

CHAPTER 9

Transit Development Plan

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

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

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

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

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

SERVICE PLAN

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

Provide Local Dial-a-Ride Service

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

TABLE 31: Recommended Weekly Schedule of Service

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

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

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

Source: LSC Transportation Consultants, Inc.

TABLE 32: Redwood Coast Transit Service Plan

Recommended Transit Service Elements	Vehicles			Service Characteristics					Fares		Ridership		Cost Factors			
	# of Peak Vehicles	Req'd Backup Vehicles	Total Vehicles Required	Daily Vehicle-Hours	Annual Operating Days	Annual Vehicle-Miles	Annual Vehicle-Hours	Annual Operating Cost (CRC)	Annual Operating Cost (MTA) ²	Regular	Senior / Disabled / Youth	Avg Day	Annual	Annual Farebox Revenue	Annual Subsidy Required (CRC)	Annual Subsidy Required (MTA)
Local DAR																
Gualala / Anchor Bay / Sea Ranch: 2 Days/Week	1	0	1	7.5	102	11,475	765	\$24,000	\$37,710	\$3.00	\$1.80	18	1,800	\$3,240	\$20,760	\$34,470
Pt. Arena / Manchester / MPA Rancheria: 3 Days/Week	1	0	1	8	150	18,000	1,200	\$27,640	\$59,150	\$3.00	\$1.80	10	1,500	\$2,700	\$34,940	\$56,450
Subtotal	1	0	1	--	252	29,475	1,965	\$61,640	\$96,860	\$3.00	\$1.80	13	3,300	\$5,940	\$55,700	\$90,920
Route Deviation Service on the Ridge via Fish Rock																
Three Round Trips, Two Days per week (T/Th)	1	0	1	3	150	7,385	450	\$14,520	\$22,730	\$2.00	\$1.20	4	600	\$720	\$13,800	\$22,010
Activities Van: by reservation																
Monday, Wednesday, Friday	1	0	1	5	150	6,000	750	\$20,220	\$32,450	\$4.00	\$2.00	6	900	\$2,870	\$17,350	\$29,580
Tuesday, Thursday	1	0	1	4	102	4,080	408	\$11,510	\$18,360	\$4.00	\$3.19	6	600	\$1,910	\$9,600	\$16,450
Subtotal	1	0	1	--	252	10,080	1,158	\$31,730	\$50,810	\$4.00	\$2.00	6	1,500	\$4,780	\$26,950	\$46,030
Total Operating Characteristics	1	0	1	--	252	46,940	3,573	\$107,890	\$170,400	--	--	21	5,400	\$11,440	\$96,450	\$158,960

Assumed Provider = Community Resource Connection:

Annual Marginal Operating Cost	\$107,890
Annual Operating Cost of Additional Vehicle	\$4,623
Annual Fixed Costs	\$6,840
Total Annual Operating Cost	\$119,353

Assumed Provider = Mendocino Transit Authority

Annual Marginal Operating Cost	\$170,400
Annual Operating Cost of Additional Vehicle	\$3,957
Annual Fixed Costs	\$8,520
Total Annual Operating Cost	\$182,877

Note 1: Costs for CRC are assumed as \$0.63 per vehicle mile plus \$21.92 per vehicle hour plus \$4,623 per peak vehicle, plus \$6,840 fixed costs.

Note 2: Costs for MTA are assumed as \$0.86 per vehicle mile plus \$36.38 per vehicle hour plus \$3,957 per peak vehicle. Fixed costs are assumed as a 5 percent overhead cost.

Note: Package is based on assumptions of MTA service changes.

Source: LSC Transportation Consultants, Inc.

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

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

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

Provide Route Deviation Service on “The Ridge”

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

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

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

FIGURE 16

REDWOOD COAST RECOMMENDED RIDGE ROUTE DEVIATION SERVICE



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

Activities Van

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

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

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

Require Reservations for Morning Route 75 Service at Sea Ranch Apartments

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

Establish Volunteer Mobility Managers

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

The role of these volunteers would include the following:

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

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

CAPITAL PLAN

Vehicle Needs

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

Bus Stop Signs and Transit Plaza

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

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

Office Equipment for Dispatching/Mobility Manager

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

FINANCIAL PLAN

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

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

Federal Section 5311 Transportation for Rural Areas Funding:

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

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

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

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

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

State Transit Assistance (STA) Funds

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

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

Transportation Development Act LTF Funding

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

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

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

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

Other Funding Sources

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

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

Funding Summary

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

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

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

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

INSTITUTIONAL AND MANAGEMENT PLAN

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

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

Management Plan for Mendocino Transit Authority Operation

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

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

Institutional and Management Plan for Community Resources Connection Operations

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

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

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

SUMMARY AND CONCLUSION

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

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

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

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

STEPS TOWARD IMPLEMENTATION

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

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

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

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

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