit Needs Findings, Inyo County Overall Work Program (2007/08), Mono County Overall Work Program (2007/08), additional statistical data)
- Analysis of each county's demographic profile

Stakeholder Input

The assessment began with intensive interviews with county stakeholders including operators, social service agencies, and user groups. An initial kick-off meeting with representatives from a wide range of involved agencies was held in January 2008.

A summary of the findings from the kick-off meeting follows:

Figure 5-1 Initial Meeting Findings – January 2008

Unmet Need	Agency
Lack of adequate service from isolated, very rural areas of the two-county region to Bishop and Mammoth Lakes	Mono County Public Health
Need for improved out-of-county medical transportation	Mono County Public Health
Need for out-of-county medical service south, to Loma Linda	Inyo-Mono Assoc. for the Handicapped (IMAH)
Employment issue: Benton–Bishop route needs to be daily, not just 3 times per week	Mono County
Need for increased service to Reno Veterans Medical Center	Counties of Inyo and Mono Veteran Service Office
Need for service for veterans to medical facilities in southern California	Counties of Inyo and Mono Veteran Service Office
Lack of coordination with Toiyabe buses to provide medical transportation to non-tribal members going to dialysis center	ESTA
Lack of evening transportation from the Cerro Coso Community College	Bishop Paiute Tribe
Need for increased service to Loma Linda area	Inyo LTC
Need to improve connections so that overnight stays are avoided on Lone Pine – Reno route	Inyo LTC
Coordination opportunity exists with IMAH to use its bus (10 AM – 3 PM daily)	Inyo-Mono Assoc. for the Handicapped (IMAH)

Existing Documentation

The needs assessment process was furthered by a review of recently prepared documents pertaining to the needs in the two counties. These include:

- Mono County LTC 2007/2008 Overall Work Program
- Inyo County LTC 2007/2008 Overall Work Program
- 2007 Inyo Unmet Needs Findings and Recommendations
- SSTAC minutes and reports

Both Inyo and Mono Counties actively support special needs transportation. Much of this occurs through two-county regional agencies such as IMAAA. This collaborative effort is a major step toward coordination of service in the region. While funding has severely limited service levels, the structure exists to efficiently provide service in a coordinated fashion. An example of this is the coordination of service to medical facilities in the Carson City and Reno areas by IMAAA and the Veterans Services Office.

Existing Coordination of Services

ESTA is the lynchpin of coordination activities in the two county region. Stakeholders praise the agency for its efforts and ability to make transit work for residents of the two counties. However, while some coordination arrangements are in place, all stakeholder agencies agreed that more can be done.

Coordination between public transit and human service agencies is demonstrated most frequently through the use of bus tickets. Several agencies such as the Kern Regional Center, Salvation Army, Great Steps Ahead, Veterans Services and Inyo County DHHS all purchase tickets from ESTA to distribute to clients as needed.

In addition, ESTA has trained drivers for Inyo Mono Association for the Handicapped (IMAH). In return, CPR training is available to ESTA employees at IMAH.

Major Barriers to Coordination

All rural areas in California are facing significant challenges in the delivery of mobility options to seniors, disabled and low income individuals. Demographic and economic trends will not relieve the stresses that are being placed on existing systems. The aging of rural county residents along with an influx of new seniors and retirees and the rising price of gas make the need to address transportation issues more pressing and immediate.

Transportation providers in rural counties find themselves stretched thin trying to adequately address the growing demand for services. ESTA demonstrates on a daily basis a deep understanding of its community's needs and displays creativity in meeting those needs with limited resources.

Recognizing the need for agencies to work together is a vital step towards achieving more efficient, cost effective transportation services. However, coordination efforts can be impeded by a wide range of obstacles, including:

- Lack of resources: staff, funding, equipment
- Different client eligibility requirements
- Service area boundaries that limit connectivity
- Inter-county and intra-county jurisdictional issues
- Different agencies with different requirements for driver screening, training and licensing and vehicle safety
- Lack of software/technology or incompatibilities with software/technology prevent sharing of scheduling and dispatching, client eligibility data, and reports
- Liability/insurance issues
- Privacy requirements, such as HIPPA, prevent sharing client information
- Reporting requirements that vary for federal, state and local funding sources

- Rural counties often do not have the large number of public and private agencies that can share resources; coordination opportunities can be limited simply by the number of organizations operating within the region.

In discussions with stakeholders in Mono and Inyo Counties as well as other rural counties in central and eastern California, a significant barrier to increased coordination was identified as ***the lack of resources*** to pursue such activities.

ESTA and stakeholders both agreed that staffing levels within the transit agency, which has the responsibility of spearheading coordination activities, do not allow for dedicated focus on coordination. ESTA works with the Department of Human Services, the Kern Regional Center and other human service agencies to provide transportation, thus providing one level of coordination. However, efforts at a larger mobility management role, including negotiating agreements between or with human service agencies have not transpired.

Furthermore, ESTA’s ability to fully embrace the leadership role required for effective coordination within the two counties is hampered by the fact that the agency is the designated CTSA for only one county. Many human service agencies (e.g. Inyo Mono Area Agency on Aging, Inyo Mono Agency for Handicapped) operate in both counties in order to better serve their clients. Similarly, ESTA would be better able to direct coordinated transportation efforts if it were the designated CTSA for both Mono and Inyo Counties

Duplication of Services

Various sources of funding can restrict transportation service to specific populations (elderly, disabled, low income) for specific purposes. This can result in service duplication and inefficiencies in multiple areas, including:

- Vehicles from different agencies, running the same route at the same time, may offer different services or serve different clients, and thus do not pick up additional riders.
- Transit systems, Medicaid brokers, and volunteer driver programs each operate their own training for drivers.
- Transit systems, county agencies and other transportation providers have their own in-house maintenance programs for vehicles.
- Transit systems, senior programs, brokers and other agencies maintain their own call centers for consumers to use to arrange for transportation or for general information.
- Transit systems and human service transportation providers purchase vehicles and equipment separately.
- 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. For example, some applications accept self-reported disabilities while others require a doctor’s verification, and others require an evaluation. One agency may service clients 60 years and older while another defines “senior” as 65 years and older.

Based on stakeholder input and data collected for the transit provider inventory in Chapter 4, there is no significant duplication of transportation services in Inyo and Mono Counties. Many of the agencies included in the inventory do not provide transportation directly, but rather rely on ESTA. Bus passes are purchased, which are distributed to clients on an as-needed basis. Tribal agencies indicated that in some cases tribal policies prohibit the use of vehicles by non-tribal members, which may result in some duplication of service. However in general, transportation services provided by the social service agencies do not duplicate other services to any significant degree.

Key Origins and Destinations

Distance is what often defines the geographical nature of rural counties. In counties as large as Inyo and Mono, it is not uncommon for the trips from home to the doctor, the grocery store, or work to be up to 70 miles or more. Add to this the challenge that many individuals with the most limited access to private transportation live in the most remote areas of the county. The distance between where people are and where they want to be make the provision of transportation difficult.

Figure 4-1 in the previous chapter shows transit services and activity centers in the two county area.

For many rural areas, key services are relocating to larger communities or regional centers. Medical facilities are a prime example of this. This causes increased pressure on individuals such as the elderly, the disabled and persons of low income, who are transportation dependent. In many instances, non-emergency medical transportation is seen as the most important need. Figure 5-2 below shows key origins and destinations for transportation consumers in the county.

Figure 5-2 Origins and Destinations in Inyo-Mono Counties

Origin/Destination	City	Type
Benton Library/Senior Center	Benton	Senior Center
Big Pine Senior Center	Big Pine	Senior Center
Glenwood Mobile Home Park	Bishop	Low Income Housing
High Sierra Plastics	Bishop	Major Employer
Vons and K-Mart	Bishop	Retail
Toiyabe Health Project	Bishop	Medical
Paiute Palace Casino	Bishop	Employer
Mammoth Hospital & Clinic	Mammoth Lakes	Medical
Cerro Coso Community College	Mammoth Lakes/Bishop	Education

Origin/Destination	City	Type
Mammoth Mountain Ski Area	Mammoth Lakes	Transit Hub, Recreation, Employer
Southern Inyo Hospital	Lone Pine	Medical
Carson Valley Medical Center	Gardnerville, NV	Medical
Loma Linda medical facilities	Loma Linda	Medical
Reno Veterans Hospital	Reno	Medical
ESTA Transit Hub	Walker	Transit
Bridgeport Clinic	Bridgeport	Medical

Projected Transportation Needs

Since Inyo and Mono Counties have no formal models to predict demand for public transportation services that serve older people, people with disabilities, and people with limited incomes, population projections provide the best available evidence. Useful projections of the population with limited incomes are not available, and the best evidence about the future of the disabled population is that it will grow in proportion to total population and the population in older age groups.

Within the two county region, the projected senior population (age 60 and older) is expected to grow from 7,759 to 10,639 individuals between 2010 and 2020, based on California Department of Finance projections. This represents a 37% increase. Therefore, it is assumed that demand for transportation services in the region will increase approximately 37% in the next ten years.

California Department of Finance estimates show that Mono County will experience a significantly larger increase in senior population (56%) compared to Inyo County (27%) during this period.

Unmet Needs

Through a process that involved significant stakeholder participation and detailed analysis of existing documentation, the transportation needs and service gaps in the two-county region were identified. These generally fell into the following four categories: coordination, connections, service availability and equipment.

Further discussion with stakeholders allowed the service gaps and unmet needs identified during phase one of the planning process to be prioritized by rankings of high, medium and low. Please see Chapter 6 for a detailed description of this process.

The unmet needs and service gaps as articulated by stakeholders are listed by category in this chapter. For prioritized strategies recommended in response to these needs, see Chapter 6 Identification of Strategies/Public Outreach.

- Coordination – challenges that impede coordination efforts
- Connections – challenges providing transportation links inside and outside the Inyo-Mono County area
- Service Availability – challenges providing service beyond existing service
- Acquisition and Replacement of Capital Equipment– challenges maintaining or expanding the available fleet, both public and private; maintaining or enhancing other capital equipment including computer hardware/software, maintenance and communications equipment.

Coordination

Stakeholders identified several needs that affect general coordination efforts such as:

- Insufficient CTSA structure
- Overcome barriers to coordination, including lack of staff resources to manage coordination activities and insufficient funds to achieve useful levels to support coordination activities
- Develop a system of support services such as assistance with grant applications, driver training and alcohol/drug testing for human service agencies
- Develop Hispanic outreach mechanism
- Need for ESTA and Inyo Mono Association for the Handicapped to be vendorized by the Kern Regional Center
- Need to bring services such as driver licensing, Social Security services, to clients instead of transporting people long distances
- Lack of resource sharing. Need to coordinate use of vehicles and resources by multiple groups
- Enhance identity and connectivity of systems through improved bus stops, especially in Mono County.

Connections

The need for connectivity to out of county services or systems was identified, especially for medical services and social service programs. In addition, gaps within the two county region were outlined. Specific service gaps include:

- Need for continued/enhanced commuter service to employment centers including
 - Lone Pine – Bishop
 - Bishop – Mammoth Lakes
 - Rural areas to employment centers (e.g. Mammoth Lakes, Bishop, Lone Pine)
- Connection in Lancaster to transit services such as Metrolink rail service into Los Angeles and other regional transit operators
- Insufficient service to Loma Linda, Reno, Los Angeles and Sacramento for non-emergency medical trips

- Lone Pine to Reno service requires overnight stay in Bishop
- Develop a coordinated volunteer driver program; resolve insurance issues to allow ridesharing for to Reno, Los Angeles, Loma Linda, Sacramento and other locations as needed
- Develop and enhance ridesharing opportunities, such as the Mono County Rideshare Program and van pool programs.

Service Availability

Repeatedly, stakeholders indicated a need for expanded services during evening and weekend hours. Transit users and human service agencies both expressed concerns over limited or nonexistent transportation outside the typical weekday work schedule. Specific issues include:

- A lack of service for outlying areas of the counties make it difficult for residents to access public transportation for employment or medical trips
- A lack of evening and weekend service to both campuses of Cerro Coso Community College
- A lack of public transportation outside the 7:00 AM – 5:00 PM weekday window to access non-emergency medical transportation, especially for patients of the Toiyabe Indian Health dialysis facilities that operate three shifts per day
- A lack of service for veterans
- A lack of sufficient service in Bishop and Mammoth Lakes for workers, especially service industry workers, whose work schedules are outside the traditional weekday 8:00 AM – 5:00 PM timeframe

Acquisition and Replacement of Capital Equipment

Stakeholders acknowledged the need for replacement vehicles to maintain the operational status and service quality of the public transit as well as the social services fleet. Expansion of the number of available vehicles utilized by both the transit agency and human service agencies within the county will allow for increased coordination opportunities that do not rely primarily on ESTA for transportation services.

In addition, other capital equipment may be needed to enhance coordination activities within the county.

- New and replacement vehicles, computer hardware/software, maintenance equipment, communication base station/mobile radios cameras, GIS equipment, and other equipment eligible under 5310 guidelines
- Develop a program for retired vehicles.

The Role of the CTSA

The role of the CTSA in the Eastern Sierra region is not well defined. While ESTA (formerly Inyo-Mono Transit) has been designated the CTSA for Mono County, the CTSA for Inyo is the County itself. No specific work program or objectives have been established for the CTSA in the region.

An important issue in the institutional component of a coordination effort in Inyo and Mono Counties is the fact that few if any of the agencies involved in the SSTACs were aware of the existence of a CTSA. As described previously, ESTA has undertaken several coordination activities such as its contracts with Kern Regional Center and IMAAA. However, there are other opportunities that the CTSA could explore. The leadership role of the ESTA would be enhanced if the agency were designated the CTSA in both Inyo and Mono Counties. This is something that would achieve more extensive coordination in the two county area.

Affordability

Stakeholders discussed issues that did not fall under the general categories outlined above. While not listed as a service gap or unmet need, the cost of transportation, whether public transit vehicle or private car, was a factor in the needs assessment process. The rising cost of fuel has a significant impact on service providers and individuals alike. This is especially true for those who live in outlying areas and now find themselves with limited transportation options for employment, medical services, and recreation.

Next Steps

Coupled with the need to identify service gaps is the need to identify corresponding potential strategies intended to address these deficiencies. These strategies are broadly defined approaches to serving the needs identified in the planning process. They serve as the foundation to guide the selection of projects available with SAFETEA-LU funding. They may include greater collaboration between agencies whose service needs differ by time of day and can be served by consolidated resources. They may also take the form of institutional changes where overall guidance and support of service collaboration is centralized. Such a change can mean staff resources to negotiate collaborative agreements between willing participants to achieve efficiency. A 5310 application might be the responsibility of one agency but could include an agreement to serve the clients of another agency during “off-peak” periods. This is the responsibility of the CTSA as defined in TDA.

As a next step, a range of strategies intended to address the needs identified in this chapter was presented to local project stakeholders, along with proposed evaluation criteria to prioritize them. Although many of the needs identified are specific to gaps or deficiencies with the public transit system, the strategies are multi-modal in nature, and will take maximum advantage of flexibility allowed through the various funding sources that could support their implementation.

Recommended strategies as prioritized by stakeholders in Inyo and Mono Counties are detailed in chapters 6 and 7.

Chapter 6. Identification of Strategies/Public Outreach

The identification of coordination strategies is the next step in the planning process. This chapter outlines the strategies that initially were developed by the consulting team and subsequently were modified with input from stakeholders in Inyo and Mono Counties.

The strategies are intentionally broad in order to provide general guidance to local officials who will score grant applications submitted by local agencies. Similarly, the strategies are written in such a way as to encourage “outside the box” thinking about creative ways to address coordination issues services within the two county region. It is hoped that agencies will develop innovative new projects that will qualify under the strategies included in the Coordinated Plan as approved by the local transportation commissions.

The strategies outlined in this chapter were developed from findings gathered through diverse methods including stakeholder meetings, interviews, surveys and the extensive coordination experience of the consulting team. Additional source material such as transit development plans, unmet needs hearings, triennial reports, and census data was also used. The strategies thus were formulated to address specific needs and service gaps in the two counties that were documented through this process.

Public Workshops on Strategies and Priorities

On May 20 and 21, 2008, members of the community participated in two half-day workshops, during which unmet needs and corresponding preliminary strategies were reviewed. Evaluation criteria were presented with the goal of seeking feedback on the draft strategies and their prioritization. The final strategies were prioritized based on input from the stakeholders at the workshops.

The Coordination Planning process placed a great deal of emphasis on public input. Public outreach for the Strategies and Priorities workshops was realized using a variety of resources. Consumers were notified through the use of informational flyers. General public contact was made through press releases to local publications and radio stations. Stakeholders from social service agencies, interested organizations and the SSTAC were contacted via mailers and email.

Please refer to Appendix B for additional information on public outreach.



Public workshops were held in Bishop, Inyo County and Mammoth Lakes, Mono County in May, 2008.

Community members discussed strategies and priorities for addressing coordinated transportation needs in the two county region.

Methodology and Approach

The workshops were publicized using a variety of outreach methods including:

- Radio public service announcements were played on the Bishop radio station
- Email invitations were sent to representatives of human service providers, county agencies, SSTAC and TAC, and other interested stakeholders
- A press release prepared by the consulting team was sent to the Points of Contact for distribution to local newspapers
- Flyers advertising the May workshops were provided to the Points of Contact for distribution on ESTA vehicles and posting at transit stops

The following agencies and community groups were represented at the public workshops in May:

- Transit Users
- Great Steps Ahead
- Mono County Office of Education/Early Start
- Mono County Community Development
- Mono County Transportation Commission
- Mono County Department of Social Services
- Inyo County Local Transportation Commission
- Eastern Sierra Transit Authority (ESTA)
- Bishop Paiute Tribe

- California Department of Transportation

During the workshop, the purpose of the Plan, the potential funding sources, the findings from the *Existing Conditions Report*, and the preliminary strategies were presented to the participants. The evaluation criteria were discussed as a tool to narrow the strategies to those most important to those attending the workshop and the constituencies and residents they represented. Copies of the JARC and New Freedom application and the Section 5310 application were made available.

Participants were asked to:

- Determine evaluation criteria in order to prioritize strategies
- Confirm or elaborate on the list of unmet needs
- Add additional service gaps or unmet needs not identified
- Eliminate items that were found to have been met using existing resources
- Eliminate duplicate items
- Add additional strategies not identified
- Provide input into the prioritization of strategies

Evaluation Criteria

At the public workshops held in Bishop and Mammoth Lakes, participants discussed the criteria used to evaluate strategies presented to the group. The consulting team outlined the basic requirements as defined by SAFETEA-LU and stakeholders had input into the final determination of criteria.

Based on the criteria adopted at the workshop, stakeholders were asked to rank the proposed strategies as either

- High priority: Meets all or most of the criteria
- Medium priority: Meets some of the criteria
- Low priority: Meets few or none of the criteria

Criteria 1: Coordination

How would the strategy build upon existing services? The strategy should:

- Avoid duplication and promote coordination of services and programs
- Allow for and encourage participation of local human service and transportation stakeholders

Criteria 2: Meets documented need

How well does the strategy address transportation gaps or barriers identified through the Coordinated Public Transit-Human Services Transportation Plan? The strategy should:

- Provide service in a geographic area with limited transportation options
- Serve a geographic area where the greatest number of people need a service

- Improve the mobility of clientele subject to state and federal funding sources (i.e. low-income, elderly, persons with disabilities)
- Provide a level of service not currently provided with existing resources
- Preserve and protect existing services.

Criteria 3: Feasibility of Implementation

How likely is the strategy to be successfully implemented? The strategy should:

- Be eligible for SAFETEA-LU or other grant funding
- Result in efficient use of available resources
- Have a potential project sponsor or individual champion with the operational capacity to carry out the strategy
- Have the potential to be sustained beyond the grant period.

Identification of Strategies

During the community workshops held May 20-21, stakeholders discussed criteria to be used in prioritizing recommended strategies. The decision was made to broadly apply all criteria when evaluating strategies and to rank strategies considering criteria as a whole. High priority strategies emerged from this process. They are discussed below in detail.

High Priority Strategies

Coordination Opportunity:

Insufficient CTSA structure

Strategy:

Designate ESTA as the CTSA for both Inyo and Mono Counties

Currently ESTA is the CTSA for Mono County while the Inyo County Board of Supervisors serves as CTSA for Inyo County. Coordination efforts would be more effective if CTSA responsibilities were combined under the direction and leadership of one agency. ESTA, with its existing connections to and agreements with local human service organizations in both counties is the natural choice for this role. Further, ESTA has experience serving as the CTSA for Mono County. This existing circumstance and the regional nature of the agency make it ideally sited to serve as the CTSA for the two county region.

Coordination Opportunity:

Overcoming barriers to coordination, including:

- A lack of staff resources to manage coordination activities
- Insufficient funds to achieve useful levels to support coordination activities.

Strategy:

Enhance CTSA management to allow for negotiation of interagency agreements, providing for coordinated use of assets and operating funds

The importance of the CTSA became very clear during discussions with local participants. In the two county region the role of the CTSA is not clearly defined, with ESTA serving as the CTSA for Mono County and Inyo County serving as the CTSA in Inyo. While not necessarily responsible for all coordination activities, the CTSA is positioned to take on a larger regional role in coordination implementation. As an agency specializing in transportation service delivery, ESTA has the technical skills and decision making structure to be the most effective organization in the region to pursue coordination.

Research revealed that while most rural counties have a designated CTSA, many CTSA's are not very active in pursuing coordination opportunities. This situation often is the result of two local conditions:

1. Lack of Staff Resources to Pursue Coordination

Small transit agencies, such as ESTA, are frequently the designated CTSA for its county. While such designation is intended to carry with it the responsibility to work actively to coordinate the services of local organizations including the transit operator, small agencies often do not have the staff to carry out this task. The existing staff is focused on day-to-day operations management, service planning, and overall compliance with regulations. While supporting the concept of coordination and the key role of the CTSA in the coordination process, small agencies do not have sufficient personnel to dedicate to outreach, planning and organizing that is required for effective coordination.

Completing grant applications can be confusing and overwhelming. While larger agencies often have staff dedicated to the preparation of grant applications, smaller agencies usually assign this responsibility to the transit manager or other administrative personnel. These individuals may not have the time or the expertise to seek out grant opportunities and submit applications.

2. Lack of Sufficient Funds to Accomplish Meaningful Results

Grant amounts available to rural counties are usually significantly less than those awarded to larger urban counties. The small size of the award can make it difficult to achieve "critical mass" or sufficient funds to realize meaningful outcomes. Agencies in rural counties weigh the value of the grant amount against the staff time required to prepare the grant application and manage the grant once an award is made. Often, agencies find the reward is not worth the effort.

The realization that ESTA does not have sufficient staff resources to create coordination results led to the recommendation that the CTSA function of the agency be enhanced through dedicated funding for that purpose. Workshop participants rated as a high priority the ability to

- add staff devoted to CTSA activities or
- contract for CTSA management services from an outside expert source

The dedication of resources to achieving coordination results was universally recognized by stakeholders as the starting point action. In Inyo and Mono Counties, TDA funds are fully dedicated to transit purposes. For several years Mono County has allocated a portion of its TDA funds to Article 4.5 for CTSA purposes. These funds originally were given to Inyo Mono Transit and now are directed to ESTA. While Inyo County allocates all of its TDA funds to transit, none are dedicated to CTSA activities. If the decision were made by Inyo County to allocate funds to Article 4.5 activities, it would mean taking money from other transit programs

Thus at this time, there are not additional funds that might be allocated to Article 4.5 purposes. Given this situation, funds to support coordination must come either from new sources or from reallocating current transit resources to CTSA purposes. In the absence of TDA funds, sources such as New Freedom or JARC grants for mobility management purposes could be utilized to achieve this objective.

Coordination Opportunity:

Enhance identity and connectivity of transit systems through improved bus stops, especially in Mono County.

Strategy:

Improve bus stops and shelters throughout Mono and Inyo Counties to enhance system identification, service connectivity, and passenger comfort.

The need for improvements to bus stops and shelters was identified during the planning process. In addition to improving existing bus stops, additional new stops are needed, especially in Mono County.

Coordination Opportunity:

Lack of public transportation outside the 7:00 AM – 5:00 PM weekday window to access non-emergency medical transportation (NEMT), especially for patients of the Toiyabe Indian Health dialysis facilities that operate three shifts per day.

Strategy:

Expand transit service for non-emergency medical transportation outside the 7:00 AM – 5:00 PM weekday window through specialized funding sources (e.g. FTA Section 5310).

The need for transportation services outside the weekday window was identified as important for individuals needing hemo-dialysis and for non-emergency medical transport from the hospital to home.

Coordination Opportunity:

Develop a system of support services, such as assistance with grant applications, driver training and drug and alcohol testing for human service agencies.

Strategy:

Through the CTSA, expand support services such as grant application assistance, driver training, alcohol/drug testing and other support services for non-profit agencies.

An agency devoted to coordination, typically the CTSA, often can provide a variety of support services to community organizations that lack the resources or the expertise to provide them internally. Many social service agencies are too small to have dedicated technical resources, such a certified driver trainers, on staff. This sets the stage for the provision of support services by a centralized agency.

In Inyo and Mono Counties, ESTA as the CTSA may be in a position to provide centralized services to a variety of agencies in the county.

Please see Appendix D for additional information on driver training and licensing requirements.

Coordination Opportunity:

Develop Hispanic outreach programs.

Strategy:

Develop support services and materials to better serve the Hispanic population. Components could include bilingual drivers and dispatchers as well as marketing materials such as schedules, signs, brochures and web pages.

The Inyo-Mono region is home to a significant and growing Hispanic community. California Department of Finance projections estimate a population increase of 134% between 2000 and 2020. The need for outreach to this demographic group was identified by stakeholders during the planning process.

Coordination Opportunity:

Need for ESTA and IMAH to be vendorized by the Kern Regional Center.

Strategy:

Arrange for vendorization of IMAH and ESTA in order to provide an additional funding source.

Both ESTA and IMAH are available to provide transportation to clients of the Kern Regional Center. Currently the Regional Center purchases tickets from ESTA for use by its clients. It would be financially advantageous for ESTA to be paid an hourly rate as a vendor of the Regional Center and would provide an additional revenue source. IMAH will provide another transportation resource for developmentally disabled individuals in Inyo and Mono Counties, thus reallocating riders from public transit.

Coordination Opportunity:

Lack of resource sharing; need to coordinate use of vehicles, drivers and other resources by multiple groups.

Strategy:

Develop communication and coordination mechanism to facilitate shared use of resources among human service agencies.

Agencies within the two county region expressed interest in enhanced efforts to coordinate resource sharing. IMAH indicated its wheel chair accessible bus was available daily from 10:00 AM – 3:00 PM for use by another agency and tribal representatives stated, “This is a good time to talk about this.”

Coordination Opportunity:

Lack of sufficient transportation for non-emergency medical trips from Inyo and Mono Counties to Loma Linda, Reno, Los Angeles and Sacramento.

Strategy:

Coordinate services among agencies to make better use of vehicles.

Develop and expand volunteer driver program.

Rural areas often do not have specialized medical services available within their communities, which means members of the three target populations (seniors, disabled, low income) frequently do not have ready access to needed treatment. Inyo-Mono County residents regularly must travel to Reno, Loma Linda, Los Angeles and Sacramento for medical and social service appointments.

Increased coordination between agencies providing NEMT service could expand options for residents of the region. Many rural counties rely on volunteer driver programs to support elderly and disabled individuals with transportation to medical appointments.

Coordination Opportunity:

More fully utilize volunteers to reduce need for more drivers for agency-owned vehicles and to increase options for non-emergency medical trips.

Strategy:

Identify agencies or community leaders to coordinate volunteer programs, including the recruitment, screening, training and managing of volunteers.

Identify or create new insurance programs to eliminate exposure of volunteers to inappropriate levels of liability.

Some agencies in rural counties use volunteer drivers to expand mobility options. Programs can use volunteers with private cars to transport clients for non-emergency medical trips, to senior nutrition programs, to veterans’ medical centers, or for everyday tasks such as shopping. Often drivers are reimbursed for mileage. Some programs utilize accessible vans, donated cars, or retired buses. In outlying regions of the county where public transit options are limited, the use

of volunteer drivers can be a very efficient, cost-effective way to offer service to seniors and low income or disabled individuals. Volunteer programs can be especially effective for transporting individuals to and from social service program sites, such as senior centers. Veterans organizations often rely on volunteers to transport clients to Veterans Affairs (VA) facilities.

Successful volunteer driver programs require administrative oversight in order to recruit, screen, train and coordinate volunteers. Specifically, there is a need for constant ongoing recruitment, as there is usually a high rate of turnover in volunteers. Leaders or agencies within the community who will undertake the administration of the volunteer driver program should be identified.

One significant obstacle to successful volunteer driver programs can be the insurance requirement placed on volunteers. By identifying or creating new insurance programs that eliminate the volunteer’s personal insurance exposure, this obstacle can be reduced or removed.

Coordination Opportunity:

Need for acquisition and replacement of capital equipment, including

- Vehicles for ESTA and human service agencies
- Computer hardware/software
- Maintenance equipment
- Communications equipment
- Cameras, GIS equipment
- Other equipment eligible under federal guidelines

Strategy:

Coordinate arrangements for purchase of capital equipment, including vehicles, to help tap available funding, e.g. FTA 5310

Use older (retired) vehicles for less intense social service agency needs

The purchase of new or replacement capital equipment, including vehicles, should be coordinated among agencies. ESTA is the primary vehicle operating agency in the County and serves as CTSA. It therefore is in the position to: 1) purchase vehicles/equipment for its own use, and 2) coordinate the purchase of vehicles/equipment for other agencies through its CTSA role. The latter may mean helping agencies prepare 5310 or other applications for funding. The transit agency’s role in both types of vehicle acquisition would allow for the strategic assessment of vehicle needs for the region

The original operator of a vehicle is typically the most intense user of the bus. This means that a vehicle operates high miles and receives intense use during its “first life.” However, even after an intense period of use by one agency, the vehicle may have useful life if operated in a less intense environment. This can be only occasional use by the second agency or regular use but for short distances or for limited use each day. An example would be the operation of service only to a noontime senior meal site or as a backup or loaner vehicle.

ESTA should consider formalizing a vehicle distribution program for its retired vehicles that might still have useful life with a second agency. Some agencies couple the contribution of a vehicle to another agency with some components of operating cost such as maintenance service or insurance.

Coordination Opportunity:

Connection to Lancaster for coordination with other transit systems such as Metrolink to provide transportation to the Los Angeles area

Strategy:

Through specialized funding (e.g. JARC), expand CREST service to Lancaster

Stakeholders in the two county region specified a need for transportation services to Lancaster for connections to other transit agencies that provide service into the Los Angeles area.

Coordination Opportunity:

Need to provide commuter service to employment centers within the two county region

Strategy:

Through specialized funding (e.g. JARC), sustain and enhance commuter service between

- *Lone Pine – Bishop*
- *Bishop – Mammoth Lakes*
- *Rural outlying areas to employment centers (Bishop, Lone Pine, Mammoth Lakes).*

Stakeholders identified the need for commuter transportation services to employment centers in Mammoth Lakes, Bishop and Lone Pine as a high priority.

Coordination Opportunity:

Need for transportation for employees who commute outside the 8:00 AM – 5:00 PM window

Strategy:

Through specialized funding (e.g. JARC), sustain and enhance transportation outside the 8:00 AM – 5:00 PM window for workers in Bishop, Mammoth Lakes and other areas of the region

Travel and tourism is a vital industry in the Inyo-Mono region. Many area employers, especially hotels, restaurants and casinos, have shifts outside the traditional weekday schedule. Stakeholders indicated a need for transportation outside the Monday through Friday, 8:00 AM – 5:00 PM timeframe for workers in service industry jobs.

Medium Priority Strategies

Coordination Opportunity:

Lack of public transportation outside the 7:00 AM – 5:00 PM weekday window to both campuses of Cerro Coso Community College

Strategy:

Expand transit service through specialized funding sources (e.g. JARC)

The need for transportation services outside the weekday window was identified as important for individuals participating in social service programs or school events.

Coordination Opportunity:

Need for transportation services for veterans

Strategy:

Quantify and design non emergency medical service for veterans

Service for non-emergency medical transportation for veterans was mentioned repeatedly by stakeholders during the planning process. Trips to Reno can be difficult and time consuming. Coordination between agencies could be enhanced.

Coordination Opportunity:

Travel between Lone Pine and Reno requires overnight stay in Bishop

Strategy:

Reevaluate schedules through the Short Range Transit Plan (SRTP) process to allow for through travel

Travel between the Lone Pine area and Reno require passengers to transfer in Bishop. However, connections require an overnight stay in Bishop. Schedules should be reevaluated as part of the SRTP process.

Coordination Opportunity:

Work with other agencies to bring services to clients instead of transporting clients long distances to services

Strategy:

Use CTSA as a mechanism to minimize transportation needs through provision of social services to remote locations

CTSA in its coordination role could work with agencies such as Social Security or Department of Motor Vehicles and local communities to establish on-site service in outlying areas.

Coordination Opportunity:

Increase opportunities for ridesharing for both inter-county and intra-county trips

Strategy:

Develop and enhance ridesharing opportunities, such as the Mono County Rideshare Program and van pool programs

Many rural counties utilize systems of shared rides to increase transportation options for non-emergency medical trips, shopping and access to employment. Promoting the use of services such as Mono County's Rideshare Program and developing van pool programs could achieve positive outcomes in the two county region.

Low Priority Strategies

Coordination Opportunity:

Residents in very rural areas cannot access public transportation for employment or medical trips

Strategy:

Establish lower cost human service transportation options to rural areas rather than expanding traditional service

The need for increased transportation options for very rural area of the two county region was identified by stakeholders. Establishing volunteer driver or rideshare programs can expand choices for rural residents.

Chapter 7. Implementation Plan for Recommended Strategies

The purpose of the Coordinated Public Transit – Human Services Transportation Plan is to fulfill SAFETEA-LU requirements and also to recommend strategies that encourage creative solutions designed to enhance the provision of transportation services to seniors, the disabled, and low income individuals.

The effort required to develop, implement and sustain programs that meet this need cannot be accomplished by the CTSA or any one agency acting alone. Active participation by a wide variety of organizations and individuals will be required. Transit agencies, public, private and non-profit human service providers, transit users, local governments, and the general public will all need to fulfill their respective roles for coordination to be effective.

Months of study combined with input from stakeholders in the two county region have resulted in the prioritized strategies that are presented in this chapter. The recommendations are divided into high, medium and low priority strategies.

A basic framework for coordination already exists in the region, with ETSA acting as the CTSA. Partnerships between ESTA and local agencies are viewed as solid and productive and should be encouraged to continue. However within the two counties, there are additional opportunities for coordination that should be pursued.

High Priority Strategies

High priority strategies were selected by stakeholders from a list of recommended strategies during public workshops in May, 2008. Participants agreed to determine priority rankings by applying evaluation criteria as a whole to each strategy, thus considering the effectiveness of coordination, documented need and feasibility of implementation.

Figure 7-1 presents those strategies that Inyo and Mono County residents determined to be of the highest priority for achieving more effective coordinated transportation. For each high priority strategy the following information is provided:

- Lead agency/champion: The individual or organization that will assume the leadership role to move the strategy forward. The champion is the key figure in the successful implementation of the strategy.
- Implementation timeframe, when proposed strategies are implemented, including the process of applying for funding
- Order of magnitude costs: Approximate range of costs for implementation
- Cost effectiveness of strategy: When strategies were prioritized by stakeholders, cost-effectiveness was one of the considerations used to determine high priority recommendations. While some strategies may be less costly than others to implement in the short term, more costly strategies may be included if they positively impact mobility

needs of significant numbers of seniors, people with disabilities or low-income individuals.

- Potential funding sources: Strategies without funding sources have little potential for successful implementation. FTA grant sources as well as other possible funding sources are indicated.

Figure 7-1 Implementing High Priority Strategies

Strategy (to address need/gap)	Lead Agency or Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Cost Effectiveness of Strategy	Potential Funding Sources
Designate ESTA as CTSA for Inyo County	Inyo County LTC	Year 1		HIGH	N/A
Enhance CTSA management to allow for negotiation of interagency agreements, providing for coordinated use of assets and operating funds	CTSA	Year 1-2	\$50,000 - \$150,000	HIGH Minimal investment to stimulate more effective use of other resources	TDA New Freedom
Improve bus stops and shelters throughout Mono and Inyo Counties to enhance system identification, service connectivity, and passenger comfort		Year 1-2	\$10,000 – \$50,000	HIGH	STIP Special Caltrans Funds Potential Private Funding (e.g. Possible Outdoor Advertising Collaboration)
Expand transit service for non-emergency medical transportation (NEMT) outside the 7:00 AM – 5:00 PM weekday window for facilities such as the Toiyabe Indian Health Clinic	Toiyabe Indian Health Clinic	Year 1-2	\$60,000 - \$100,000	HIGH	FTA 5310
Through the CTSA, expand support services such as grant application assistance, driver training, alcohol/drug testing and other support services for non-profit agencies	CTSA	Year 1-2	Same as above (enhance CTSA management)	HIGH Minimal investment to stimulate more effective use of other resources	TDA New Freedom
Develop support services and materials to better serve the Hispanic population. Components could include bilingual drivers and dispatchers as well as marketing materials such as schedules, signs, brochures and web pages.	CTSA	Year 1-2	\$10,000 - \$25,000	HIGH Minimal investment with possible high ridership as a result	Planning funds; TDA

Strategy (to address need/gap)	Lead Agency or Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Cost Effectiveness of Strategy	Potential Funding Sources
Arrange for vendorization of ESTA and IMAH in order to provide an additional funding source	Kern Regional Center	Year 1-3	No cost	HIGH Centralizes service provision; low cost alternative	Regional Center
Develop communication and coordination mechanism to facilitate shared use of resources among human service agencies	CTSA	Year 1-2	Same as “enhance CTSA management above”	HIGH Low cost; high return	TDA New Freedom
To enhance NEMT options, coordinate services among agencies to make better use of vehicles; develop and expand volunteer driver program	CTSA	Year 2-3	Same as “enhance CTSA management above”	MEDIUM Low cost; high return	TDA New Freedom
Identify agencies or community leaders to coordinate volunteer programs, including the recruitment, screening, training and managing of volunteers. Identify or create new insurance programs to eliminate exposure of volunteers and agencies to inappropriate levels of liability	CTSA	Year 2-3	Included above in CTSA resources	HIGH Potentially very cost effective: minimal to no investment for free to low cost services	New Freedom
Coordinate arrangements for purchase of capital equipment, including vehicles to help tap available funding, e.g. FTA Section 5310	CTSA	Year 1 - 3	Included above in CTSA resources	HIGH Minimal investment; better coordination of assets	5310 5311 Prop 1B STIP
Use older vehicles for less intense social service agency transportation needs	CTSA	Year 1 -- 2	\$0 - \$25,000 (depends upon decision to add support funding to the bus recipient)	HIGH Minimal expense for more intensive use of assets	
Through specialized funding (e.g. JARC), expand CREST service to Lancaster	ESTA	Year 1	\$50,000 - \$150,000	HIGH	JARC

Strategy (to address need/gap)	Lead Agency or Champion	Implementation Timeframe	Order of Magnitude Costs (Capital or Operating)	Cost Effectiveness of Strategy	Potential Funding Sources
Sustain and enhance commuter service between <ul style="list-style-type: none"> • Lone Pine – Bishop • Bishop – Mammoth Lakes Rural areas – Employment Centers (Bishop, Lone Pine, Mammoth Lakes)	ESTA	Year 1 – 5	\$50,000 - \$300,000	HIGH	JARC
Sustain and enhance service for individuals who work outside the 8:00 AM – 5:00 PM window in Bishop, Mammoth Lakes and other areas of the region	ESTA	Year 1 – 5	\$25,000 – \$200,000	HIGH	JARC

Strategies determined to be of medium priority are listed in Figure 7-2.

Figure 7-2 Implementing Medium Priority Strategies

Strategy (to address need/gap)	Timeframe	Comments
Expand transit service to both campuses of Cerro Cosa Community College through specialized funding	Year 2-3	Dependent upon available funding
Quantify and design medical transportation for veterans	Year 2-3	Dependent upon success of CTSA leadership in organizing services
Reevaluate schedules from Lone Pine to Reno through the SRTP process	Year 1-2	Dependent upon SRTP process
Use CTSA as a mechanism to minimize transportation needs through provision of social services to remote locations	Year 1-3	Minimal cost; needs CTSA leadership
Develop and enhance ridesharing opportunities, such as the Mono County Rideshare Program and van pool programs	Year 1 – 3	Minimal cost; needs CTSA leadership

Low priority strategies are shown in Figure 7-2 below.

Figure 7-3 Implementing Low Priority Strategies

Strategy (to address need/gap)	Timeframe	Comments
Establish lower cost human service transportation options to rural areas rather than expanding traditional service	Year 3-5	Requires multi-agency cooperation guided by the CTSA

Implementing the Strategies

This section addresses what needs to be done to move forward with all of the strategies identified in Chapter 6. Several interrelated activities and decisions need to be addressed to begin implementing the strategies. They are discussed in the following sections.

Program Administration

California pioneered the centralized coordination program administrative structure with the creation of CTSA's in 1979. This forward thinking action provided a basis for centralized program management and inter-agency support. The CTSA is designated by the Regional Transportation Planning Agency (RPTA) or the Local Transportation Commission (LTC). This structural

relationship provides the high-level oversight responsibility at the RTPA/LTC level with implementation responsibility being borne by the CTSA. The Planning Agency has the authority to withdraw its designation of a CTSA and reassign it to another organization if the original agency does not perform its duties to the level expected by the Planning Agency.

Many planning efforts and services in Inyo and Mono Counties are presently coordinated. The recent creation of ESTA is an example of the ability of the two counties to work together on critical issues. Various human service providers offer services to both counties under one organizational umbrella. The Inyo Mono Area Agency on Aging (IMAAA) and Inyo Mono Association for the Handicapped (IMAH) are excellent examples of this type of collaboration.

Yet on the program administration level for human service transportation, services are not as well coordinated as they could be. Several years ago, Mono County designated Inyo-Mono Transit as its CTSA. With this designation came TDA Article 4.5 funds to support coordination efforts. Inyo County however designated the County Board of Directors as the CTSA. Relatively little coordination activity resulted from the assignment of this critical role to the County.

This planning process presents the opportunity to align the CTSA structure much like other service delivery functions in the two county region. This Plan recommends that ESTA be designated the CTSA for Inyo County, which would mean that the CTSA for both counties would be ESTA. The transit agency would then have two-county responsibility for human service coordination just as it has responsibility for transit service delivery for the region.

As with other counties throughout California, both Inyo and Mono Counties have Local Transportation Commissions that are responsible for designating the CTSA and for making funding decisions relative to the agency. This structure provides the necessary oversight role by the LTCs for performance of the CTSA and for funding associated with its responsibilities.

Decision Making Process

The local decision making process in Inyo and Mono Counties would benefit from the designation of one CTSA instead of two in the region. This structure would streamline human service transportation decisions.

The roles and relationships between the LTCs and ESTA will also be addressed in the 2008 Short Range Transit Plan, which acknowledges the formal relationship of the agencies. Further, the SSTAC in each county is active and participates in the coordination decision process as mandated by state statute. The process could be enhanced through more formal assignment of clearinghouse functions to the CTSA for grant coordination and strategy implementation. This enhanced role has been practiced in some other counties with the result being coordination even at the grant preparation level. This step typically introduces a strong incentive for local agencies to work together.

Guidelines for Transportation Provider Agreements and Service Standards

Coordinated transportation agreements can take many forms, depending on the types of services involved, the agencies that are party to the agreement, and the clients served. Thus each service agreement will have its own unique set of requirements. Agreements can be developed for client transportation, driver training, vehicle maintenance, volunteer coordination,

or a myriad of other services. Each agreement should contain clear performance guidelines and standards specific to the service/services provided.

Provider agreements for human service transportation coordination are typically between agencies each with unique resources. The concept is for each participating agency in an agreement to share its resources with the other. This sharing can achieve real efficiencies in resource utilization. Yet the variation among human service agencies in client populations, service needs, professional sophistication, and depth of management staff varies tremendously. Thus a critical component in coordination is flexibility. Coordination will only work where it allows for uniqueness in the agreements that accomplish service delivery.

Each provider agreement should be crafted to fit the unique circumstances and resources of the participants. Such agreements will typically include the following sections:

- Objectives: what are the parties trying to accomplish through coordination
- Term (length) of the agreement
- Compensation or resource specification: what each agency will contribute in money, equipment, staff time, facilities, etc.
- Liability: what each agency's share of liability for incidents will be
- Termination provisions: how can either party get out of the agreement
- Performance standards: what measurable results are expected in order to assess the success or failure of the effort
- Decision making: what process is used for the parties to change or modify the agreement

There may be at least two levels of performance standards associated with human service coordination agreements. The first is contained the agreement between the actual agencies and is defined in the performance standards section mentioned above. The agencies that fund or provide the service must specify some measures by which they will determine whether the arrangement is meeting their intent. This broad area would also include the requirements imposed by any funding source that is contributing to the project.

The second level of standards would come from the oversight agency responsible for coordination. This could typically be the CTSA. In its role as the central point for coordination, the CTSA may also apply certain monthly or annual performance standards. These could include such measures as those listed below:

- Revenue Hours
- Passengers (including a breakdown by category such as fare type, transfers, passes, etc)
- Passenger Fares
- Revenue Miles
- Operating Costs
- Cost per Passenger

- Cost per Hour
- Farebox Recovery Ratio (depends upon the source of funding)
- On-Time Performance or Ride Time
- Accidents, Incidents, Passenger Complaints, and/or Driver Issues
- Vehicle Issues
- Road Calls
 - Out of service
 - Maintenance activities
 - Missed Runs or Service Denials

Efficiency standards use operational data to measure the performance of a transportation program. Monitoring operational efficiency and productivity may require data such as operating cost, farebox revenue recovery, vehicle revenue miles, vehicle revenue hours and boardings (passenger trips).

Many rural agencies do not have the staff resources to collect and analyze a broad range of performance data. Therefore the recommended efficiency performance standards are limited to key indicators that will provide agencies with a good picture of how well service is doing. Recommended efficiency measures for human service transportation coordination include:

- Operating Cost per Passenger: Calculated by dividing all operating and administrative costs by total passengers.
- Operating Cost per Revenue Hour: Calculated by dividing all operating and administrative costs by the total number of vehicle revenue hours (with revenue hours defined as time when the vehicle is actually in passenger service).
- Passengers per Revenue Hour: Calculated by dividing the total number of passengers by the total number of vehicle revenue hours. The number of passengers per hour is a good measure of service productivity.
- Farebox Recovery Ratio: Calculated by dividing all farebox revenue by total operating and administrative costs. Farebox recovery evaluates both system efficiency (through operating costs) and productivity (through boardings). Some funding sources do not include passenger fare requirements. In such cases, a farebox level is not relevant.

Reliability standards are another method of evaluating performance. Reliability standards can include on-time performance, complaints, accident frequency, and vehicle breakdowns. However, some of these measures may have little relevance to social service agencies. At the time of creating inter-agency agreements, these standards can be evaluated for specific relevance.

Access to Jobs and Employment

There is some degree of public transportation ridership for job access in the Inyo Mono region. This tends to focus on trips between Bishop and Mammoth Lakes, with the majority of riders commuting from Bishop to Mammoth Lakes, especially during the winter season. Some

employment opportunities exist in Bishop that attract workers from Mammoth. JARC funding could be utilized to enhance this service.

Stakeholders identified needs for regular transportation service in more rural outlying areas that would allow residents to commute to the employment centers in Bishop, Lone Pine or Mammoth Lakes. In addition, area residents stated a need for increased commuter service between Lone Pine and Bishop to accommodate workers. With Bishop and Mammoth Lakes both heavily dependent on tourism, employment in the service industry is high. Hotels, restaurants and casino employ people who work outside the traditional 8:00 AM to 5:00 PM window. Stakeholders indicated a need for public transportation in Bishop and Mammoth Lakes to support these workers. JARC funds could be utilized to continue and enhance all these services.

Mono County has developed a rideshare website to enable county residents to locate rides for jobs or other purposes. The County recently received a \$500.00 grant from the Beverly Foundation for its efforts.

Volunteer Transportation

While there are few agencies in Inyo and Mono Counties that utilize volunteer drivers (i.e. IMAAA, IMAH), there is no coordinated effort to recruit, train and retain volunteers.

Many rural counties have developed high functioning volunteer driver programs to supplement public transit, especially to support residents who live in outlying areas or who need non-emergency medical transportation. Stakeholders recognized the benefits of a county-wide program and rated as “high” a strategy to build a volunteer driver pool. Program administration is the key to the successful implantation and ongoing viability of volunteer programs, thus the need for an individual or community agency to be the champion is critical.

The issue of agency liability frequently is raised as an obstacle to the implementation of volunteer driver programs. Efforts are underway through agencies such as Nonprofits United to create special insurance packages for individuals or agencies that offer an initial layer of coverage when a volunteer is operating a vehicle. This would supersede the coverage provided by the individual or agency when not in volunteer service. Early indications from Nonprofits United are that such coverage may be on the horizon.

The Beverly Foundation offers online resources for volunteer driver programs at the www.beverlyfoundation.org. Additional information is available at the Agency Council on Coordinated Transportation, which has a manual for starting and maintaining volunteer transportation programs. It addresses the liability issues and provides forms and templates for agencies. The manual is available at www.wsdot.wa.gov/transit/training/vdq/default.htm

School Transportation

The coordination/integration of student transportation and public transportation services is fraught with obstacles. These include legislative and institutional barriers; restricted funding requirements and reporting requirements; turfism; attitudes and perceptions about student safety; vehicle design, and operational issues.

In California, there are no state statutes or regulations that prohibit using school buses to transport non-pupils. Indeed, from the state perspective, the use of school buses and in

particular the co-mingling of pupils and non-pupils on school buses appears to be allowed as long as seating is available. Ultimately, though, the responsibility for school bus operations and policies is delegated to the local districts, which traditionally have been uninterested in broadening their focus beyond student transportation.

According to the California Department of Education, there have been sporadic uses of public school buses for transporting the general public, primarily in connection with moving people for special events, such as spectators at a professional golf tournament or marathon participants. CDE staff is not aware of any instances in California where the general public is being transported along with students on home-to-school routes.

Stakeholders representing the Offices of Education or school districts in the two county region did not participate in any stakeholder meetings associated with the study and there has been little interest shown in coordination efforts with other agencies.

Facility Needs

Currently, ESTA's base of operations is located at the Bishop Airport in Bishop. Facilities consist of administrative office space with a drivers room. Administrative office space is somewhat limited, however there are no immediate plans for expansion. Parking at the site is adequate for the needs of the fleet in Bishop as well as employee and visitor cars. Maintenance services are provided through contracts with local community businesses, thus there are no maintenance facilities on-site.

While the majority of ESTA vehicles are located in Bishop or Mammoth Lakes, a small number are parked out in other locations including Walker, Benton and Tecopa.

Vehicles owned by social service agencies in the two county region are located in the Bishop area. The Southern Inyo Hospital maintains one van, which is stationed in Lone Pine.

There is a lack of sufficient bus stops in Mono County. Plan have been developed to add twelve bus stops throughout the county, in Mammoth Lakes and along Highway 395.

Summary and Next Steps

For the majority of the high priority strategies recommended in this plan, the CTSA was suggested as the appropriate sponsor or champion. ESTA can be the catalyst for the range of activities described in chapters six and seven; however the Agency will need to be designated the CTSA in both Inyo and Mono Counties for this to occur. A number of the strategies are relatively low cost projects that should be easy to implement. Critical to accomplishment of any of these is the transit agency's ability to develop coordination activities across the two county region. With funding for CTSA efforts supplied by both counties, it will be possible to raise the profile of the CTSA function within the agency and ESTA conceivably could accomplish much more in its coordination role.

This role of CTSA mirrors the federal focus on mobility management centers. A mobility management center is very close in concept to a CTSA. Under the broad umbrella of a mobility management center, the CTSA should use the limited resources required to craft new coordination programs and oversee their operation. This is largely a staff function that is often missing even in agencies such as ESTA that have achieved some results relative to coordination. Stakeholders in the two counties agreed that the primary strategies in this plan

should call for ESTA to be named the CTSA in Inyo County and to redouble its effort as CTSA through the addition of staff services to implement the range of strategies.

Staff services could be obtained with limited funding through such sources as New Freedom, which specifically mentions “mobility management centers” as a funding priority. The staff resources needed to accomplish real results could either be added internally or purchased from outside sources of coordination expertise.

A fully functioning CTSA would be capable of doing the necessary staff work to negotiate agreements, design maintenance programs, organize volunteer driver programs, establish key relationships with the social service community, and finally monitor the success of the many ventures thus established.

Many transit agencies serve as the CTSA. While this dual function is not always the most efficient structure to achieve real social service coordination, in the case of ESTA, an agency that already provides service in both Inyo and Mono Counties, the joint responsibility would serve to facilitate integration of regular transit service with human service transportation. The necessary leadership is in place to accomplish this.

APPENDIX A

KEY STAKEHOLDER SURVEY

Public Transit and Human Services Transportation Coordinated Plan Inyo - Mono Counties Key Stakeholder Survey

Innovative Paradigms, working with Nelson/Nygaard Consulting Associates, is currently preparing a Coordinated Plan for Public Transit and Human Service Transportation in Inyo – Mono Counties. *Your organization has been identified as a key stakeholder in transportation services for persons with disabilities, older adults, and individuals with limited incomes.*

As a key stakeholder, your insights and opinions are extremely valuable. We have prepared a 20 question survey to gather information about the current state and future needs of coordinated transportation in your community. We invite you to share your thoughts on this important issue.

WHAT DO I NEED TO DO?

Please review the attached Key Stakeholder Survey. There are two ways to submit your comments:

- Complete the survey and return it to Phil McGuire by email philm@innovativeparadigms.com or by fax to 425-645-7991
- Contact Phil McGuire at 916-868-6215 to arrange a telephone conference to discuss the survey (approximately 20 – 30 minutes in length)
- Please return your survey or schedule a phone conference by **Wednesday, February 13, 2008**. (Conferences can take place after February 13th if necessary.)

HOW LONG WILL IT TAKE TO COMPLETE THE SURVEY?

Many of the questions on the survey require a simple check mark; other questions are open ended to allow you to share your views. Depending on your comments, we estimate the survey can be completed in 20 – 30 minutes.

WHY IS A COORDINATED PLAN BEING DONE AT THIS TIME?

The California State Department of Transportation (Caltrans) is the designated recipient for federal funds intended for non-urbanized portions of the state and is required to distribute them to local entities through a competitive grant process. The primary goal of this planning effort is to respond to federal SAFETEA-LU requirements for receiving these federal funds.

This project also provides an opportunity for a wide range of stakeholders with a common interest in human service transportation to collaborate on how best to provide transportation services for older citizens and individuals with limited incomes and/or disabilities. Stakeholders, such as you, from each county are being called upon to identify service gaps and/or barriers, strategize on solutions most appropriate to meet these needs based on local circumstances, and prioritize these needs for inclusion in the individualized plans.

Thank you for your participation in the development of a coordinated transportation plan for Inyo – Mono counties. Please feel free to contact me at 916-868-6215 with any questions or comments.

Regards,



Philip B. McGuire

Chief Executive Officer



Innovative Paradigms • 431 I Street Suite 200 • Sacramento, CA 95814

Public Transit and Human Services Transportation Coordinated Plan

Inyo – Mono Counties Key Stakeholder Survey

Organization		Date	
Contact		Title	
Address		Phone	
City, Zip		email	

1	What is your organization’s current involvement in transportation or transportation assistance?		
	Fund transportation programs (name funding sources):		
	Directly operate public transportation services		
	Hire contractors to provide public transportation services		
	Directly operate human service agency transportation services		
	Hire contractors to provide human service agency transportation services		
	Arrange/provide volunteer driver and/or escort services		
	Reimburse/subsidize transit/taxi fares/personal car mileage		
	Do not fund or provide (directly or through contractors) transportation services		
	Provide information referral services		
	Other:		
2	What type of transportation does your organization provide?		
	Fixed route transit (fixed path, fixed schedule, with designated stops)		
	Flex route transit (deviations permitted off fixed path or between fixed, scheduled stops)		
	Subscription service (determined by residences of customers/program participants and daily/regular trips to/from same location (e.g., agency, school, program site or medical provider)		
	Demand response (includes casual appointments and subscription service)		
	Other:		
3	Who uses these transportation services?		
	Persons with disabilities		Persons with low-income
	Older adults (ages):		Children/Youth (ages):
	General Public		Other:
4	What kinds of trips can people make using your transportation service?		
	For any trip purpose		To/from agency program only
	Medical		Shopping
	Recreational		Employment/training
	School		Other
5	Are there services you formerly provided but had to cut due to operational or funding challenges? ___ Yes ___ No If YES, describe them.		

6	Are you currently planning any expansion or improvement of services? ___Yes ___No If YES, please describe:
7	Are there expansions or improvements to your agency’s service that are needed or desired but which you cannot provide? (These may be transportation services or other services that are constrained by transportation limitations.) ___Yes ___No If YES, please describe:
8	Are there other transportation service providers in this area? ___Yes ___No If YES, please list:
9	Are you familiar with the Consolidated Transportation Service Agency (CTSA) in your area? ___Yes ___No If YES, how does your organization interact with the CTSA?
10	From the point of view of people with disabilities, older adults, and people with limited incomes, what are the most significant gaps in the existing transportation services in this county?
	Places where service is needed and not currently provided
	Times when is service needed and not currently provided
	Lack of transportation options in rural areas, especially for those without access to an automobile
	Specialized services for disabled people above and beyond requirements of the Americans with Disabilities Act (ADA)
	Specialized services for low-income persons seeking or working at entry-level jobs during non-traditional hours
	Connectivity between communities (including communities in adjacent counties)
	Affordable service
	Easily available information
	Other:
11	Are there any under-utilized transportation services in the community? ___Yes ___No If YES, please describe:
12	What kinds of coordination efforts are you currently participating in?
	Participate on a coordination committee
	Participate in joint purchasing
	Share service information, policies, procedures with other agencies
	Provide information to a centralized directory of community transportation services
	Occasionally serve a trip for another agency
	Regularly share vehicles, staff, and/or training resources
	Purchase from/sell transportation service to other agencies
	Utilize same contractors and allow co-mingling of sponsored clients from different contracts
	Have consolidated call center, operational, and/or maintenance functions with other organizations
	Purchase service through a common broker
	Other:
	None

13	What opportunities do you see for improved coordination? Who do you believe is in the best position or the most qualified to lead this effort?					
14	Interest: How much interest does your organization have in a higher level of coordination? ___ High ___ Medium ___ Low ___ None					
15	What are the significant challenges in bringing about a higher level of coordination?					
	Legal restrictions on the use of funds				Legal restrictions on the use of vehicles	
	Liability/insurance concerns				Billing/accounting issues	
	Agencies concerned about losing control of service or protecting their funding					
	Agencies concerned about the unique characteristics of client populations					
	Other:					
16	RESOURCES					
	Vehicles List (indicate quantity & type, passenger size, diesel/gas). Insert additional rows or attach an additional page, if necessary.					
	Qty	Type (Car, Van, Bus)	Passenger Size	Fuel Type	Wheelchair accessible	Year
	Equipment, non vehicle ___ computer systems ___ scheduling software ___ office space ___ maintenance facility ___ Other (describe)					
	Maintenance Facilities Describe shop capability ___ Number of service bays ___ Number of mechanics Shop hours: _____ Do you use any maintenance management software? ___ Yes ___ No If YES, what capability does it have?					
	Fuel Do you have your own fueling facility? ___ Yes ___ No Do you purchase fuel from outside vendors? ___ Yes ___ No Do you receive any discounts on fuel purchase? ___ Yes ___ No Do you currently sell fuel to any other agencies? ___ Yes ___ No If YES, what agencies? _____ Are there legal or other constraints that limit or prevent you from selling fuel to other agencies? ___ Yes ___ No If YES, please describe: _____					

	Software	What type of software does your organization use?
	Dispatch	Experience with the software? ___High ___Medium ___Low ___ None
	Routing	Experience with the software? ___High ___Medium ___Low ___ None
	Client Database	Experience with the software? ___High ___Medium ___Low ___ None
	Eligibility Database	Experience with the software? ___High ___Medium ___Low ___ None
	In-House Support	Experience with the software? ___High ___Medium ___Low ___ None
	Website ___with information about transportation ___with links to other transportation resources	
	Dispatch Technology ___radio system ___cell phones ___mobile data computers	
	Call Center ___number of incoming lines ___number of call takers	
17	Insurance Provider:	
	Required limits/indemnification	
18	Is your organization involved in eligibility screening of clients? ___Yes ___No	
19	Does your organization ___Test drivers for drugs and alcohol ___Provide driver training How many drivers do you have? ___Volunteers ___Union ___Non-Union	
20	How could the County or State better support local coordination efforts? Do you have any other issues or concerns?	

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APPENDIX B

STAKEHOLDER INVOLVEMENT AND PUBLIC WORKSHOP MATERIALS

SOCIAL SERVICES TRANSIT ADVISORY COUNCIL

Regional Coordinated Transit Plan
Inyo County
Public Contact List

Notices sent

Lee Barron	SIH	876-5501	P. O. Box 1009
Sandy Evans, Superv.			Lone Pine
Monicka Watterson	ESTA	872-1901	PO Box 1357
			Bishop
Tamara Cohn	HHS	x7868	Co Services
			Bishop
Mary Miller	IMAAA	873-6530	PO Box 1799
			Bishop
Joan Statham	Handicapped user	872-3433	387A E. South St.
			Bishop
Mary Morris	Mental Health	873-6533	162J Grove St
			Bishop
Michael Bowers	Kern Reg. Ctr.	873-7411	819 N. Barlow Ln.
			Bishop
Beth Himelhoch	IMAH	873-8668	371 S. Warren St.
			Bishop
Sylvia Cortez (Mr. Jordan - Ex. Dir.)	Toiyabe Health	873-8464	52 Tusu Ln.
			Bishop
Daniel Steinhagen	IMACA	873-8557	224 S. Main
			Bishop
Susie Decker	Eastern Sierra Friendship Center	872-3871	281D East South St.
			Bishop
Dan Owen	IMACA	873-8557	224 S. Main
			Bishop
Rick Franz	Caltrans	872-5203	500 S. Main St.
			Bishop
Yvette Mason	Inyo Mono Veteran's Service Office	873-7850	207 W. South St.
			Bishop



**INYO COUNTY
LOCAL TRANSPORTATION COMMISSION**

P.O. DRAWER Q INDEPENDENCE, CA 93526

PHONE: (760) 878-0201

FAX: (760) 878-2001

Ronald Chegwidden, Executive Director



INVITATION

**INYO AND MONO COUNTY RURAL COORDINATED TRANSIT PLAN
WORKSHOP**

Mammoth Lakes Town County Conference Room in Minaret Mall -
Upstairs from Giovanni's Restaurant on Old Mammoth Road
Transportation Provided from the Bishop Airport for Meeting Participants

January 25, 2008

9:00 a.m. Interested parties will meet at the Eastern Sierra Transit Authority (ESTA) Transit Office at the Bishop Airport (703 Airport Road). Transportation to Mammoth Lakes will be provided at no charge to meeting participants via an ESTA bus.

10:00 a.m. Open meeting. Meeting will be held at the Mammoth Lakes Town County Conference Room.

The plan coordinates transit services for entities that receive federal grant funding under the Elderly Individuals and Individuals with Disabilities (Section 5310), JARC, and New Freedom programs. Invitations have been sent out to local transit providers, City of Bishop, Caltrans, Tribal Governments, and members of the Social Services Transit Advisory Council. This is a locally developed, coordinated public transit-human services transportation plan that identifies the transportation needs of individuals with disabilities, older adults, and people with low incomes, provides strategies for meeting these local needs, and prioritizes transportation services for funding and implementation.

ITEM NO. 1 Introductions

ITEM NO. 2 Overview of the Project and the Role of the Consultants

ITEM NO. 3 Data Gathering and Administrative Details

ITEM NO. 4 Input from Participants Regarding Transportation Issues in the Region

ITEM NO. 5 **Next Steps in the Development of the Plan**

ADJOURNMENT An ESTA bus will take meeting participants back to the Bishop Airport

APPENDIX C

DEMOGRAPHIC METHODOLOGY

Methodology for Demographic Maps

This section presents the methodology of demographic analysis conducted for the demographic maps included in this chapter. Population/Employment Matrix and Transit Dependency Index were created to present existing demographic components and transportation needs of the study area.

Population/Employment Matrix presents concentrations of population and employment at the census block-group level. The matrix is based on 2000 Census data for population and 2000 CTPP (Census Transportation Planning Package) data for employment numbers. In order to generate the matrix, density of population and employment were calculated for each block-group. Then the population and employment density values were categorized into three classes each—both using the quantile method which places an equal number of values into each class. This identified a 1, 2 or 3 value (lowest, middle, and highest) for each. Once combined, the Population/Employment Matrix contains nine values, from a low population-low employment density (1,1 = 1) to a high population-high employment density (3,3 = 9).

Resultant Matrix Values

Population, values 1-3	7	8	9
	4	5	6
	1	2	3
	Employment, values 1-3		

Transit Dependency Index presents concentrations of populations with higher public transportation needs - seniors 65 year or older, people with disabilities, and low-income (150% of poverty level) population. The index value is based on 2000 Census data. To generate the index values, density of seniors, people with disabilities and low-income population were calculated individually for each block group. Then the density values were categorized into five groups, from one to five, using the quantile method. The Transit Dependency Index value equals the sum of the three category values, resulting in some number 3 through 15. Block-groups with higher index values have greater concentrations of seniors, people with disabilities and/or low-income population.

One limitation of this analysis is that rural counties tend to have a small number of block-groups. For example, Alpine County contains only 2 block-groups, while El Dorado County has 123 block-groups. The average number of block groups for the studied twenty-three counties is 39.

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APPENDIX D

DRIVER TRAINING

Driver Training

The safety of passengers, whether they are in a bus, a paratransit vehicle, a van or a personal car, rests in the hands of the driver. Training of individuals who have this crucial responsibility is a key component of transportation services. Consolidated programs that coordinate this effort have the potential to provide a more efficient, cost effective method of driver training, which can increase driver awareness and passenger safety.

In California, the Commercial Motor Vehicle Safety Program was enacted to improve traffic safety on state roadways. As a result, California has developed licensing and testing requirements for drivers of commercial vehicles that equals or exceeds federal standards. The State defines commercial vehicles to include any vehicle that is designed, used or maintained to carry more than 10 passengers, including the driver, for hire or profit or that is used by any nonprofit organization or group. In order to operate a commercial vehicle in California, drivers must obtain a commercial drivers license (CDL).

Basic Requirements for a Commercial Drivers License

To receive a California Commercial Drivers License, applicants must

- Be 18 years old or older and do not engage in interstate commerce activities or be 21 years old or older to engage in interstate commerce activities
- Be a resident of the State of California
- Submit a completed CDL application
- Pass a drug and alcohol screening test
- Pass a physical exam and submit an approved medical form completed by an approved medical practitioner
- Pass a vision test
- Pass a knowledge (law) test
- Pass a performance (pre-trip and driving) test

The type of vehicle to be operated determines the level of original and ongoing training, the class of license and the type of endorsement required. The table on the following page details specific certification requirements.

Transportation programs in rural counties utilize a variety of approaches to meet customer needs. The primary provider of services to seniors, disabled individuals and persons of low income is typically the public transit agency. Human service agencies may provide transportation options by relying on staff or volunteer drivers using personal vehicles or by operating a small number of vans or cutaway buses. The licensing and training requirements for drivers working in different agencies with different vehicles can present a potential barrier to coordinated driver training programs.

California Special Drivers License Requirement

Vehicle Type	Maximum Passenger & Driver	License Required	Endorsement Required	Original Training	Renewal Training (Annual)	Testing Required
Car, Minivan		Class C "regular" drivers license	N/A	N/A	N/A	N/A
Paratransit Vehicle	10	Class C "regular" drivers license	N/A	4 hr Safe Operation 4 hr Special Transportation	4 hr Safe Operation 4 hr Special Transportation	N/A
Paratransit Vehicle	24	CDL A or B	P	4 hr Safe Operation 4 hr Special Transportation	4 hr Safe Operation 4 hr Special Transportation	Drug Medical Written Pre-trip BTW
GPPV	24	CDL A or B	P	12 hr classroom 8 hr Certified Defensive Driving 20 hr BTW	2 hr refresher training	Drug Medical Written Pre-trip BTW
Transit VTT		CDL A or B	P	15 hr classroom 20 hr BTW	8 hr per training period (classroom/BTW)	Drug Medical Written
School Bus		CDL A or B	P, S	20 hr classroom 20 hr BTW	10 hr (Classroom.BTW)	Drug Medical Written First Aid (written) Pre-trip BTW
SPAB		CDL A or B	P	15 hr classroom 20 hr BTW	10 hr (Classroom/BTW)	Drug Medical Written Pre-trip BTW

California Department of Education

Acronyms and Definitions

BTW	Behind the Wheel
CDL	Commercial Drivers License
GPPV	General Public Passenger Vehicle (operated by a public transit agency not a nonprofit agency)
P	Passenger Endorsement
S	School Bus Endorsement
SPAB	School Pupil Activity Bus
VTT	Verification of Transit Training

As illustrated in the table on the previous page, the hours of original training for drivers vary from eight hours (paratransit vehicle) to 40 hours (school bus, GPPV). Renewal training requirements differ as well, ranging from two to ten hours per year. Volunteer drivers using cars or minivans are not required to participate in any training, although many agencies recommend defensive driver classes for their volunteers.

Small organizations in rural communities frequently do not have certified driver trainers on staff and are unable to provide on-site training. New employees are required to have their CDL upon hire, which can mean lengthy trips to certified training/testing locations. Training in other subject areas may be limited. For example, two nonprofit agencies in one rural county indicated their driver training consists of a one hour video presentation provided by the corporate office for general new employee orientation.

A consolidated program could be implemented in rural areas that would meet the highest level of training requirements for driver education and thus would satisfy needs for all classes of licenses and endorsements. However, it is likely that small agencies whose drivers only need eight hours of training would be reluctant to participate in a longer and thus more expensive program.

Agencies with a large driver staff and high turnover often offer initial training classes on an ongoing basis (e.g. monthly or quarterly). Rural agencies tend to provide classes on an as needed basis when filling a specific vacancy, in some cases as infrequently as once every two years. This type of scheduling can make it difficult to coordinate with other organizations that need to respond quickly to employment needs. Opportunities could be available, however, to coordinate renewal training by preparing an annual schedule of classes in which all interested parties may participate.

Variations in licenses, endorsements, and training for drivers necessitate a well designed approach if consolidated training is to be effective. The CTSA could provide the leadership to achieve such coordination in both initial operator training and renewal training. Course content and scheduling are paramount issues to be resolved if public transit, private and nonprofit agencies are to benefit.

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APPENDIX E

MEDI-CAL

Medi-Cal

Becoming a Medi-Cal NEMT Provider

It is possible for local providers (including public agencies and non-profit organizations) to become providers of non-emergency medical transportation (NEMT) under existing Medi-Cal arrangements. Medi-Cal is California's Medicaid health insurance program. It pays for a variety of medical services for children and adults with limited income and resources. People receiving Medi-Cal covered services may be provided NEMT at Medi-Cal's expense under certain very limited circumstances. Medi-Cal will pay for NEMT only when it is provided by a carrier licensed by Medi-Cal, and only when the individual's medical condition requires transport by a wheelchair van, litter van, or ambulance. Although the rules limit NEMT to people who need a wheelchair van, ambulance or litter van, this can include people who just need a high level of care, for example very frail dialysis patients, even though they do not need to use a lift or ramp.

In many rural counties there are no Medi-Cal NEMT providers. Some rural counties are served by an NEMT provider in another county with very limited availability of service. By becoming a Medi-Cal NEMT provider, the local agency could help address a lack of providers now available and improve access to medical care for people who have difficulty using other modes, including ADA paratransit, volunteer transportation, or taxicabs. NEMT is free to the rider. Medi-Cal's standard rates for NEMT are currently \$17.65 per patient plus \$1.30 per mile with a patient on-board. The pick-up rate is reduced when multiple patients are picked up at the same time. Effective July 1, 2008 a 10% reduction from the standard rates is in effect as part of the state deficit reduction program. These rates may not be sufficient to recover the full cost of providing service (or for a private provider to make a profit), but they would pay for the major portion of actual cost in a public operation. Medi-Cal payments would qualify as match for New Freedom funding.

In the Bay Area, the Eastern Contra Costa Transit Authority (ECCTA, or "Tri-Delta") has created an NEMT program called MedVan. It uses a separate fleet of vehicles and accepts referrals from social workers and medical providers just as a private provider of NEMT would. According to Tri-Delta staff, they got involved because there is a shortage of NEMT providers in their area and this was limiting Medi-Cal clients' ability to get rides. They report that Medi-Cal staff were eager to help them complete the paperwork to become qualified for the program. Requirements for vehicles and driver training are similar to those already met by agencies using federal transit funding. The fact that MedVan is separate from Tri-Delta's dial-a-ride program may help deal with the issue sometimes encountered of whether Medi-Cal will pay full price or only the public fare—there is no public fare for this program. Most of the MedVan riders are going to dialysis. They are not necessary wheelchair users.

If an agency wishes to make its NEMT service available to riders who are not covered by Medi-Cal, the announced fare would need to at least equal the rate charged to Medi-Cal. However, it might be possible to provide subsidies for this fare. Another limitation concerns use of facilities funded with certain Federal transit grants.

Forms and instructions for becoming an NEMT provider are available on the Medi-Cal web site at http://files.medi-cal.ca.gov/pubsdoco/prov_enroll.asp.

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APPENDIX F

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