



**Western Placer Consolidated
Transportation Service Agency
Short Range Transit Plan
2018-2025
FINAL**

Prepared for the



**PLACER COUNTY
TRANSPORTATION
PLANNING AGENCY**

**Placer County Transportation
Planning Agency**



Western Placer Consolidated Transportation Service Agency

Short Range Transit Plan 2018-2025

Final

Prepared For The

Placer County Transportation Planning Agency

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Public transportation is a vital service to many residents of western Placer County. Transit services provide mobility to residents, including access to important medical, recreational, social, educational and economic services and opportunities. In addition to being important to the quality of life of residents in the region, public transit services assist in the functioning of educational programs, public and private employers, and social service programs throughout the region.

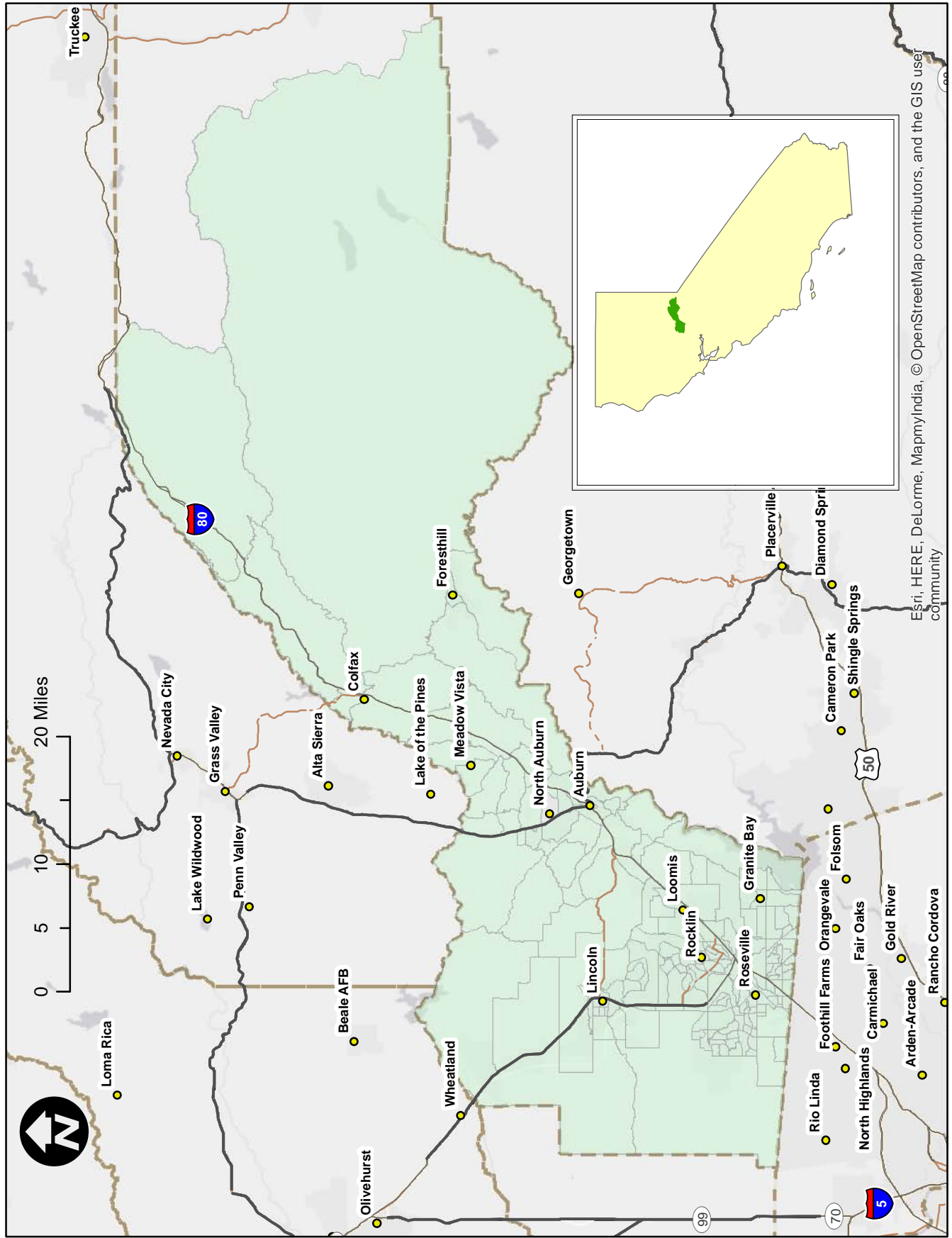


A Short-Range Transit Plan (SRTP) study has been conducted for all public transit operators in western Placer County to assess transit and related transportation issues in the region and provide a “road map” for improvements to the public transit program over the upcoming seven years. The intent of this study is to evaluate the specific needs for transit services, as well as to develop plans for improvements and service revisions. This was accomplished through the review of existing transit conditions and evaluation of operations, as well as through public/stakeholder outreach, online community surveys, and community-based meetings. A wide range of strategies were evaluated. Additionally, an important element of this study was to identify stable funding sources for operations and capital improvements of transit services. The ultimate goal of the study is to provide a comprehensive strategy of public transit improvements over the next seven years.

The Placer County Transportation Planning Agency (PCTPA) is responsible for allocation of transportation funds to public transit operators outside of the Lake Tahoe Basin or Western Placer County. Figure 1 displays a map of the total study area. Four separate transit operators fall under the jurisdiction of the PCTPA: Auburn Transit, Placer County Transit (PCT), Roseville Transit and the Western Placer Consolidated Transportation Services Agency (WPCTSA):

- The Public Works Department of the City of Auburn provides two deviated fixed routes generally within the incorporated areas of Auburn, Monday through Saturday.
- Placer County Transit (PCT) is the regional transit operator for Western Placer County serving communities not served by the two municipal transit operators. PCT is managed by the Placer County Department of Public Works and provides a variety of services throughout the community such as commuter runs to Sacramento, Dial-A-Ride and fixed routes between communities. Under agreements with the City of Rocklin and the City of Lincoln, City of Loomis and City of Colfax, Placer County Transit operates service in these cities.
- Roseville Transit provides 11 local fixed routes, commuter services to Sacramento, and connections to Placer County and Sac RT transit services. Roseville Transit is operated by the City of Roseville, using MV Transportation as the service contractor.

Figure 1
Western Placer County Site and Location



Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community

- The WPCTSA presently sponsors several programs that provide transportation or facilitate the use of public transit services. Services are administered by various agencies and draw upon a variety of funding sources (public and private) including funds allocated through Article 4.5 of the Transportation Development Act (TDA), community transit services. WPCTSA programs such as Non-Emergency Medical Transportation (Health Express) and volunteer driver program (MyRides) are designed to provide transportation for Western Placer County residents only if a trip cannot be served on regular public transit services. WPCTSA programs are administered by PCTPA staff and the PCTPA Board Members serve as WPCTSA Board Members. Overall, there are many individual mobility needs that are not easily met, particularly demand-responsive services for persons unable to make use of fixed-route services between Placer County jurisdictions or to/from regional destinations in nearby Sacramento County. This is particularly important to seniors and persons with disabilities that would find transfers between services to be a difficult if not insurmountable barrier to completing their trip. The WPCTSA is key in addressing these needs.

This document represents the Short Range Transit Plan for WPCTSA from 2018 to 2025. Transit plans for the other Western Placer County transit operators have been prepared under separate cover.

PUBLIC/STAKEHOLDER INPUT

Public/stakeholder outreach for all the Western Placer SRTP updates was conducted throughout the study with the assistance of AIM Consulting. The public and stakeholders were provided multiple opportunities to comments prior to and after the analysis of a large range of transit service, capital, institutional and financial alternatives. The Community Outreach Summary Report for the project is included as Appendix A. In summary, outreach included:

- On-line survey distributed concurrently with the Unmet Transit Needs Process
- On-board bus surveys
- Virtual Community Workshop (on-line interactive survey) available prior to the development of alternatives
- April Public Workshop as part of PCTPA Board meeting to present potential alternatives
- April presentation at Roseville Transportation Commission to present potential alternatives
- May Public Workshop as part of PCTPA Board meeting to present alternatives analysis
- June Public Workshop as part of PCTPA Board meeting to present Draft Plans

In addition to public and stakeholder outreach, the Study Team conducted multiple conference calls and face to face meetings PCTPA and transit operator staff to refine alternatives and draft plans.

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To meet the goals of the study, it is essential that the regulatory and institutional context of the study effort be fully documented. This section reviews pertinent documents and previous transit planning studies for western Placer County transit operators.

Auburn Transit Planning Studies

2011 Auburn Transit Short Range Transit Plan

The last SRTP for Auburn Transit was completed in 2011. The plan conducted a performance review, ride check analysis, and evaluated alternative scenarios. After reviewing a variety of alternatives which outlined different scenarios for different funding levels, a “preferred alternative” was developed that combines elements of the different alternatives evaluated. The service plan identified changes to the existing two route system to more effectively meet shifts in demographics and demand as well as to serve currently un-served trip generators. The two routes would be interlined operating on 60-minute headways from 6:00 AM to 8:00 PM.

Auburn Transit Triennial Performance Audit FY 2012/13 to FY 2014/15

Per the Transportation Development Act (TDA), which is the primary funding source for public transit in California, a performance audit must be conducted of each transit operator every three years. The most recent Triennial Performance Audit covered the years from Fiscal Year (FY) 2012-13 to FY 2014-15. Overall during the audit period, productivity (in-terms of passenger-trips per hour) stayed relatively steady during the audit period. Cost efficiency decreased slightly as did farebox ratio due to operating costs increasing more than ridership. The audit outlined the following recommendations:

- Document fare revenue reconciliation in the driver manifests
- Review opportunities for increasing local revenue to boost farebox recovery ratio such as revenue from advertisements. This is particularly important as farebox ratio dropped below the required 10 percent during this audit period.
- Calculate Full Time Equivalent Employee Hours according to TDA definitions

Roseville Transit Planning Studies

2011 Roseville Short Range Transit Plan

The prior Short Range Transit Plan for Roseville Transit was completed in 2011 but was not adopted by the City of Roseville. The plan identified two Alternative Plan Scenarios: a status

quo scenario with minor improvements (Alternative A) and scenario including additional operational and capital improvements to the existing transit network (Alternative B).

Alternative A represented a low-cost scenario recommending the implementation of minor operational and administrative enhancements to maximize the effectiveness of service within existing resources and included the following recommendations:

- Adjust wait/transfer times.
- Extend hours of operation.
- Modify operating schedules.
- Enhance connections with Placer County Transit
- Introduce “new route” policy.
- Conduct Park & Ride Feasibility study.
- Conduct Transfer Point Locational study.
- Conduct Service Optimization study.
- Conduct annual Community Survey.
- Enhance Route G connection to PCT Taylor Road Shuttle extension.
- Increase farebox recovery ratio standard.

Alternative B incorporated the recommendations made in Alternative A plus additional capital/infrastructure and schedule improvements:

- Establish new stops along Route S.
- Increase off-peak hour frequencies on select routes.
- Reduce Route G and I runs during the late afternoon.
- Assume operation of Placer County Transit Dial-A-Ride services.
- Expand service to new and existing developments.
- Consider Extending Service South Along the I-80 Corridor
- Include Louis Lane/Orlando Blvd stop as a West Roseville Shuttle stop.
- Modify Route M.
- Extend Route R.
- Introduce Western Roseville route.
- Enhance bus stop amenities and transfer points.

Roseville Transit Triennial Performance Audit FY 2012/13 to FY 2014/15

The most recent Triennial Performance Audit for Roseville Transit covered the years from Fiscal Year (FY) 2012-13 to FY 2014-15 and had the following recommendations:

- Recommendation 1: Ensure the timely completion and submittal of the annual State Controller Transit Operators Financial Transactions Reports.

- Recommendation 2: Ensure that Full-time Equivalent Employee hours are calculated properly.
- Recommendation 3 – Track and separate riders by passenger types for Dial-A-Ride (DAR) reports to determine if more riders could be encouraged to ride fixed route.

The audit also noted that operating cost per passenger increased by 13.5 percent during the audit period, with the majority of the increase occurring on the DAR. Similarly, passenger-trips per vehicle service hour increased significantly on commuter services, remained relatively flat on the local fixed routes and decreased on DAR.

Placer County Transit Planning Studies

2011 Placer County Transit Plan

The prior Short Range Transit Plan for Placer County Transit was completed in 2011 but was not adopted by the Placer County Board of Supervisors. The plan identified two Alternative Plan Scenarios: a status quo scenario with minor improvements (Alternative A) and scenario including additional operational and capital improvements to the existing transit network (Alternative B).

Alternative A included minor improvements to address community input:

- Develop a no-show and trip cancellation policy for dial-a-ride.
- Develop a College Transit Pass Program.
- Raise farebox recovery standard from 10 percent to 13.3 percent.
- Reduce number of time points published in transit schedule.
- Extend service hours on the Lincoln/Sierra College route.
- Seek grant funding to support service enhancements.

Alternative B added the following capital and schedule improvements to Alternative A:

- Convert Highway 49 Loop to on-call service.
- Reduce number of vehicles operating on Highway 49.
- Launch a “Foresthill deviated fixed-route” pilot program.
- Convert Rocklin DAR into a deviated fixed-route.
- Introduce commuter bus service along Highway 65 in Lincoln.
- Increase frequency on Auburn Light Rail service.
- Extend service hours on the Lincoln/Sierra College service.
- Extend Taylor Road Shuttle service to Sierra Gardens.
- Develop a route to/within Meadow Vista.
- Enhance Taylor Road Shuttle service by incorporating two round trips into the baseline schedule and formalizing the daily schedule.
- Develop a Highway 193 service

2011 Lincoln Short Range Transit Plan

Prior to 2015, the City of Lincoln operated transit service in the City. Therefore a separate SRTP was developed for Lincoln Transit, most recently in 2011. Recommendations were divided into a Reallocation and Growth Scenario. The Reallocation Scenario would add a fixed route with one route focusing on school trips and the other as a downtown circulator. Dial-A-Ride service was also recommended. The Growth Scenario went further to recommend two additional fixed routes along with an optional tripper to the Roseville Galleria.

Placer County Rural Transit Study, 2016

In 2016 PCTPA conducted a study regarding potential improvements in public transit services in rural western Placer County. The study reviewed the existing transit services, the needs for transit services in currently unserved and underserved rural areas, and assessed the feasibility of various strategies to expand services. One component of this study was to define performance standards specific to rural transit services and use these standards as performance measurement for alternatives.

The study recommended the following strategies to improving mobility for rural Placer County residents:

- Combined Sheridan/SR 193 Corridor Lifeline Service 1 Day per Week as a three year demonstration program with two round trips per day, one day per week.
- Foresthill lifeline service one day per week as a three year demonstration program.
- Shift the hours of the Alta/Colfax route to allow persons with a traditional work schedule to ride public transit to Auburn as well as provide rural residents requiring services in Auburn with a transit round trip option with a shorter layover time. The strategy would also add one mid-day round trip.
- Roseville Transit operates the Granite Bay DAR
- Conduct a more detailed service review of public transit in the greater Auburn area as there is service overlap between Auburn Transit and PCT.
- Expand PCT Vanpool Budget to Meet Rural Commuter Needs

These strategies as well as other alternatives considered will be revisited as part of this SRTP update.

Rocklin Community Transit Study 2014

PCTPA conducted a study regarding potential improvements in public transit services in Rocklin, California. Rocklin has grown in recent years and prior public input has indicated a need to serve more residential areas and some new commercial centers. The ultimate objective of this study was to determine if there was a need to modify existing transit services or to establish

new routes or services to better serve Rocklin residents. Additionally, the most recent Short Range Transit Plan for Placer County recommended a more detailed study of transit needs in the City of Rocklin and therefore did not identify specific recommendations for new service.

The study reviewed a variety of ways to serve the large residential neighborhoods not currently served by the PCT Lincoln-Sierra College Route but found them to not be cost effective. The study recommended realigning the Lincoln – Sierra College Route along Granite Drive to serve the Rocklin Crossings and Commons shopping centers. In addition, it recommended that the Taylor Road Shuttle be revised to serve the Rocklin Crossings and Rocklin Commons shopping centers during the layover at Sierra College.

Transit Master Plan for South Placer County (2007)

In light of anticipated growth in the southern portion of Placer County, PCTPA conducted a transit master planning process in 2007. The principal objectives of the plan was to examine all aspects of transit service delivery and prepare a consistent, coordinated vision for Placer County transit operators over the long term (2030 – 2040). By the horizon year, the plan assumes that annual vehicle miles and hours for South Placer County transit operators will increase by 190 percent.

The plan offered the following service recommendations by transit mode:

Local Fixed Route

- Provide a base backbone system with 30 or 60 minute headways.
- Where justified, provide greater frequencies during peak periods (15 minute headways).
- Provide a limited number of “express” routes to link specific pairs or groups of activity centers with limited stops in between.

Regional Fixed Route

- Identify and “brand” specific routes as providing longer-distance trips between urban or community zones such as Lincoln-Roseville, Auburn-Roseville, Placer Vineyards-Roseville, and Citrus Heights-Roseville.
- Make limited “lifeline” service a priority: Foresthill, Meadow Vista, Sheridan, and Bickford Ranch.

Commuter Bus

- Continue with all existing routes. Look for a significant increase in Placer County Transit PCE service and Roseville Transit commuter services. Optimize both operations as required.
- Add routes as new development occurs at origins and destinations.

- Add or remove service in concert with changes in Capitol Corridor rail service.
- Consider adding limited commuter service to the Bickford Ranch area.

Bus Rapid Transit (BRT)

- Continue close coordination with major development projects and Sacramento Regional Transit BRT service planning. In particular, continue a dialog with RT on a Watt Avenue BRT system extension.
- Preserve right-of-way for stations, bypass lanes, transition lanes, and other needs. Continue to work with developers to set aside right-of-way for these needs.
- Implement proposed BRT routes in the following order: BRT-1, BRT-2, and BRT-3 (Refer to BRT Study below).

Paratransit

- Develop an administrative structure to support cross-jurisdictional trips. Address key issues such as fare collection/distribution and cost allocation.
- Consider consolidation of all paratransit under one provider, or with separate providers under one managing/coordinating entity. At a minimum, establish one fare card for all ADA travel.
- Expand the CTSA dial-a-ride voucher program to include non-emergency medical trips.
- Provide a senior discount.
- Identify areas with most intensive growth in senior populations, such as Rocklin. Identify key trip attractors in other jurisdictions such as the Galleria, Wal-Mart, and Kaiser.
- Set up “Ambassador” program for seniors to assist with trip planning - completed
- Consider removing dial-a-ride service from the Roseville farebox recovery ratio calculation, especially with respect to ADA services.
- Conduct a paratransit needs study to guide design and provision of services targeted to each user group. Include consideration of developing an “accessibility database.”
- Coordinate near-term actions with ongoing dial-a-ride study results in areas such as service integration, addressing cross-jurisdictional problems, establishing ADA certification.

The plan also includes a variety of institutional recommendations to slowly integrate the different transit operators in South Placer County.

Bus Rapid Transit (BRT) Service Study for South Placer County (2008)

The concept of Bus Rapid Transit (BRT) is to combine the frequency and amenities of light rail with the greater flexibility of a bus in an effort to serve high demand corridors cost effectively. BRT services typically include traffic signal prioritization for buses, enhanced transit stations, off-vehicle fare collection and bus only lanes. PCTPA conducted a study of BRT services for the

growing South Placer County region. The study recommends the following BRT routes travelling between Sacramento and Placer County:

- BRT 1 – Watt/I-80 Light Rail Station to future Placer Ranch development along I-80 with a transit center at the Galleria in Roseville and stations at Blue Oaks/I-80 and Blue Oaks and Foothill Blvd.
- BRT 2 – Watt/I-80 Light Rail Station to future Placer Ranch development along Watt Ave with transit centers at the proposed Sierra Vista and West Roseville Town Center and a station at the proposed Placer Vineyards Center
- BRT 3 – From the Sunrise Light Rail Station to Hazel Light Rail Station along Hazel Avenue to Sierra College Blvd and the Taylor Park and Ride

The implementation schedule of full BRT is beyond the SRTP's 7 year horizon however, the BRT Study recommends implementation of BRT "light" from 2010 to 2025. The "light" concept calls for the purchase and use of new stylized buses with longer travel times, less frequency and limited capital improvements than the full BRT concept.

South Placer Regional Dial-A-Ride Study (2007)

The objective of the study was to provide additional guidance to PCTPA and its transit operators as how to cost-effectively meet the needs of residents requiring DAR services within available resources. The study made four basic recommendations some of which have been implemented:

- Establish PCTPA leadership to guide the County's operators towards an integrated, regional demand response program.
- Promote general public demand response policies that improve efficiencies and build capacity in South Placer County.
- Establish a CTSA for South Placer County that promotes specialized transportation options and addresses the needs of residents.
- Develop a coordinated information strategy for demand response services oriented to the information needs of consumers, agency personnel and transit operators in South Placer County.

Unmet Transit Needs Process

Background

California's Transportation Development Act (TDA) legislates funding for transit purposes primarily, and for non-transit purposes under certain conditions. TDA funds are distributed through the Regional Transportation Planning Agencies (RTPA) (in this case PCTPA). An RTPA must assess its jurisdiction's unmet transit needs prior to allocating any TDA funds for purposes not directly related to public transit or facilities used exclusively by pedestrians and bicyclists.

Each year, PCTPA conducts a citizen participation process to receive public comment concerning transit needs within the RTPA jurisdiction and summarizes the comments into a Draft Unmet Transit Needs Report. The PCTPA Social Services Transportation Advisory Council (SSTAC) and the Technical Advisory Committee (TAC) review the draft report and provide input. With recommendations from the SSTAC, at the end of the process the PCTPA Board makes a finding that:

- (a) There are no unmet transit needs; or
- (b) There are no unmet transit needs which are reasonable to meet; or
- (c) There are unmet transit needs, including those that are reasonable to meet.
(Section 99401.5)

PCTPA has adopted the following definition of an unmet transit need:

An unmet transit need is an expressed or identified need, which is not currently being met through the existing system of public transportation services. Unmet transit needs are also those needs required to comply with the requirements of the Americans with Disabilities Act.

PCTPA has adopted the following definition of an unmet transit need which is reasonable to meet. Unmet transit needs may be found to be "reasonable to meet" if all of the following criteria prevail:

1. Service, which if implemented or funded, would result in the responsible service meeting the farebox recovery requirement specified in California Code of Regulations Sections 6633.2 and 6633.5, and Public Utilities Code 99268.2, 99268.3, 99268.4, and 99268.5.
2. Notwithstanding Criterion 1) above, an exemption to the required farebox recovery requirement is available to the claimant for extension of public transportation services, as defined by California Code of Regulations Section 6633.8, and Public Utilities Code 99268.8.
3. Service, which if implemented or funded, would not cause the responsible operator to incur expenditures in excess of the maximum amount of Local Transportation Funds, State Transit Assistance Funds, Federal Transit Administration Funds, and fare revenues and local support, as defined by Sections 6611.2 and 6611.3 of the California Administrative Code, which may be available to the claimant.
4. Community support exists for the public subsidy of transit services designed to address the unmet transit need, including but not limited to, support from community groups, community leaders, and community meetings reflecting a commitment to public transit.

5. The need should be in conformance with the goals included in the Regional Transportation Plan.
6. The need is consistent with the intent of the goals of the adopted Short Range Transit Plan, as amended, for the applicable jurisdiction.

FY 2016/17 Unmet Needs Process

During the FY 2016/17 Unmet Needs Process, PCTPA received 76 comments which pertained to Western Placer County. Common topics brought up during the meetings included:

- Later service hours in Lincoln, Roseville, and on Placer County Transit.
- Sunday fixed route service in Lincoln, Roseville, and on Placer County Transit.
- Sunday dial-a-ride service in Lincoln, Rocklin, and on Placer County Transit.
- Challenges with scheduling dial-a-ride trips.

PCTPA determined that there were no new unmet transit needs reasonable to meet for implementation in FY 2017/18. However, several comments warrant further study or monitoring and will be addressed in the alternatives analysis section of the SRTP updates:

- **Later Evening Weekday Service** - Comments pertaining to later evening weekday service has been voiced annually, but fixed route ridership has not reached prerecession levels, has declined on average one percent annually since FY 2011/12.
- **Challenges Scheduling Dial-a-Ride Trips** – Several comments identified challenges with scheduling dial-a-ride trips in Lincoln, Rocklin, and countywide. Passengers are allowed to schedule trips up to 14 days in advanced and are encouraged to allow sufficient time to accomplish their intended activities between drop off and pickup due to the shared ride nature of the service. As a result, passengers may encounter challenges with getting their preferred time slot, but South Placer Transit Information “Call Center” operators can offer alternative travel time options. Dial-a-ride trips have increased five percent between FY 2014 and 2015 and trip denials totaled approximately 1.6 percent in FY 2015. Beginning FY 2016, PCT began providing contracted dial-a-ride service in Lincoln and the Health Express reservation process was modified to assign intracity trips to the local dial-a-ride and intercity trips only to Health Express, except for under certain circumstances. Given these changes, PCTPA recommends monitoring dial-a-ride trips, denials, or other potential issues.
- **Short Range Transit Plan Updates** – The Unmet Transit Needs report recommends that the SRTP updates should consider past unmet transit needs comments including but not limited to: later service hours, expanded weekend service, dial-a-ride scheduling and capacity, additional service options to Sacramento on the Health Express, and include a review of federal transit policy regulations and any changes resulting from amendments to the federal Americans with Disabilities Act (September 15, 2010).

- **On-board Passenger Surveys** – The Social Services Transportation Advisory Council recommended that the PCTPA and the Transit Operators Working Group pursue funding to conduct on-board passenger surveys in support of the short range transit plan updates. The surveys could provide valuable insight into the factors that influence passenger use and/or community perception given the downward trend of annual ridership statistics system wide. The surveys could seek data, such as but not limited to: demographics, destinations of choice, frequency of use, challenges with using the service, and the mode of choice (i.e., walk, bike, etc.) for pre and post-trip.

Prior common Unmet Need Meetings comments relevant to this study include:

- The PCT Highway 49 DAR area and Auburn Transit deviated fixed route service area do not encompass many residents who require transportation.
- Easier forms of fare payment, particularly for passes on PCT
- Service along the SR 193 corridor
- Service to the communities of Sheridan and Foresthill
- Commuter routes to the Stockton/Broadway corridor in Sacramento
- More service for Lincoln residents
- Additional Commuter Runs for Roseville Transit and PCT (earlier/later times)
- Additional Health Express service options to Sacramento.

POPULATION

Historical and Projected County-wide Population

Placer County was originally settled during the gold rush years and has become an increasingly attractive place to live as it is situated between employment opportunities in the greater Sacramento region and recreational activities in the Sierra Nevada foothills. As shown in Table 1, Placer County (including the portion east of the Sierra Crest which is not in this study area) has grown at a faster rate than that of California as a whole. From the period of 1970 to 2010, Placer County’s population increased by at least 40 percent every ten years whereas statewide population did not increase more than 26 percent during a ten year period. Going forward, the California Department of Finance predicts that the population of Placer County will grow at a rate of 1.2 to 1.4 percent annually or around 12 – 14 percent every ten years.

Table 1: Historical and Projected Population
Total Placer County

	Historic					Projected		
	1970	1980	1990	2000	2010	2020	2030	2040
Placer County	77,632	117,247	172,796	248,399	348,432	396,669	454,102	507,740
Annual Percent Growth Over Previous Period	--	5.1%	4.7%	4.4%	4.0%	1.4%	1.4%	1.2%
California Population	19,971,068	23,667,836	29,758,213	33,873,086	37,253,956	40,719,999	44,019,846	46,884,801
Annual Percent Growth Over Previous Period	--	1.9%	2.6%	1.4%	1.0%	0.9%	0.8%	0.7%

Source: California Department of Finance Demographic Research Unit

Of particular interest to public transit is the growth of the older adult population, as these residents become more likely to depend on public transit for mobility. Table 2 and Figure 2 demonstrates that the number of Placer County residents age 60 to 69 is projected to increase by 21.4 percent between 2015 and 2025, while the number of residents age 70 and older is projected to increase by a full 59.6 percent during the same time period. Extending the timeframe to 2030, the number of residents older than 70 could increase by 90.7 percent over existing levels. Put another way, the proportion of total population age 70 and above is expected to increase from today’s 13 percent to 20 percent by 2030.

Population Density

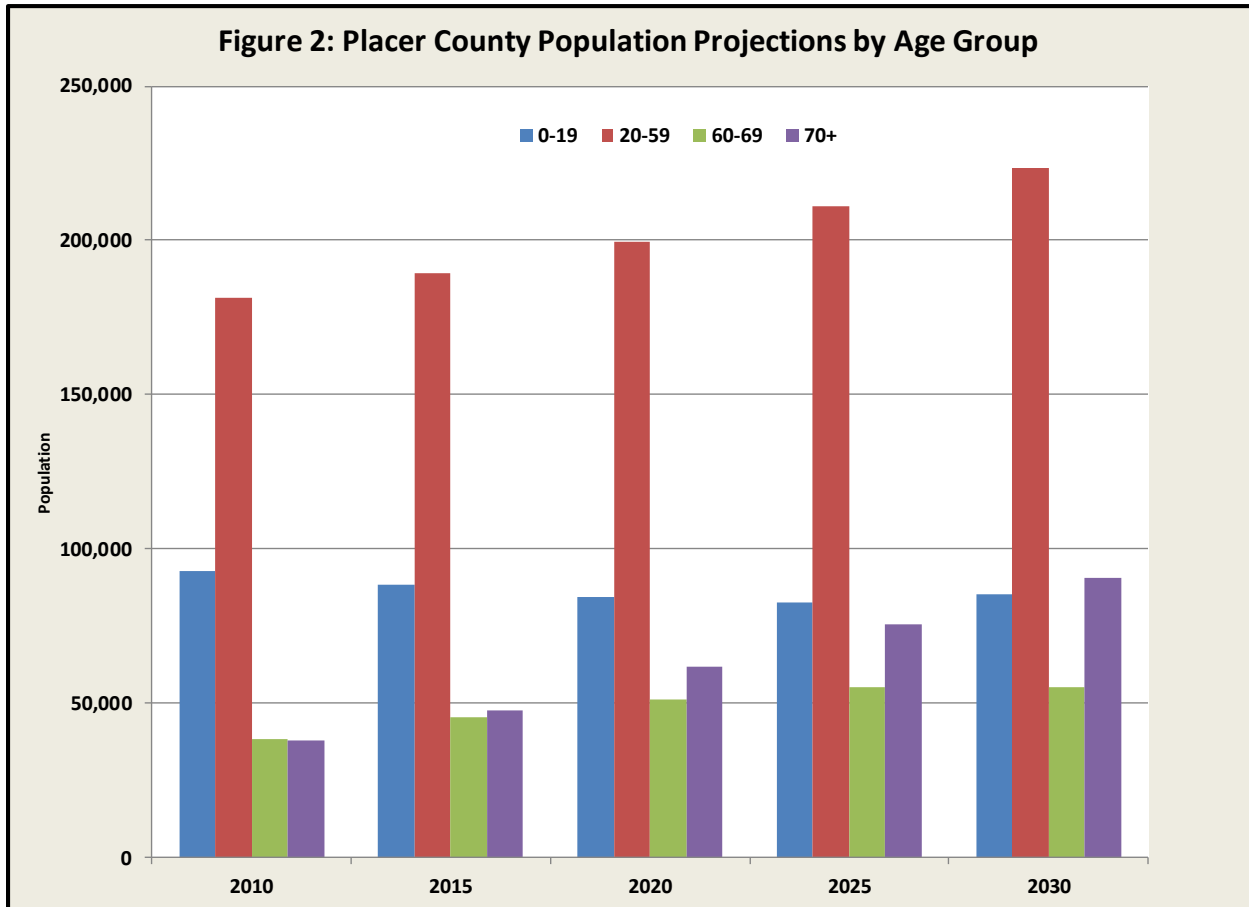
One of the greatest challenges facing public transit in auto-dominated California is how to serve communities and cities with dispersed populations. Buses travelling long distances to serve a

Table 2: Placer County Population Projections by Age Group

Year	Population by Age Group			
	0-19	20-59	60-69	70+
2010	92,921	181,200	38,229	37,702
2015	88,236	189,539	45,534	47,429
2020	84,396	199,594	51,076	61,603
2025	82,786	211,095	55,281	75,696
2030	85,076	223,620	54,967	90,439
% Change 2015 to 2025	-6.2%	11.4%	21.4%	59.6%
% Change 2015 to 2030	-3.6%	18.0%	20.7%	90.7%

Source: CA Department of Finance (Estimated and Projected Population for CA counties)

Figure 2: Placer County Population Projections by Age Group



few residents is not cost effective; however these residents may depend on public transit for transportation to commercial and medical centers. Figure 3 illustrates population density for the study area at the block group level. As shown, population density ranges from less than one person per square mile as one travels east on I-80 to around 27,000 people per square mile in the City of Roseville.

Transit Dependent Population

Nationwide, transit system ridership is drawn largely from various groups of persons who make up what is often referred to as the “transit dependent” population. This category includes youth, elderly persons, persons with disabilities, low income households, and members of households with no available vehicles. There is considerable overlap among these groups. Figures 4 through 18 present key demographic data for Western Placer County. The figures display data for the entire region but are divided into the service areas of the fixed route transit operators for Western Placer County. The figures illustrate where existing and potential public transit passengers live. Transit dependent data is presented in tabular format as part of Appendix B. A review of this data indicates the following:

- **Youth** – For purposes of this study, youth is defined as persons age 10 – 17 or those who are unlikely to drive yet able to ride the bus by themselves. Youth travelling to/from school contribute to public transit ridership, particular in the City of Lincoln. A total of 39,528 residents (11 percent) in the Western Placer County area fit into this category.
 - Figure 4 shows the density of the youth population for PCT’s service area at the census tract level. As shown, higher concentrations of youth 400 or more per square mile are generally concentrated in areas served by public transit.
 - A more detailed view youth population density at the block group level in the Auburn area (Figure 5) shows a more dense youth population along the Highway 49 corridor inside and outside of the Auburn City limits as well as south of Maidu Drive (150 – 200 youth per square mile).
 - Figure 6 presents youth population density by block group for the Roseville Transit service area. As shown areas near Junction Blvd and Woodcreek Oaks Blvd have higher concentrations of youth (1,300 – 1,400 per square mile) and are relatively well served by transit.
- **Seniors** – Seniors (defined here as older adults age 60 and older) tend to become more dependent on public transit as they lose the ability to drive. Roughly 24 percent or 83,522 Western Placer County residents are considered seniors.

Figure 3
Total Population Density By Block Group Western Placer County

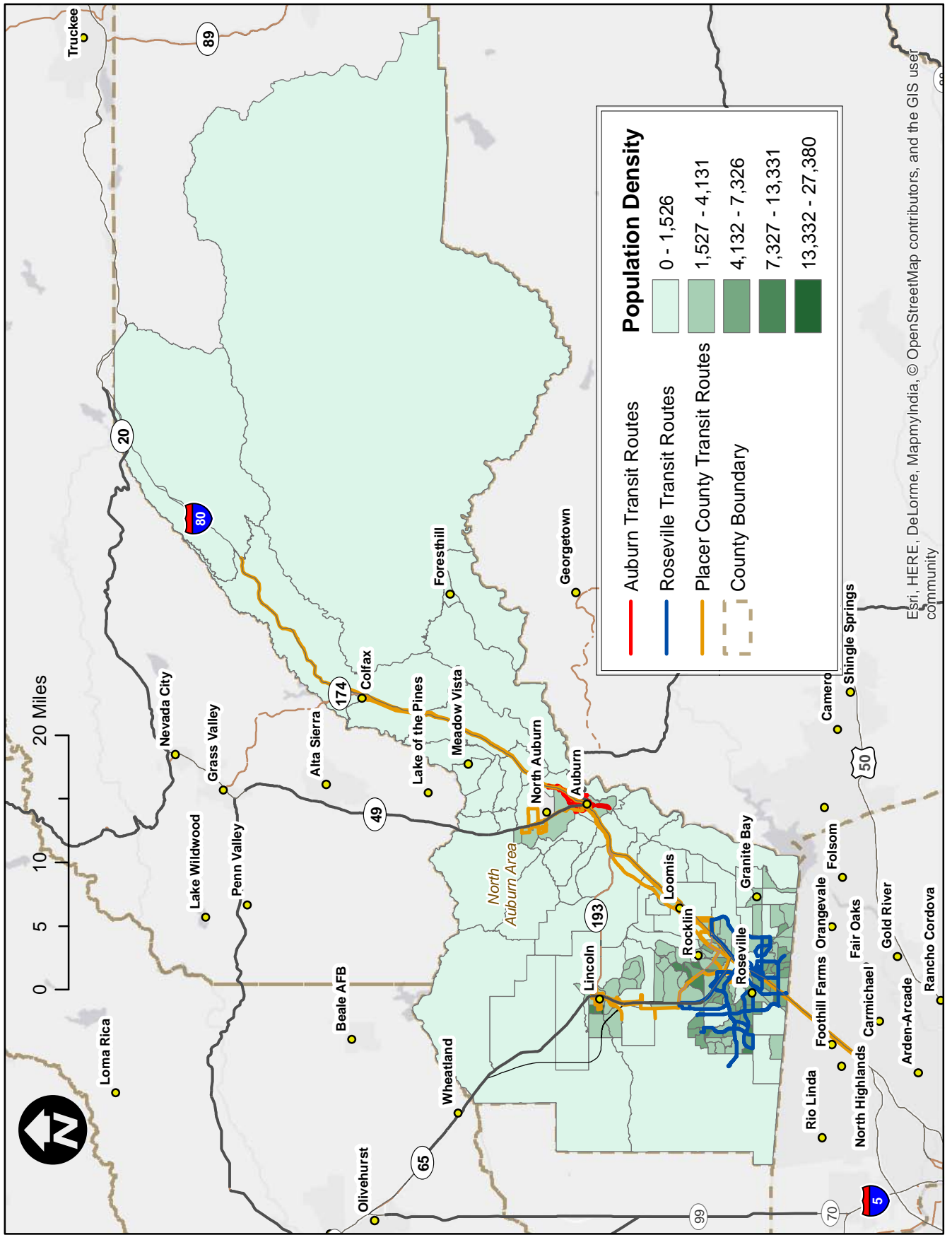
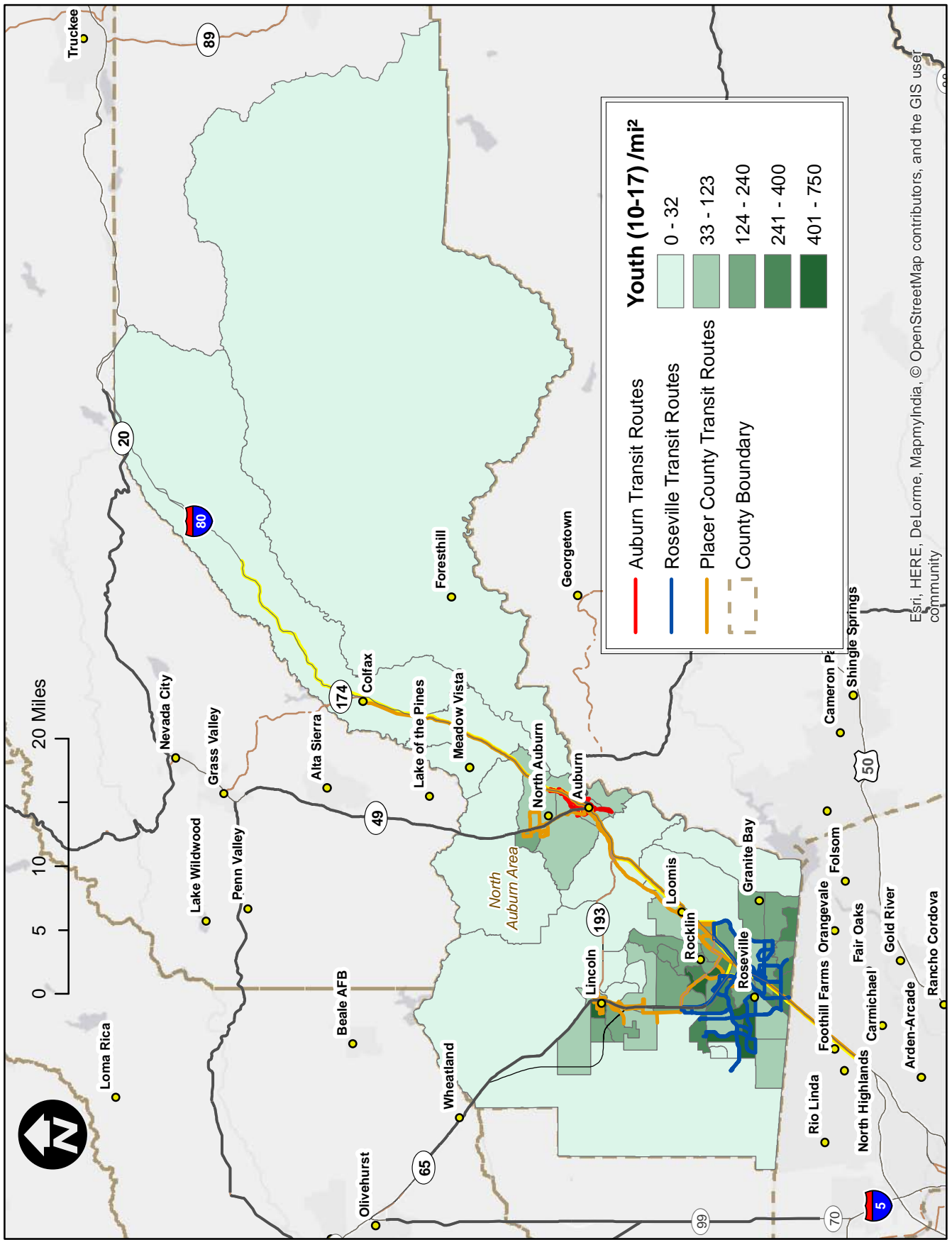


Figure 4
Youth Population Density By Census Tract Placer County Transit Area



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**Figure 5
Auburn Area Youth Population Density by Block Group**

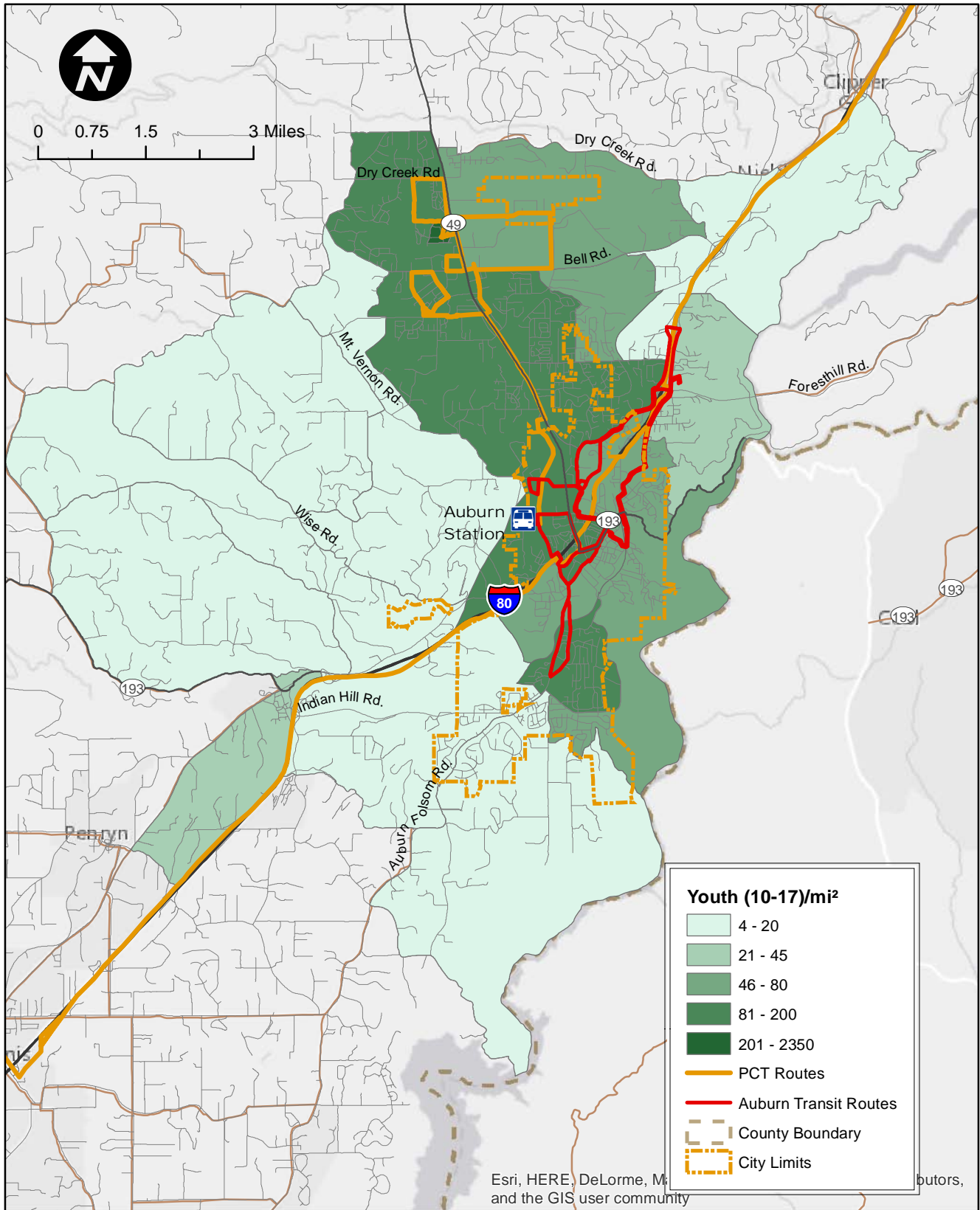
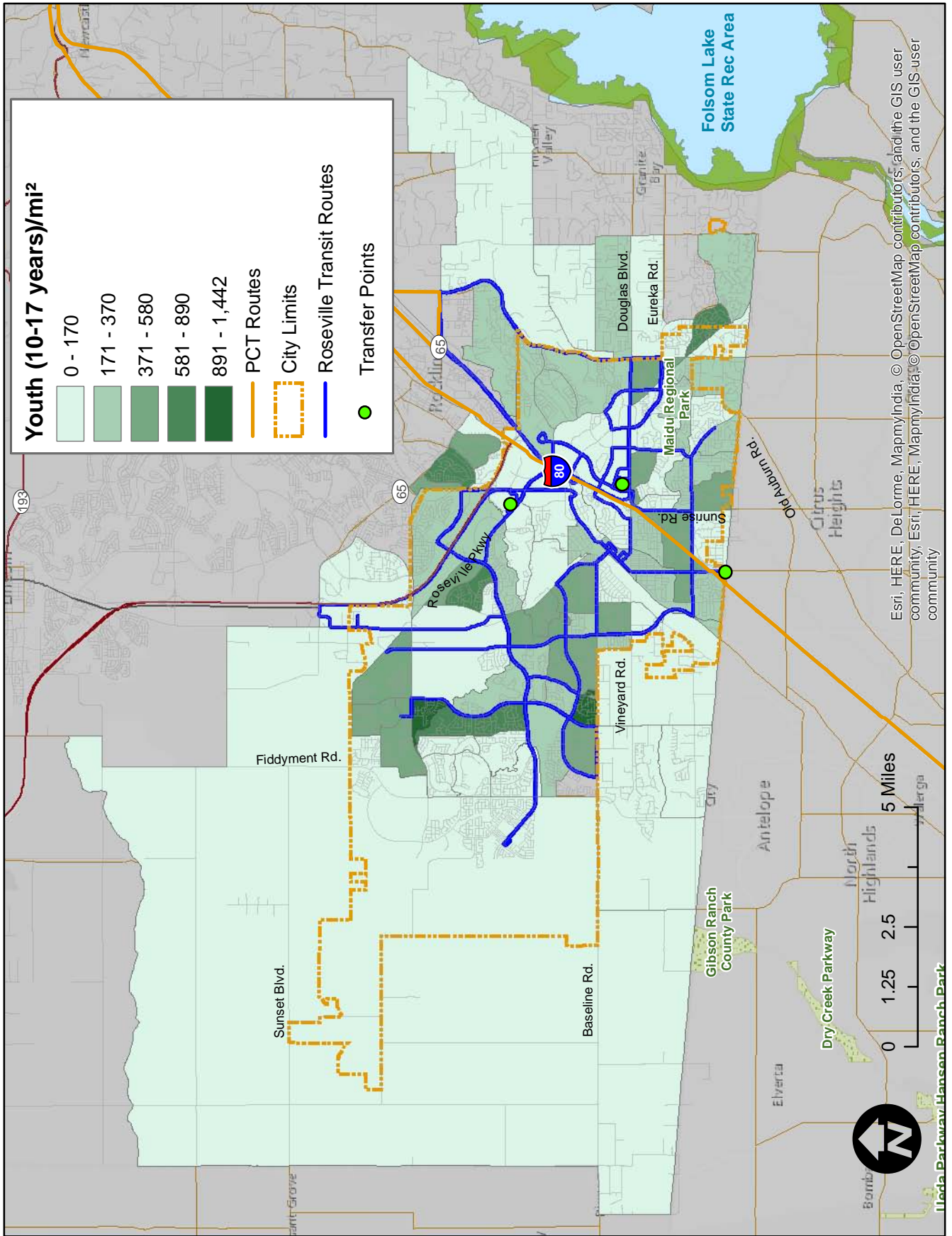


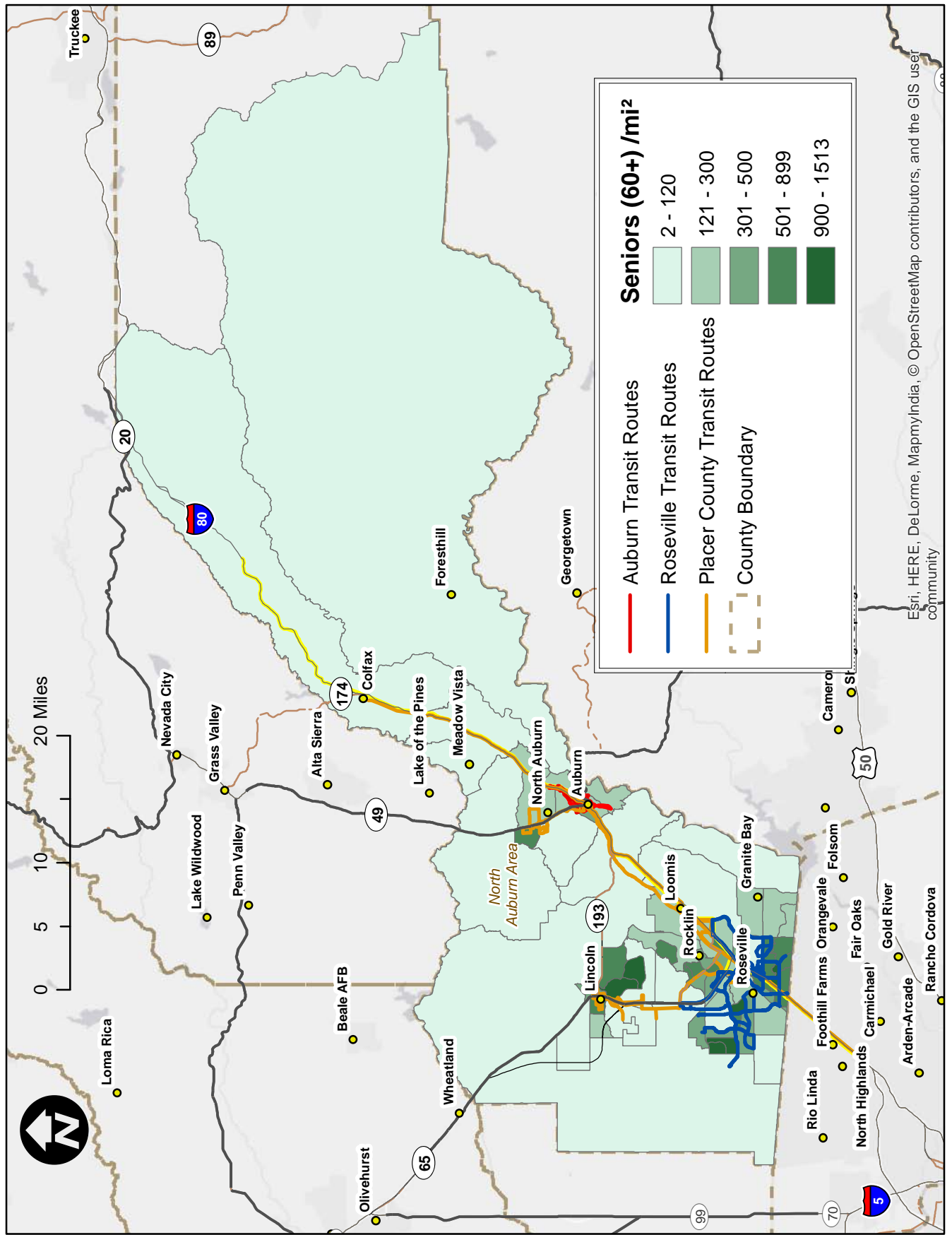
Figure 6
Youth Population Density in the Roseville Area



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- For PCT’s service area (Figure 7), the largest concentrations of seniors are located in the North Auburn area and in the residential tracts of the City of Lincoln along Sun City and Del Webb Blvd (1,000 – 1,400 seniors per square mile). Some of these homes in Lincoln are located close to PCT fixed route services but some are over a one mile walk away. However, DAR does serve these areas directly.
 - Auburn senior population density by block group (Figure 8) shows that the block group in central Auburn near Mikkelsen Drive has more than 1,000 seniors per square mile. Another pocket of the older adult population is near Oak Ridge Way in North Auburn (780 per square mile) (most of which is within the ¾ mile deviation boundary for the PCT Highway 49 route).
 - In Roseville (Figure 9) the greatest number of residents over age 60 per square mile are found in the block groups near the Sierra Pines Golf Course (1,500 to 1,900 per square mile).
- **Low Income Households** - According to the Census roughly 9 percent of study area households or 31,300 households were living below the poverty level in 2015. There is likely significant overlap between low income households and zero-vehicle households.
- Figure 10 (data for PCT service area by census tract) shows that central Lincoln has the greatest concentration of low income households in the study area with over 1,000 low income households per square mile followed by the commercial core area of Rocklin north of Sunset Avenue with 680 low income households per square mile.
 - The block group in downtown Auburn between I-80 and High Street has the largest concentration of low income households (286 per square mile) in the Auburn Transit area, followed by the block group near Sacramento Street (135 per square mile). The block group along the Highway 49 corridor shared by both the City of Auburn and unincorporated Placer County also has a relatively high density of low income households.(Figure 11)
 - Within the Roseville Transit service area (Figure 12) there are multiple block groups of 300 or more low income households per square mile: between Dry Creek and Cirby Way, near Eastwood Park and in the Enwood area south of Atlantic Ave.
- **Disabled** - Roughly five percent of the study area population age 20 to 64 (16,086 persons) has some type of disability.
- For PCT’s service area (Figure 13), the census tracts with the densest population of disabled residents are located in Rocklin (commercial core area north of Sunset and the area west of I-80 and south of Rocklin Road) and central Lincoln.

Figure 7
Senior Population Density By Census Tract Placer County Transit Area



Seniors (60+) /mi ²	
[Lightest Green Box]	2 - 120
[Light Green Box]	121 - 300
[Medium Green Box]	301 - 500
[Dark Green Box]	501 - 899
[Darkest Green Box]	900 - 1513

- Auburn Transit Routes
- Roseville Transit Routes
- Placer County Transit Routes
- County Boundary

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**Figure 8
Auburn Area Senior Population Density by Block Group**

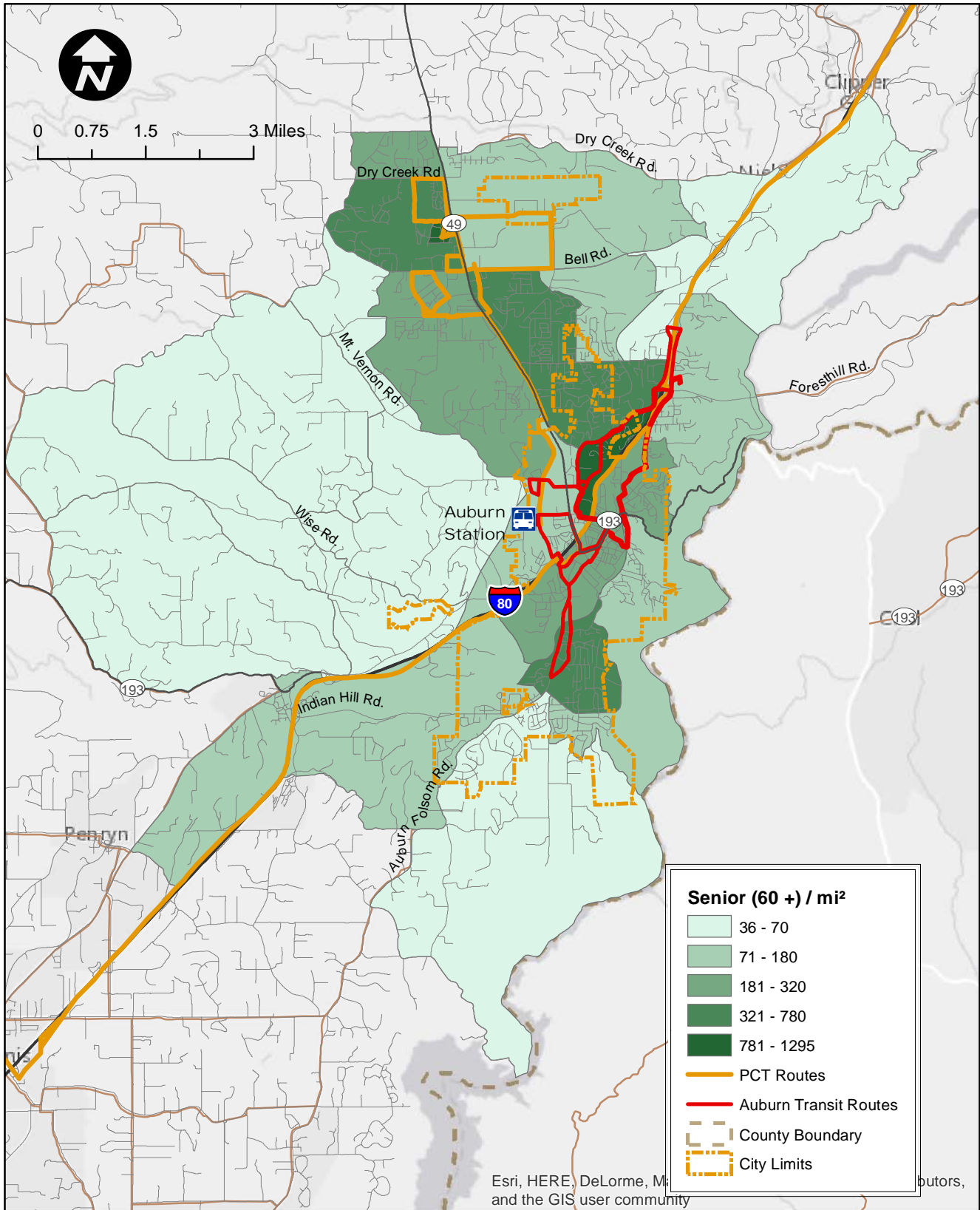
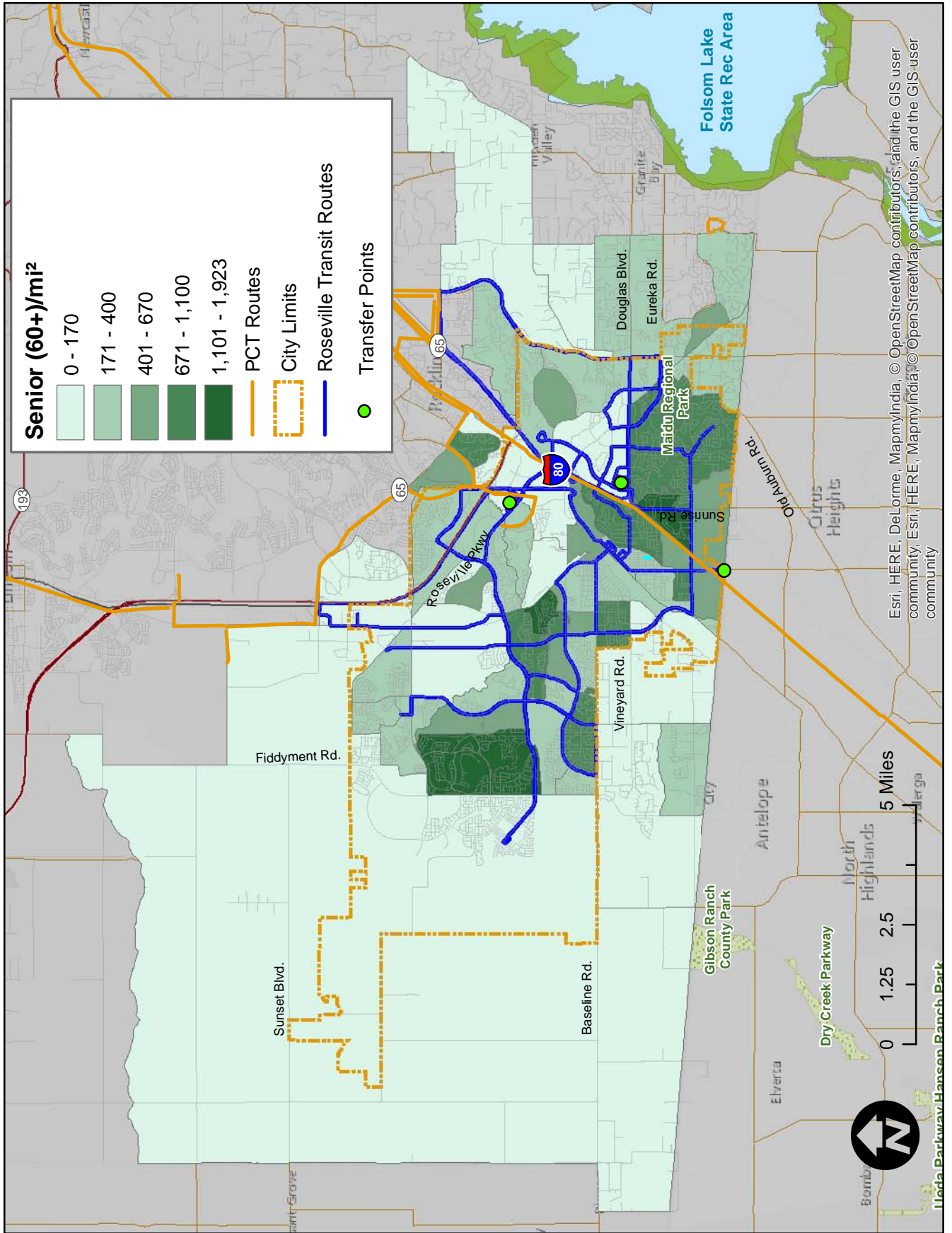
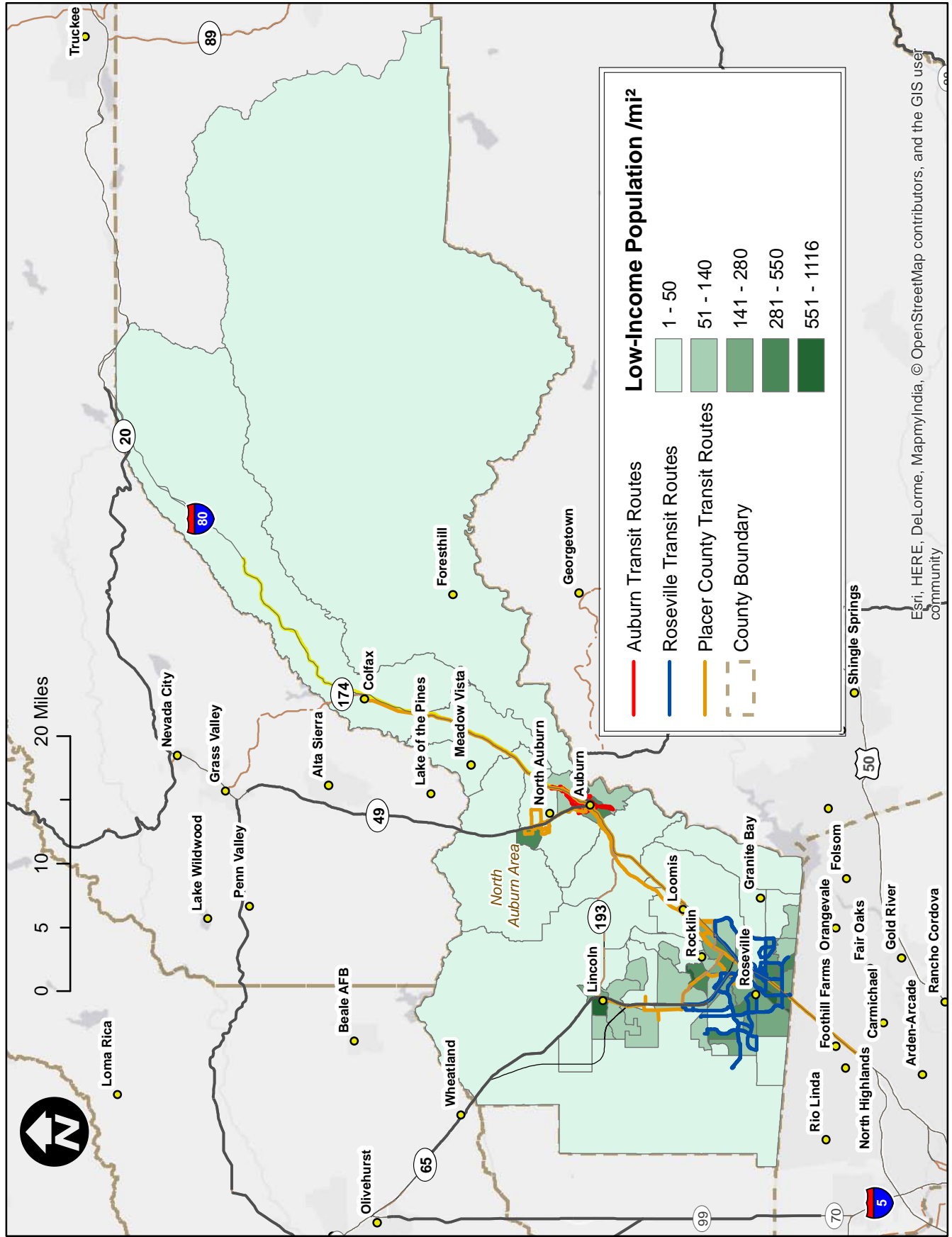


Figure 9
Senior Population Density in the Roseville Area



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Figure 10
Low-Income Density By Census Tract Placer County Transit Area



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Figure 11 Auburn Area Low-Income Population Density by Block Group

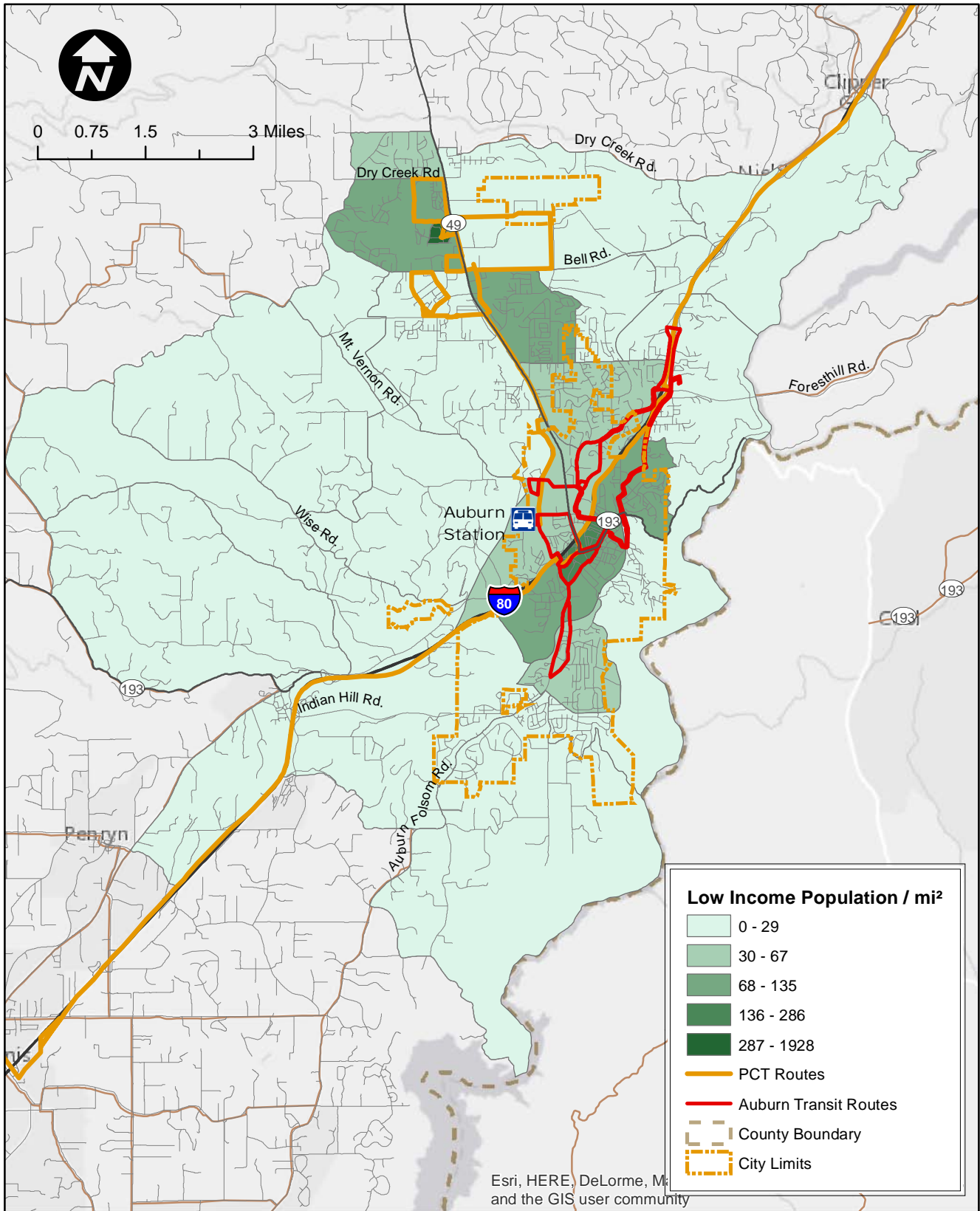
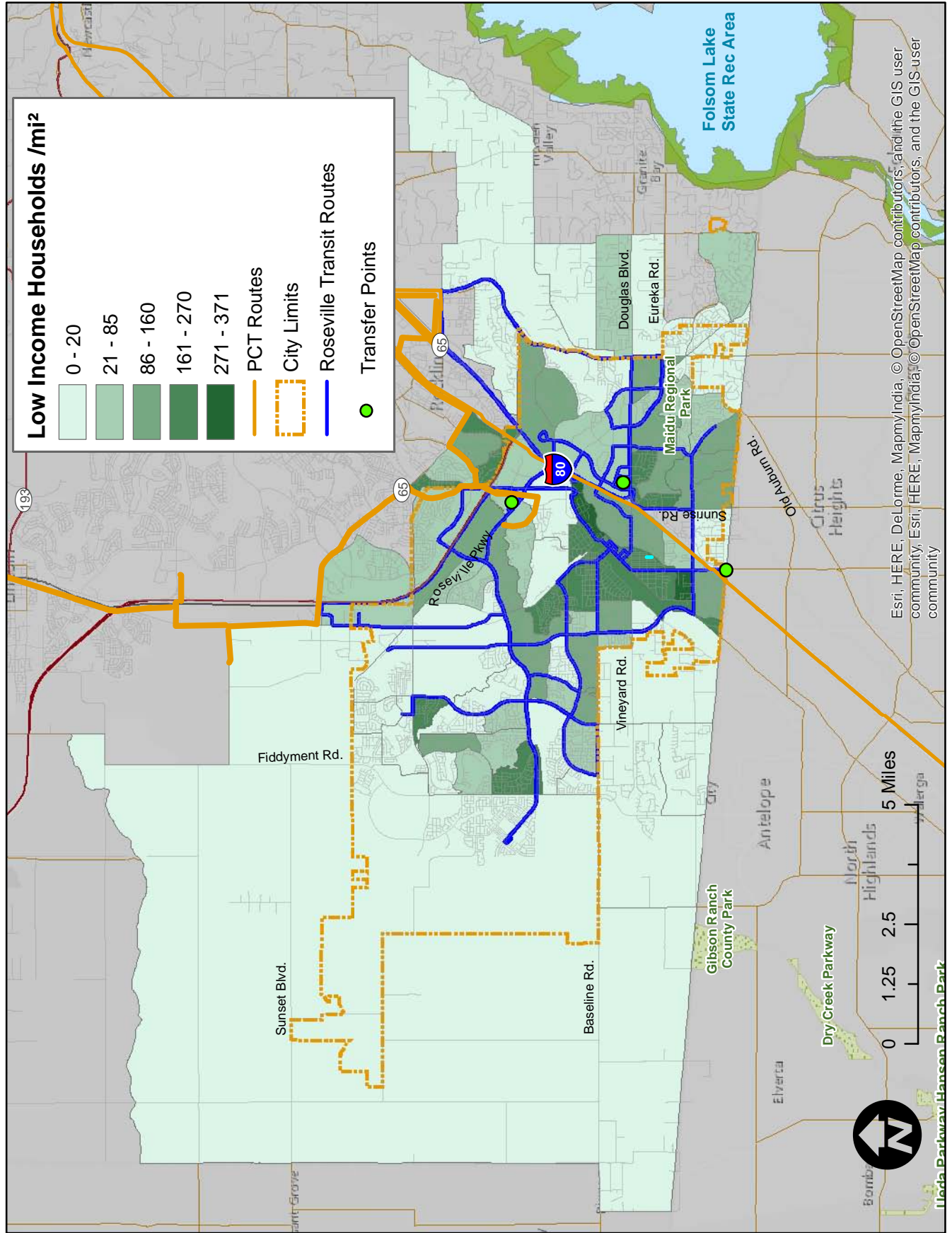


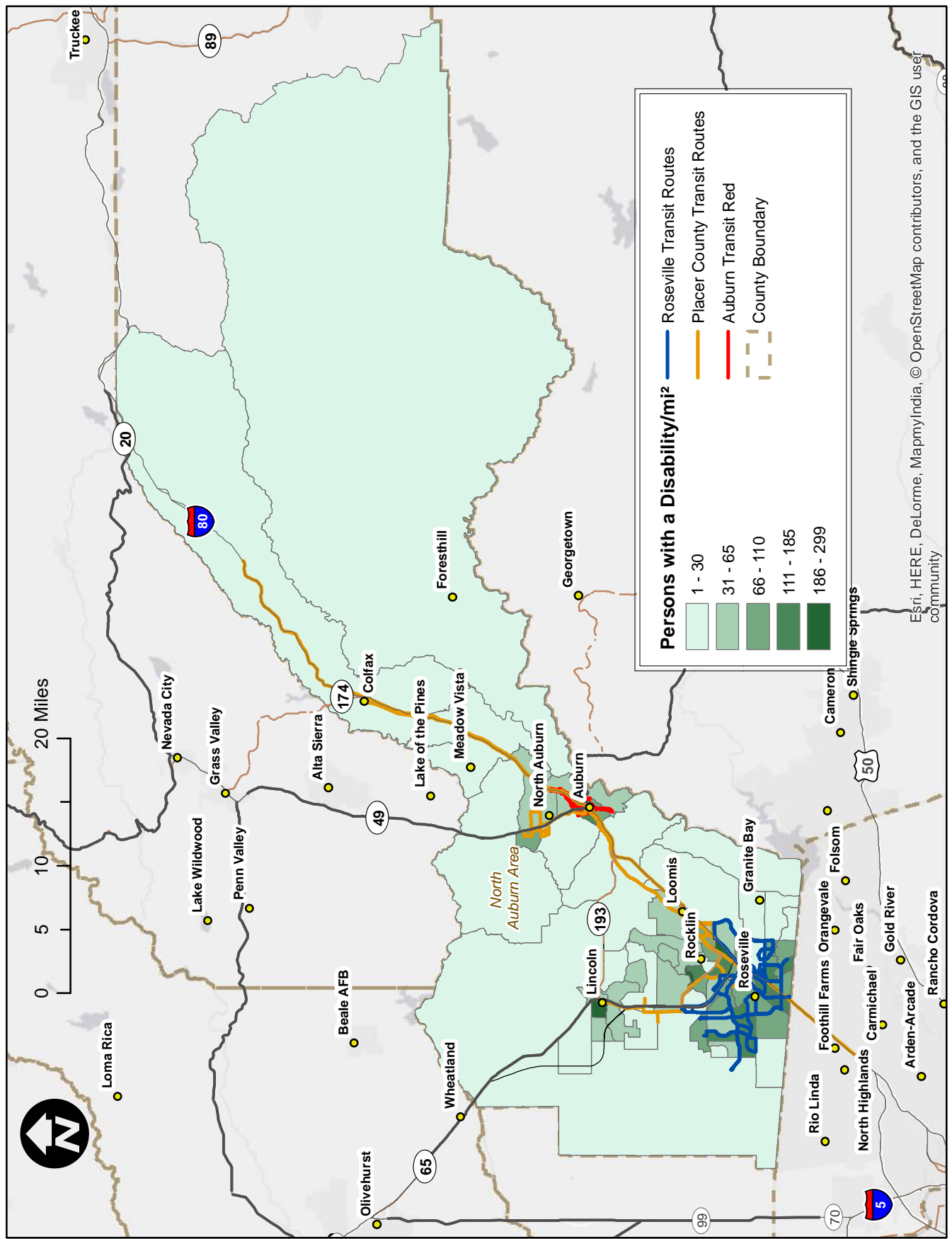
Figure 12
Low Income Household Density in the Roseville Area



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Figure 13
Population with a Disability Density By Census Tract Placer County Transit Area



- In all these census tracts at least 200 disabled residents per square mile were recorded.
 - The block group near the Auburn post office on Lincoln Way has the largest concentration of disabled residents (Figure 14) with respect to the Auburn Transit service area (378 disabled residents per square mile). Similar to low income households and youth, the block group along the Highway 49 corridor also has a significant number of disabled residents (194 per square mile).
 - In the Roseville Transit service area (Figure 15), the block group which stands out as having the greatest concentration of disabled residents is located between Foothill Blvd, Riesling Drive and the City Limits (762 disabled residents per square mile).
- **Zero Vehicle Households** – Perhaps the greatest indicator of transit dependency is households with no vehicle available. The study area as a whole has 4,204 zero vehicle households. This represents three percent of the households in the study area according to the US Census American Community Survey.
- The census tracts with the largest concentration of zero vehicle households in Western Placer County are found in Roseville (Figure 16). With respect to the PCT service area, west central Lincoln and the commercial core area of Rocklin north of Sunset have close to 60 zero vehicle households per square mile. Both these areas are fairly well served by public transit.
 - At the block group level in the Auburn area (Figure 17), central Auburn near Mikklesen Drive has by far the greatest number of zero vehicle households (389).
 - In Roseville (Figure 18), the block group which includes the Terraces of Roseville retirement community has the greatest concentration of zero vehicle households (438), followed closely by the block group including Eastwood Park (373 zero vehicle households per square mile). Both of these areas are well served by public transit making it possible for residents to live in these areas without a vehicle.

Other Population Characteristics

Veteran Population

Another subset of transit dependent population is veterans. Veterans often need to travel longer distances to medical centers and clinics which are part of the Veterans Administration (VA). Veterans are potentially eligible for WPTCSA services if they are disabled or over age 60. The closest VA Medical Center for Western Placer County residents is in Mather, CA just outside

Figure 14
Auburn Area Population with a Disability Density by Block Group

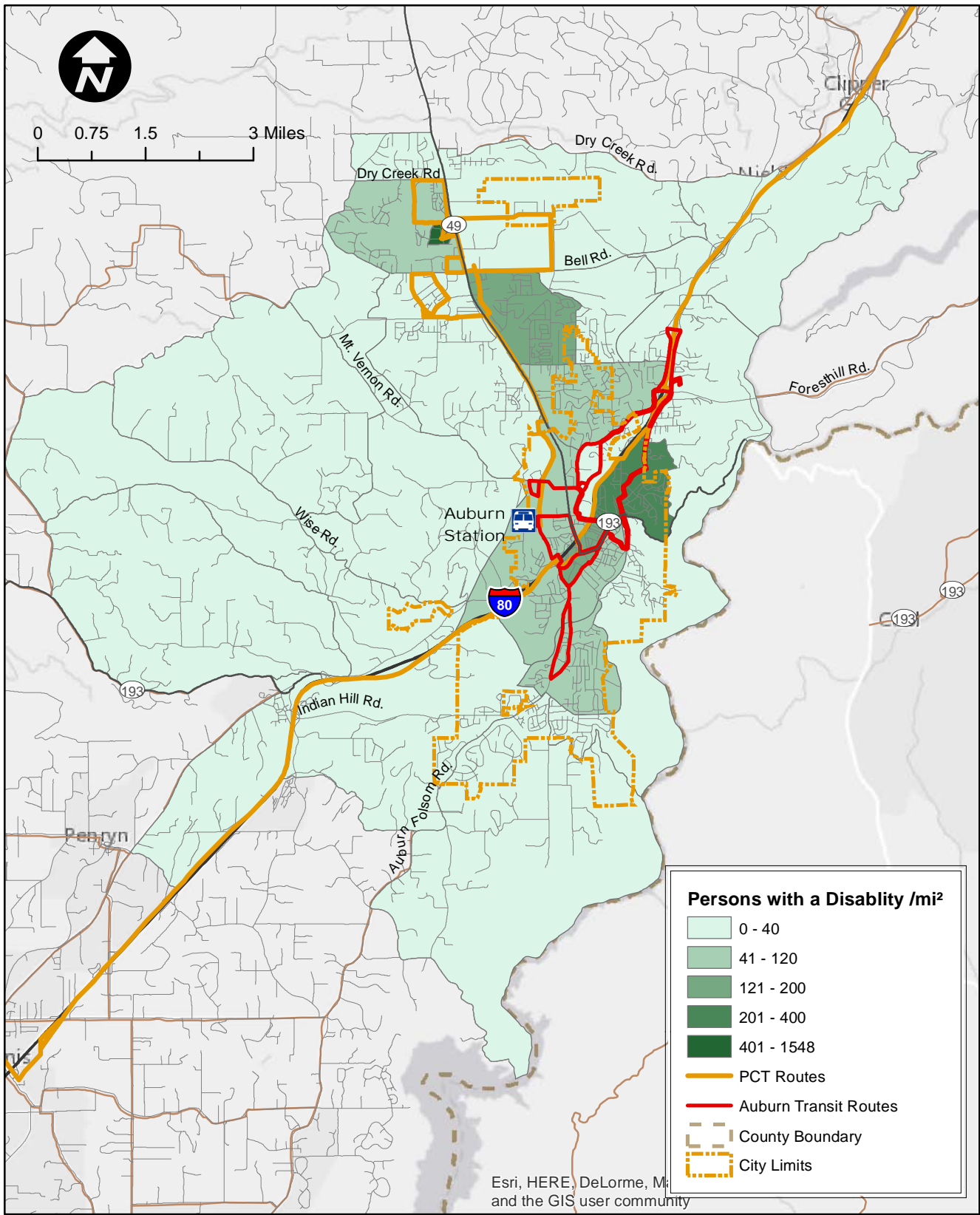
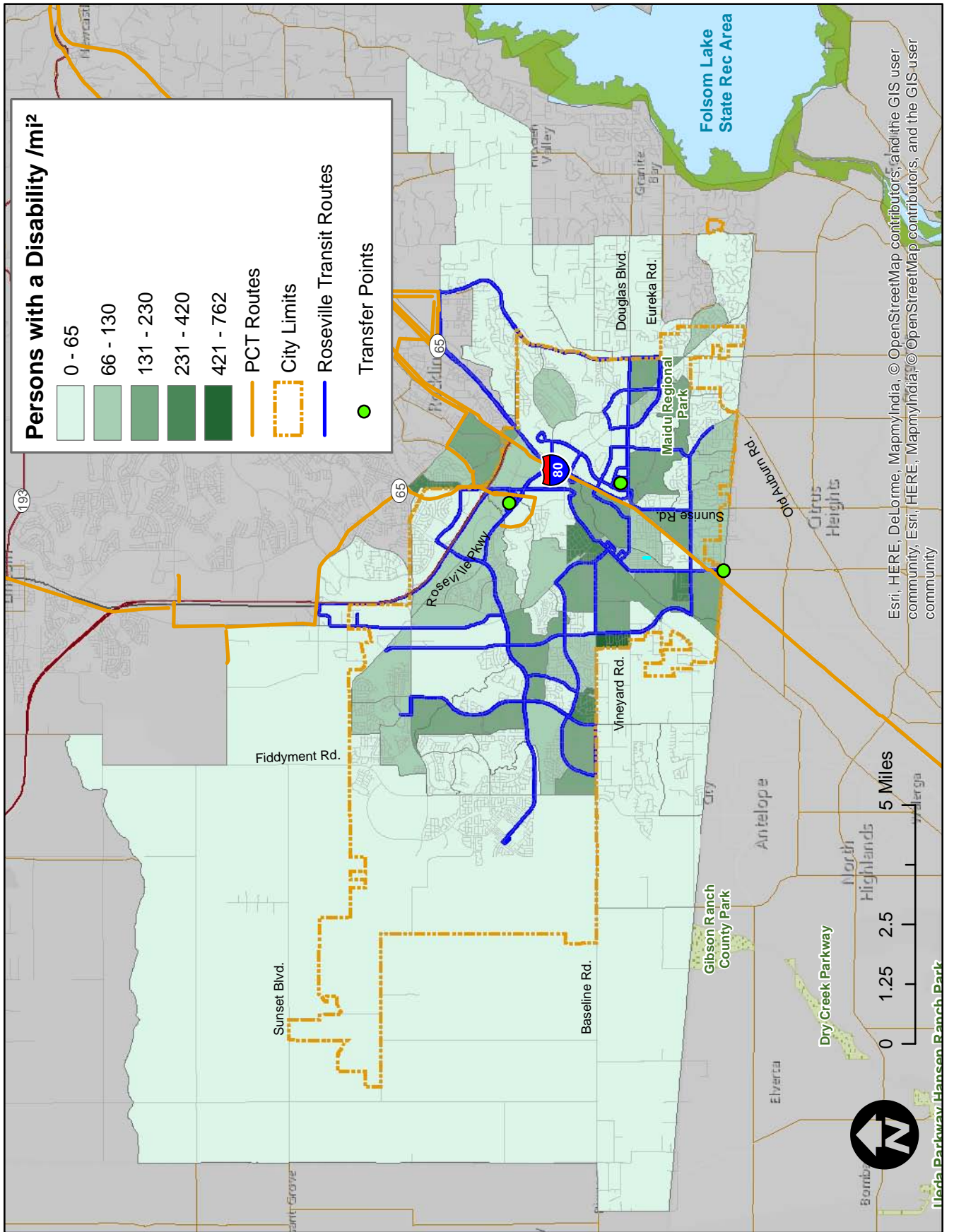


Figure 15
Population with a Disability Density in the Roseville Area



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Figure 16
Zero Vehicle Household Density By Census Tract Placer County Transit Area

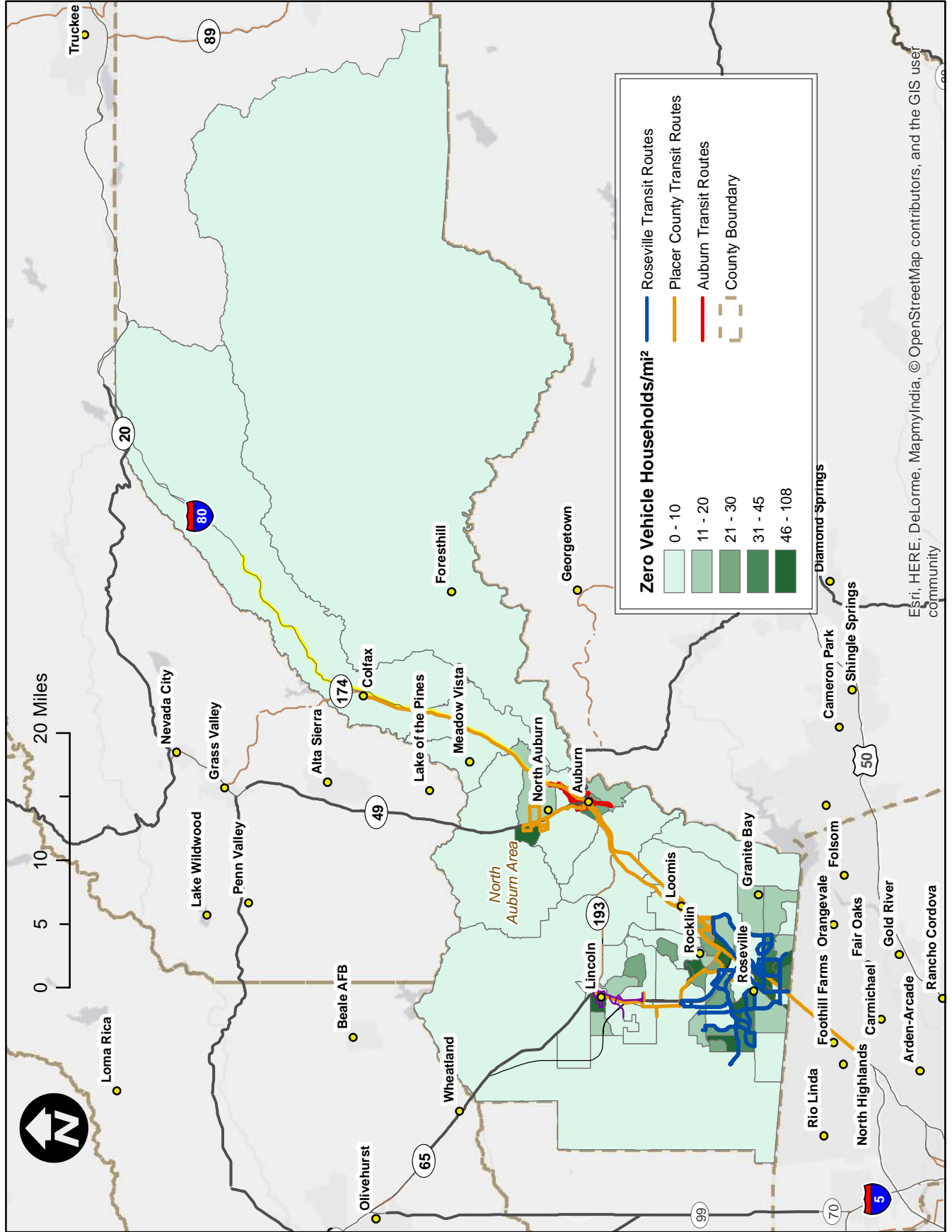


Figure 17
Auburn Area Zero Vehicle Household Density by Block Group

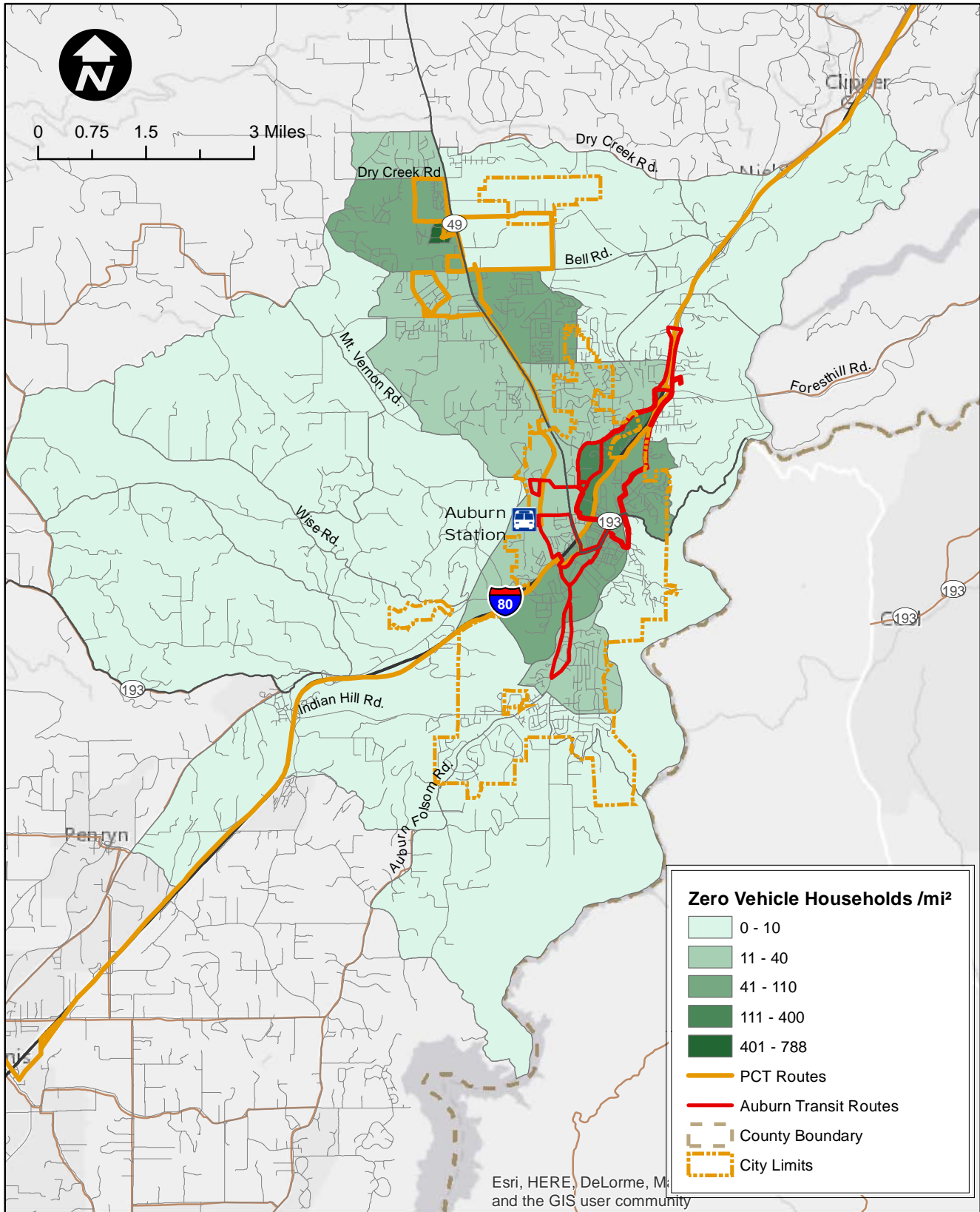
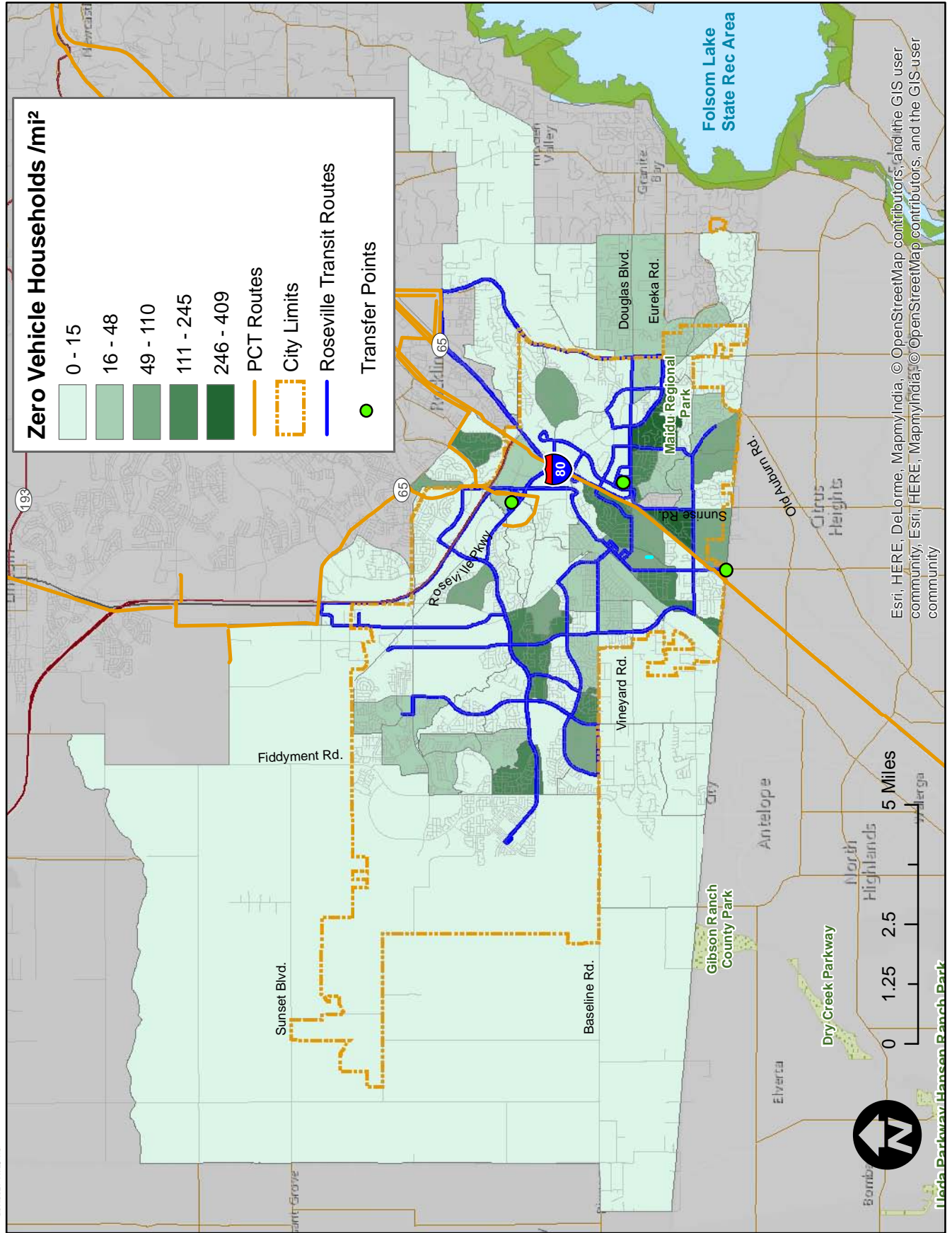


Figure 18
Zero Vehicle Household Density in the Roseville Area



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Sacramento. VA Outpatient Clinics are located in McClellan, Mather and Auburn, CA. A Vet Center is located in nearby Citrus Heights. Table 3 shows the total veteran population for each transit operator service area according to the US Census. Tables B-4 – B-6 in Appendix B present the veteran population by census tract and block group for each region.

- For Western Placer County as a whole, roughly 7.8 percent (27,487 people) of the population are veterans. As for census tracts with the greatest number of veterans: over 1,000 veterans live in the census tract that includes the Sun City Lincoln Homes active adult community. A relatively high number of veterans (around 900) reside in the census tracts which encompass the City of Colfax, Alta and Dutch Flat. Fixed route public transit services are limited to these communities.
- For the Auburn area, there are roughly 2,500 veterans or 8.5 percent of the population. By block group, the greatest number of veterans live in North Auburn near Oak Ridge Way (354 veterans). Another 308 veterans live in the Wise Forebay area of North Auburn.
- In the Roseville area, 9,254 veterans were recorded by the US Census. The block group with the greatest number of veterans is located West of Fiddymment Road (639 veterans)

Table 3: Western Placer County Other Population Characteristics

Transit Service Area	Total Population	Total Households	Square Miles	Veteran		Hispanic or Latino, or Other Race, not White		Limited English Proficiency Households	
				#	%	#	%	#	%
Western Placer County	353,847	130,482	1,952	27,487	7.8%	103,046	29.1%	3,243	2.5%
Auburn Area	28,504	11,243	49	2,428	8.5%	6,932	24.3%	180	1.6%
Roseville Area	135,392	49,325	160	9,254	6.8%	45,695	33.8%	1,471	3.0%

Source: US Census American Community Survey, 2015 Estimates

Minority and Limited English Proficiency Population

An important part of the planning process is ensuring environmental justice. Environmental justice is the fair treatment and meaningful involvement of all people regardless of race, color, national origin, or income, with respect to the development, implementation, and enforcement of environmental laws, regulations, and policies. Any planning process should not have a greater significant negative impact on minority populations. Additionally, the planning process should ensure meaningful involvement from these populations. The objective of a transit plan is to improve mobility for all community residents, including minority populations. To ensure that

all segments of the population are considered in the transit planning process, Table 3 and Tables B4 – B6 in Appendix B identify population number for “Latino, Hispanic, Other Race Non-White” residents and households with limited English proficiency. This data is also helpful for identifying pockets where bilingual transit information and marketing is particularly important.

- Roughly 29 percent of the Western Placer Study Area (103,046 people) is considered Hispanic, Latino or Other Race not-White. In the Roseville Area, the proportion is greater: 33.8 percent. There are 3,243 Limited English Proficiency (LEP) households in the study area (Western Placer County), which represents around 2 percent of total households. The study area census tract with the highest proportion of “Non-White” residents is located in central Lincoln west of Lincoln Blvd, where 57 percent of residents (4,511) fit into the Hispanic, Latino, Other Race Non-White category. This census tract also has the highest number of LEP households in the study area, 387 households or 16 percent. The large census tract west of Lincoln and Roseville also has a high proportion of “Non-White” residents (42 percent or 5,715 people). This area is not served by fixed route public transit.
- In the Auburn area, the North Auburn block group in the Wise Forebay area has the greatest number of “Non-White” residents (1,916 or 40 percent). The Oak Ridge Way West block group in North Auburn has the greatest number of LEP households (73 or 6 percent).
- In Roseville, the block groups in Roseville Heights (1,313 or 64 percent) and Between Dry Creek, Vernon, Cirby and Riverside (697 or 59 percent) have the greatest proportion of “Non-White” residents. The block group west of Fiddymont Road (much of which is outside the City limits) has the greatest number of LEP households (160 or 4 percent).

EMPLOYMENT

Commute Patterns

Countywide

An analysis of commute patterns is important for public transit planning, particularly as both Roseville Transit and Placer County Transit operate successful commuter services into downtown Sacramento. The US Census Longitudinal Employer Household Dynamics (LEHD) provides commute pattern data for 2015. As LEHD data tracks job locations by employer address, it is difficult to accurately track those who telecommute. For this reason, LEHD data can often show high numbers of employees travelling long distances to work. Nevertheless, the LEHD data is the best data available to review commute patterns.

Table 4 presents commute patterns for Placer County as a whole. As shown, the greatest number of employed Placer County residents work within the City of Roseville (22,193 or 16.1 percent). This is closely followed by the City of Sacramento (19,034 or 13.8 percent). Other

Table 4: Commute Patterns for Placer County Residents and Workers

Places Where Placer County Workers are Employed			Placer Where Placer County Workers Live		
	Count	Share		Count	Share
Roseville, CA	22,193	16.1%	Roseville, CA	17,344	13.0%
Sacramento, CA	19,034	13.8%	Rocklin, CA	9,440	7.1%
Rocklin, CA	7,902	5.7%	Sacramento, CA	6,858	5.1%
North Auburn CDP, CA	5,238	3.8%	Citrus Heights, CA	6,255	4.7%
Arden-Arcade CDP, CA	4,109	3.0%	Lincoln, CA	5,995	4.5%
Folsom, CA	3,985	2.9%	Antelope CDP, CA	3,056	2.3%
Rancho Cordova, CA	3,951	2.9%	Auburn, CA	2,840	2.1%
Auburn, CA	3,757	2.7%	Folsom, CA	2,647	2.0%
Lincoln, CA	2,828	2.1%	Granite Bay CDP, CA	2,630	2.0%
San Francisco, CA	2,525	1.8%	Carmichael CDP, CA	2,326	1.7%
Citrus Heights, CA	2,230	1.6%	North Auburn CDP, CA	2,296	1.7%
Carmichael CDP, CA	1,897	1.4%	Arden-Arcade CDP, CA	2,290	1.7%
Granite Bay CDP, CA	1,724	1.3%	Orangevale CDP, CA	1,996	1.5%
North Highlands CDP, CA	1,690	1.2%	Elk Grove, CA	1,822	1.4%
San Jose, CA	1,496	1.1%	North Highlands CDP, CA	1,761	1.3%
West Sacramento, CA	1,434	1.0%	Foothill Farms CDP, CA	1,760	1.3%
Loomis town, CA	1,412	1.0%	Rancho Cordova, CA	1,700	1.3%
Stockton, CA	1,047	0.8%	Truckee town, CA	1,557	1.2%
El Dorado Hills CDP, CA	884	0.6%	Fair Oaks CDP, CA	1,398	1.0%
Elk Grove, CA	881	0.6%	El Dorado Hills CDP, CA	1,326	1.0%
Oakland, CA	831	0.6%	Yuba City, CA	1,227	0.9%
Grass Valley, CA	773	0.6%	Loomis town, CA	1,059	0.8%
Yuba City, CA	745	0.5%	San Jose, CA	1,029	0.8%
Gold River CDP, CA	672	0.5%	Reno, NV	1,022	0.8%
Antelope CDP, CA	666	0.5%	Stockton, CA	782	0.6%
All Other Locations	43,752	31.8%	All Other Locations	50,944	38.2%
Total Employed Residents	137,656		Total Workers	133,360	

Source: US Census Longitudinal Household Employer Dynamics 2015 data

Placer County communities with a significant amount of jobs for Placer County residents are Rocklin, North Auburn, Auburn, and Lincoln. For jobs located within Placer County, the greatest number of employees filling these jobs live in the City of Roseville (17,344 or 13 percent), followed by the City of Rocklin (9,440 or 7.1 percent). A significant number of Placer County employees commute from the City of Sacramento (6,858 or 5.1 percent) and an additional 6,255 employees (4.7 percent) commute from nearby Citrus Heights.

Roseville

Figure 19 graphically displays locations of employment for Roseville residents by census tract. The greatest number of Roseville residents (2,112 employees) work in the census tract which encompasses the Lead Hill area, Kaiser Permanente and the Sierra Gardens Roseville Transit Transfer Point within Roseville. The next largest pocket of employment locations for Roseville residents is downtown Sacramento centered around the Capital (1,546 employees). Other areas of note are the census tract including the Galleria Mall and the tract including Foothills Blvd north of Pleasant Grove.

Auburn Region

Figure 20 present the census tracts where residents of the City of Auburn, North Auburn Census Designated Plan (CDP) and Newcastle CDP work. The majority of Auburn region employees (1,035) work in the northern portion of Auburn around Bell Road, east of Highway 49 and another 620 work in the census tract just west which includes the Placer County offices. A fair number (around 300 residents) commute to the eastern portion of Roseville (which includes Kaiser). Less than 200 Auburn area residents work in downtown Sacramento, Rancho Cordova, Folsom or the industrial area east of Truxel Road in Sacramento.

Rocklin/Loomis/Lincoln/Penryn

Figure 21 shows employment locations for residents of Rocklin, Loomis, Lincoln and Penryn. The greatest number of these residents (1,418) work in East Roseville where Kaiser is located. Another 1,200 work in downtown Sacramento. Other employment areas where 700 – 900 jobs are located is in North Auburn East of Highway 49, Rocklin (Blue Oaks Shopping Center), Rocklin (along Pacific Street and Sierra College).

Major Employers in Placer County

Data from the California Employment Development Department presented in Table 5 confirms that the majority of major employers in Western Placer County are located in Roseville. Industries range from tech companies to health care. Placer County is a large employer and most offices are located in Auburn. The Thunder Valley Casino located in Lincoln is also a major employer for the area.

Table 5: Major Employers in Western Placer County

Employer	# of Employees	Location
AT&T	1,000 - 1,499	Lincoln Way, Auburn
Sierra Joint Community College District	1,000 - 1,499	Rocklin
Hewlett Packard	1,000 - 1,499	Foothills Blvd, Roseville
Placer County Government Services	1,000 - 1,499	B Street, Auburn
Pride Industries	1,000 - 1,499	Foothills Blvd, Roseville
Sutter Roseville Medical Center	1,000 - 1,499	Medical Plaza Dr, Roseville
Thunder Valley Casino	1,000 - 1,499	Athens Ave., Lincoln
Oracle	500 - 999	Sunset Blvd, Rocklin
United Natural Foods West	500 - 999	Sunset Blvd, Rocklin
Consolidated Communications	500 - 999	Industrial Ave, Roseville
Placer County Education	500 - 999	Nevada St., Auburn
Advantist Health	500-999	Creekside Ridge Dr., Roseville
Golfland Sunsplash	500-999	Taylor Rd, Roseville

Source: CA Employment Development Department, City of Rocklin

Figure 19
Where Roseville Residents Work

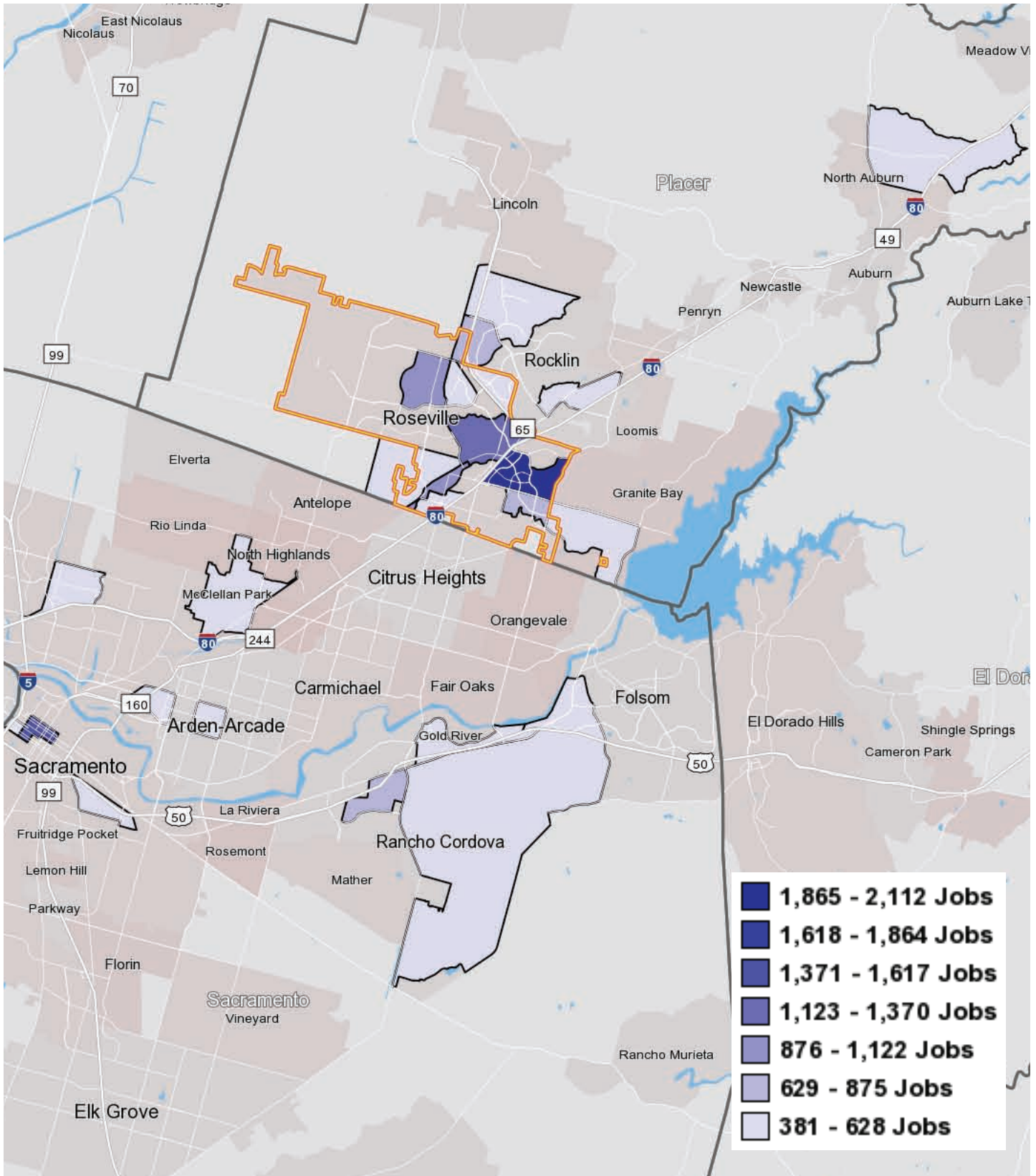


Figure 20
Where Auburn / Newcastle Area Residents Work

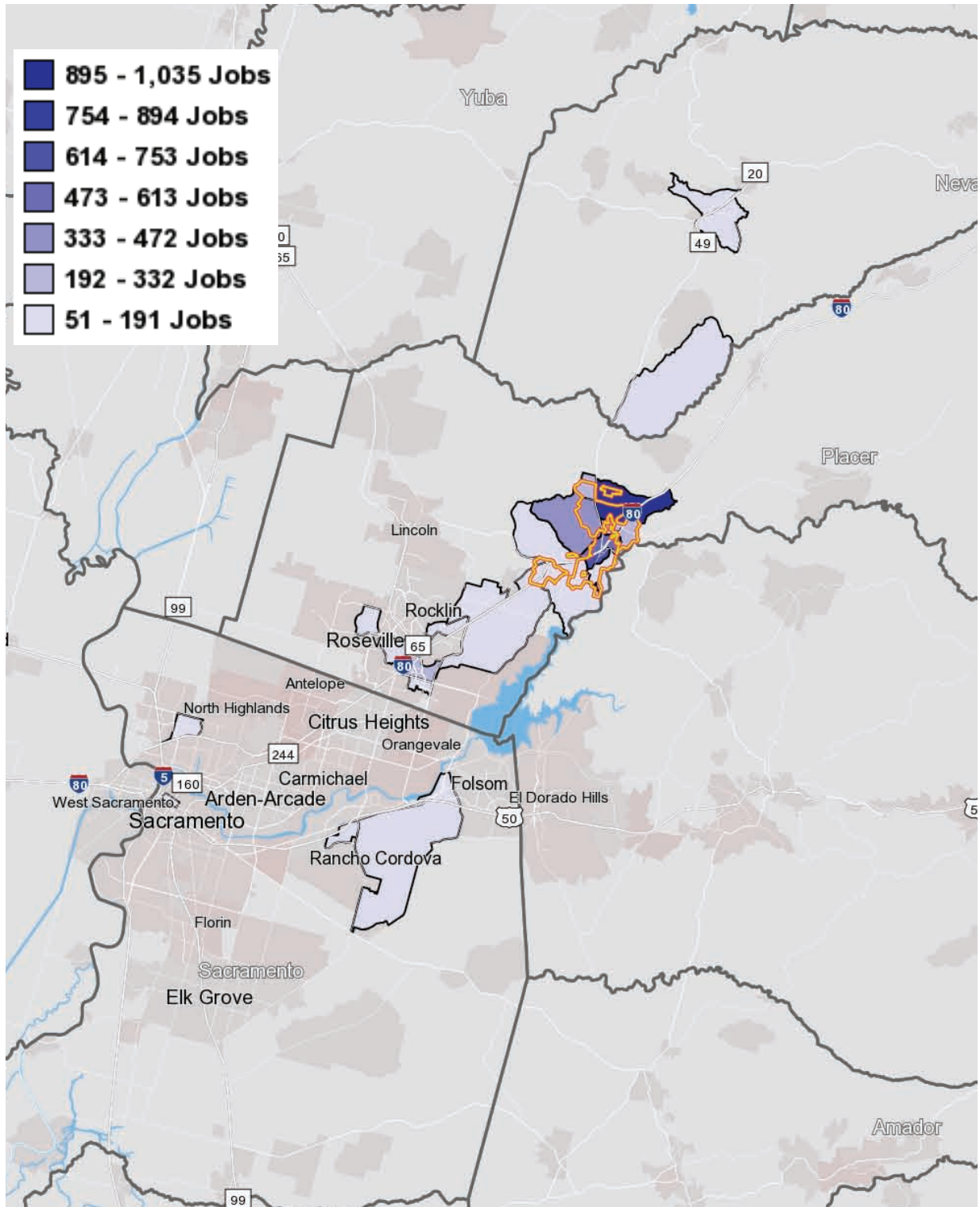
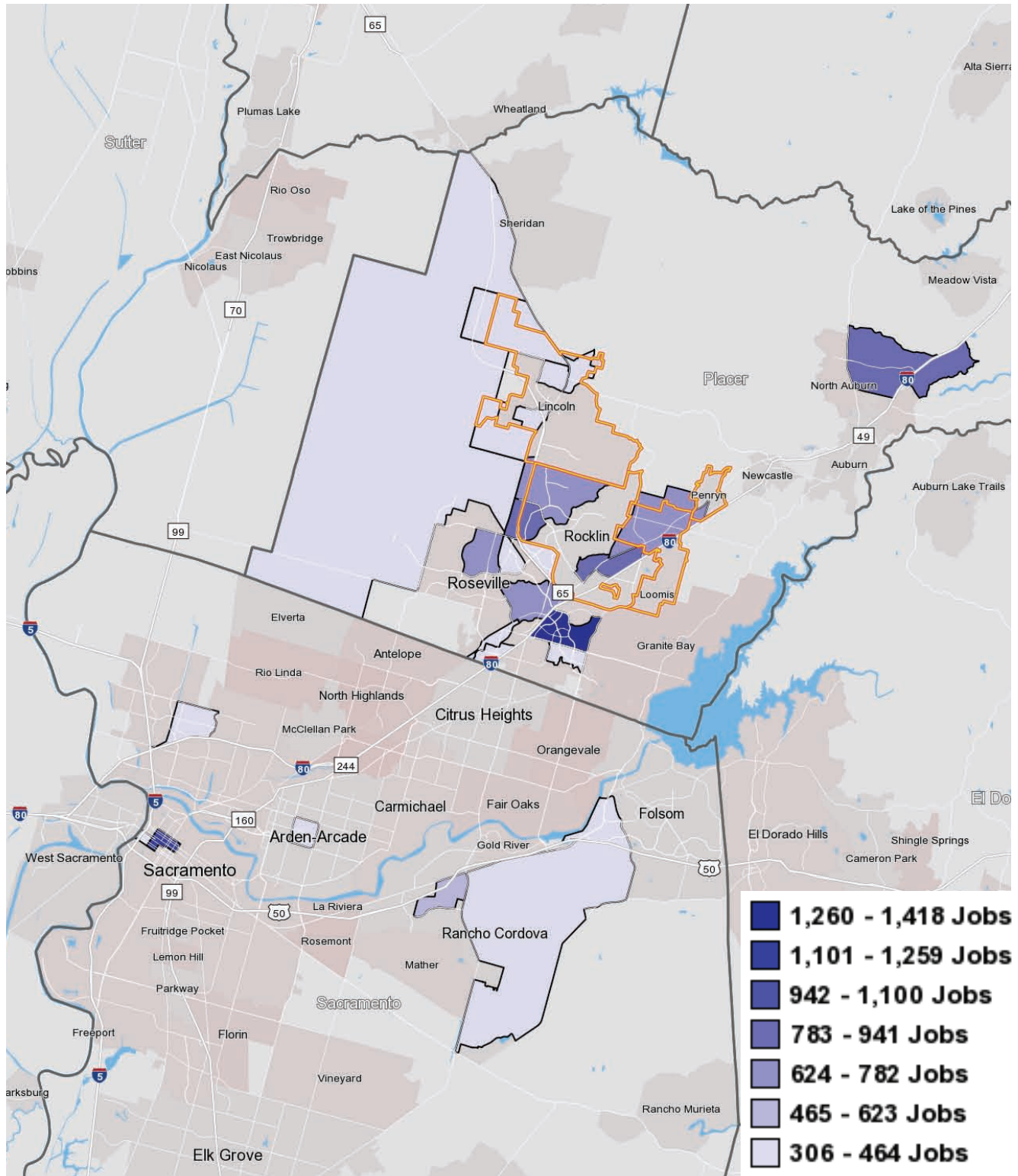


Figure 21
Where Rocklin/Loomis Residents Work



MAJOR ACTIVITY CENTERS

Figures 22 - 23 displays likely destinations for transit riders. These include schools, colleges, government services, medical facilities and large shopping centers. As shown, generally fixed route services serve most transit activity centers. A few senior apartment complexes are located off the fixed route but they are served by DAR.

PROPOSED LAND DEVELOPMENT PROJECTS

As shown in Table 1 above, Placer County has been growing at a rapid rate and is projected to continue to grow at 1.4 percent annually. There is vacant land available on the outskirts of each community and many large development projects have been approved or are under construction. Some of these developments could generate significant demand for new transit services. The following outlines proposed land use development projects by area that are expected to result in at least partial development over the coming seven years.

Unincorporated Placer County

Placer Vineyards

The Placer Vineyards Specific Plan Area consists of approximately 5,230 acres of land located north of the city of Sacramento and southwest of the city of Roseville in an unincorporated area of Placer County. The Specific Plan Area is located at the southwest corner of Placer County and is bound by Base Line Road to the north, the Placer County / Sutter County line and Pleasant Grove Road to the west, the Placer County / Sacramento County line to the south, Dry Creek to the south and east, and an abandoned portion of Walerga Road to the east. At buildout, the specific plan area will increase the population of Placer County by 32,800 new people over the next 20 to 30 years.

The first phase of development covers roughly 1,535 acres and will include: 1,106 low density residential units, 2,822 medium density residential units, 1,035 high density residential units, 48 acres of commercial and commercial mixed use development, 37.5 acres of public uses, two schools and parks/open space.

Currently Roseville Transit Routes D and M travel within one mile of the edge of the development and the closest connection to Placer County Transit would be at the Roseville Galleria. The Placer Vineyards Specific Plan requires the development to implement transit-related mitigation requirements. The Placer Vineyards Transit Master Plan outlined the following transit services to be implemented as development occurs:

- Local route circulating around the Specific Plan area on hourly and half-hourly peak headways.
- Commuter route via Watt Avenue to connect residents to Sac RT Light Rail
- Inter-regional service that connects to the Roseville Galleria on hourly headways



0 1 2 4 Miles



Figure 22
South Placer Activity Centers

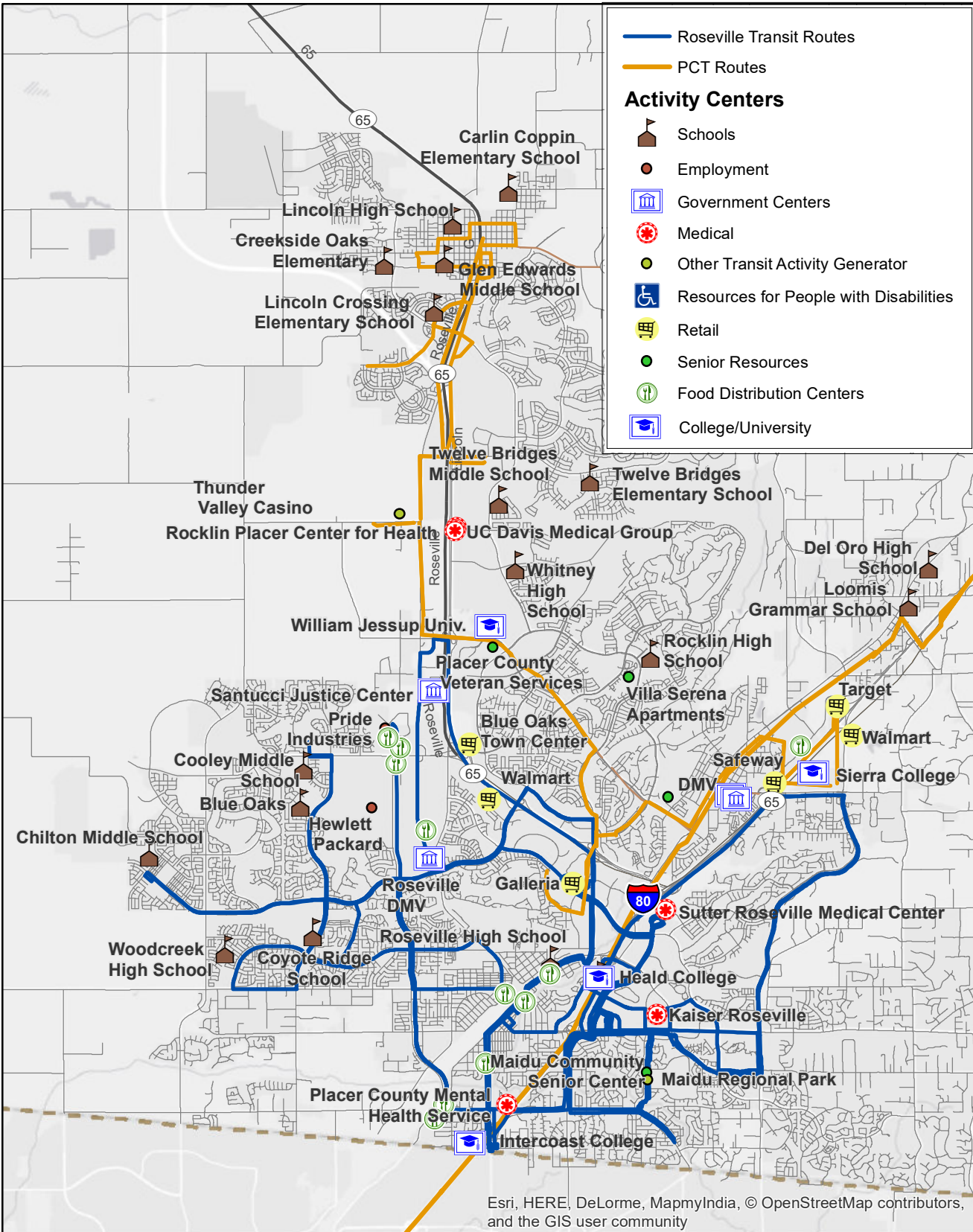
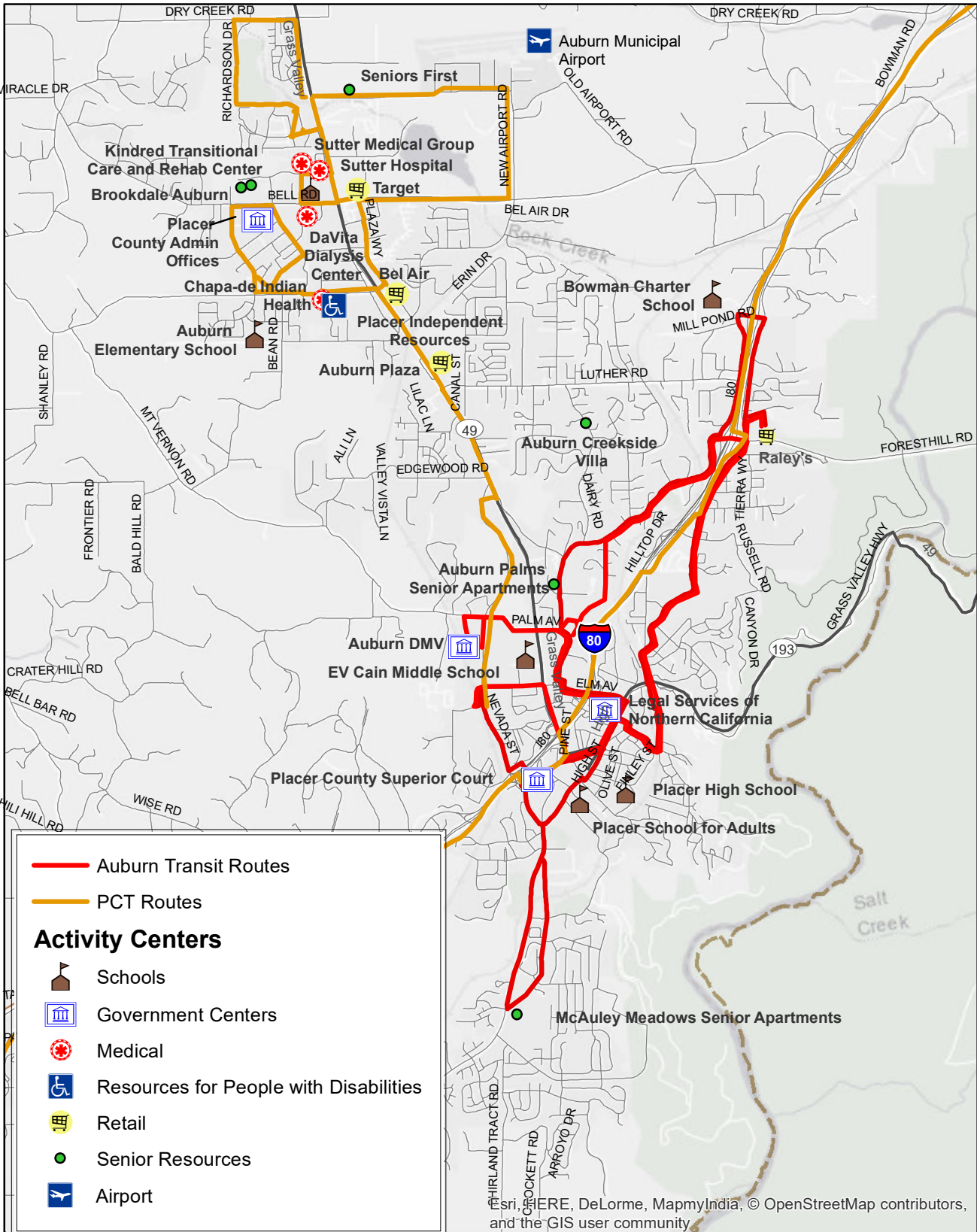




Figure 23
Auburn Area Activity Centers



At this time, it is unknown who will operate these transit services and if there will be sufficient demand to implement these services within the seven-year SRTP time frame. Regardless, Roseville Transit and Placer County Transit will need to connect to the new Placer Vineyards Inter-regional route at the Roseville Galleria in the future.

Riolo Vineyard Specific Plan

The Riolo Vineyard Specific Plan Area is a 526-acre master planned community planned for 884 single family residential units and 10.5 acres of commercial located just south and east of Placer Vineyards. In 2017 as part of the Riolo Vineyard Specific Plan, a Transit Zone of Benefit was established by the Placer County Board of Supervisors. The Zone of Benefit includes the area bound by Watt Ave to the west, PFE Road to the south and Walerga Road to the east. As part of the program, future home owners in the development will be assessed a fee of \$46.46 per year in property tax to help fund the future transit service identified in the Placer Vineyards Transit Master Plan.

Sunset Industrial Area/Placer Ranch

The Sunset Industrial Area (SIA) is an 8,900-acre area in unincorporated western Placer County, located west of the Highway 65 corridor and situated between the Cities of Lincoln to the north, Rocklin to the east, and Roseville to the south. The Placer Ranch Specific Plan area lies within the SIA. The existing Thunder Valley Casino is located within the SIA planning area.

The draft land use vision for the area is to include more modern planning concepts, such as an entertainment mixed-use district to bring in visitors and consumers from outside the region; a 400-acre innovation center district similar to a Google corporate campus; and an eco-industrial district to provide opportunities for energy alternatives, enhanced recovery of materials and solid waste related research and development.

The Placer Ranch area includes 300 acres of land to be dedicated to California State University, Sacramento for a possible satellite campus that could develop into an independent CSU campus. At build out, the school is projected to employ 5,000 faculty and staff who will support 25,000 students. As for residential developments, Placer Ranch may include an active adult community; 5,800 residential units in three density ranges; elementary and middle schools, parks and open space; a university town center with a vibrant, high-density residential and commercial area; and a bike and trail plan that ties into existing trails and connects the university campus with the schools, parks and neighborhoods. Development of the SIA area is likely beyond the time horizon of this SRTP as a Draft Environmental Impact Report (EIR) has not yet been prepared.

Bickford Ranch

Bickford Ranch is an approved but not yet constructed development that would result in 1,890 homes located south of SR 193 and east of Sierra College Blvd. The primary access for the development will be located directly across from Penny Lane on Sierra College Blvd, roughly 0.60 mile south of SR 193, with a proposed secondary access roughly 1,800 feet north on Sierra College Blvd. Although the development will include mostly low density residential with no commercial, 950 of the units will be “age restricted”.

City of Roseville Projects

Amoruso Ranch is a 694 acre specific plan project located northwest of the current City limits, south of West Sunset Boulevard approximately 1.5 miles west of Fiddymont Road. The proposed project will result in the development of a mix of uses, including 337 acres of low, medium and high density residential land developed with 2,827 dwelling units. The land use plan also includes three commercial parcels totaling 51 acres, a 9.6-acre elementary school site, seven neighborhood parks, and a 3-acre fire station/public facilities site. Approximately 135 acres of the site will be set aside as open space preserve.

The **West Roseville Specific Plan** is the 3,162 acres area west of Fiddymont Road, generally north of Pleasant Grove Boulevard. The plan area was annexed into the City of Roseville from unincorporated Placer County. The adopted specific plan allows for 8,792 single and multi-family units, including approximately 704 age-restricted units, 57 acres of commercial, 109 acres of industrial, 255 acres of park, 705 acres of open space, and 108 acres of schools. At build-out the plan area is expected to accommodate approximately 22,332 residents and provide 3,726 jobs. The plan was adopted in February 2004 and development portions of the plan area may be constructed over the next five to ten years. Currently Roseville Transit routes do not serve most of the plan area.

Campus Oaks Master Plan area is located east of Woodcreek Oaks Blvd and south of Blue Oaks Blvd. The approved project will include 948 new residential units with a mixture of high density, medium density and low density. Most of these units will be within one quarter mile of existing Roseville Transit Routes.

Kaiser Riverside and Cirby Medical Office Building – There is a planned expansion of the existing medical office building located on Riverside Drive which will double the capacity of the existing building. The building is currently served by Roseville Transit.

City of Rocklin Projects

The City of Rocklin has a significant amount of residential development approved for construction over the plan period, roughly 5,400 multi and single family units. Much of this is infill development which is currently served by public transit, leaving around 3,530 units not served by existing transit operations. The City of Rocklin also has some commercial infill

development planned. There is potential for new commercial development along the Highway 65 corridor due to the recent completion of the Whitney interchange.

City of Lincoln Projects

The City of Lincoln has several development projects currently under construction:

- **Twelve Bridges A** is a 4,335 unit planned development generally low density homes located east of Twelve Bridges Drive. Public transit does not currently serve the area however community is likely not be a high transit generator.
- **Sorrento** is a 472 unit planned development north of Ferrari Ranch Road. Many of these homes have already been built.
- **Lakeside 6** is a 706 residential unit planned development (of which most has already been constructed) located in the northwest corner of the city north of Venture Dr.

The following projects have been approved but have not yet started construction:

- **Summer Place Lincoln** will be a 194 unit, 228 bed assisted living facility located on the southwest corner of Bella Breeze Drive and East Joiner Parkway across the street from the Twelve Bridges Library.
- **Magnolia Village** is an approved 32 unit condominium development on the northeast corner of Joiner Parkway and 3rd Street, roughly one-quarter mile from the current Lincoln route.
- **Independence** will be a master planned community of potentially 575 single family units on the site of the old City of Lincoln Wastewater Treatment Facility.
- **Meadowlands** will include both single and multi-family development on 59 acres on the northwest corner of 9th Street and East Avenue. The edge of this development is within walking distance of existing transit routes.

Several large developments are proposed just outside the city boundaries but could be annexed into the City of Lincoln in the future:

- **Village 1** encompasses 1,832 acres of land east of the Auburn Ravine both north and south of SR 193. Subdivision maps have been approved for four separate developments within this planning area.
- **Village 5** is located on 4,785 acres along the Highway 65 bypass adjacent to the western city limit within the city's sphere of influence. It includes a wide range of residential

housing types, a balanced mix of commercial and business facilities, village centers, schools, fire stations, plentiful open space and parks, a modern and efficient transportation network, and other public and private uses. The project was recently approved by the City Council.

- **Village 7** encompasses 515 acres south and east of Moore Road, just west of Aitken Ranch.

DEMOGRAPHIC OVERVIEW FINDINGS

The following presents a summary of findings from the demographics review of Western Placer County:

- The South Placer area population has the potential to expand significantly over the next 10 years, particularly older adults who may become transit dependent. Another result of population growth is an increase in traffic volumes on local roadways. This could make some public transit services (particularly commuter routes) more attractive.
- There are multiple large residential and commercial developments currently going through the planning process. Although many may not be built out during this plans time horizon, they should be considered in drafting the short range transit plans
- Areas in central Lincoln and North Auburn west of Highway 49 repeatedly stood out as having high concentrations of potentially transit dependent population and should be given a close review in the alternatives analysis.
- A significant number of Western Placer area residents commute to Sacramento for work. The majority of these commuters work in the downtown area near the capital. This indicates that although commuter services to other Sacramento locations could be warranted, the majority of services should continue to serve the downtown area.
- Within Placer County, Roseville has the most employment centers as well as major transit activity generators for Western Placer County residents. This underscores the importance of maintaining and increasing good connections between Roseville Transit and Placer County Transit.

DEMOGRAPHIC STATISTICS AND TRENDS SPECIFIC TO WPCTSA SERVICES

As WPCTSA provides specific services for a subset of the Western Placer County population, it is worthwhile to review social, economic and demographic conditions specific to WPCTSA passengers.

Aging Population

Agency on Aging Area 4 (which includes Placer, Nevada, Sierra, Yolo, Sutter, Yuba and Sacramento Counties) has prepared multiple reports regarding older adult demographics which are good background information for this study:

- Area 4 has the largest senior population living in rural areas than any other Agency on Aging area.
- The older population 85 + is anticipated to triple between 2010 and 2040. Much of this is due to the fact that life expectancy has increased, as well as aging of the Baby Boomer generation.
- The disability rate for Placer County residents is expected to increase as the population ages.
- Based on current rates of obesity and diabetes, it is projected that by 2030, one-third of all Baby Boomers in the nation are projected to be obese and 25% of Boomers are expected to be living with diabetes.
- In the seven-county Agency on Aging service area, 39% of older adults are considered food insecure. 14.7% do not have money to buy food. In Placer County, that is over 30,000 seniors.

Area 4 conducted a survey to determine the “top needs” for seniors in 2009. The top ranked need in the seven county areas and in Placer County alone was better transportation services. WPCTSA services are going to become more important to the senior population in the future.

Homeless Population

According to a report conducted through Placer County Health and Human Resources by Marbut Consulting in 2015, Placer County’s overall homelessness per capita is lower than the nationwide rate. However, the number of people experiencing chronic and "street-level" homelessness is nearly triple the national average and this is increasing. The report indicated a need to combine food distribution with supportive programs and services. Transportation was also noted as lacking or underutilized by the homeless population.

Location of Affordable Housing

The Study Team reviewed a list of rental units and complexes throughout western Placer County that provide affordable rental units and below market rate apartments. The 11 affordable units identified in the City of Auburn are considered to be “served” by public transit and located within one-quarter mile of a PCT or Auburn Transit fixed route. Two out of the six

affordable housing complexes with Lincoln are not located within one-quarter mile of the fixed route but are within the Lincoln DAR service area:

- Lincoln Terrace on Jointer Parkway
- The Village at Parkway on Joiner Parkway

In Rocklin, several affordable housing complexes are only served by DAR:

- Hidden Grove Apartments on South Gove Street (only ½ mile from fixed route)
- Placer West Apartments on Placer West Drive (only ½ mile from fixed route)
- Stanford Court Apartments on Santa Fe Way
- Villa Serena Apartments on Villa Serena Circle
- Whitney Ranch Apartments on University Avenue

In the City of Roseville, one out of the seven affordable housing units, Silver Ridge on Stone Canyon Drive, is not located within ¼ mile of the fixed route. The DAR service area matches the city limits.

Health Care Assessment in Western Placer County

According to the 2017 Placer County Department of Health's *Placer County Health Care Assessment*, Placer County ranks 4th in the state for a variety of health factors out of 57 California Counties. However one area where Placer County falls short is the ratio of population to mental health care providers is 420:1, compared to one provider for every 370 people statewide. This supports the need for services such as Health Express as it is more likely in Placer County that residents will have to travel longer distances (perhaps to Sacramento County) to obtain appropriate mental health care.

There are three hospitals in Placer County: Kaiser Permanente (Roseville), Sutter Auburn Faith (Auburn) and Sutter Roseville Medical Center (Roseville). Combined, these facilities have 732 licensed beds. Placer County has three primary care clinics which offer a range of primary care services to the uninsured and underinsured in the community: Chapa-de Indian Health Program (Auburn), Wellspace Health Roseville Community Health Center, and Planned Parenthood in Roseville. All these facilities are located in either Auburn or Roseville.

Sutter Auburn Faith Hospital conducted a health assessment of its service area in 2013. The study area identified the following areas as "Communities of Concern": Lincoln (zip code: 95648), Auburn (zip codes: 95603 and 95602) and Applegate (zip code: 95703). Data was based on emergency visits, hospitalization, socio-demographic conditions, informant input and mortality.

Located in Carmichael, Mercy San Juan Medical Center's service area includes portions of southern Placer County. According to their latest health assessment, zip codes in the eastern

portion of Roseville have a relatively high Community Needs Index (CNI). The CNI is based on barriers to health care access such as income and insurance coverage. The Old/Central portion of Roseville is also considered a community of concern.

Many hospitals understand the importance of providing affordable transportation to health care appointments for the disadvantaged population. According to research conducted by the American Journal of Public Health published in *Transportation and the Role of Hospitals* (2017), 3.6 billion people in the US do not obtain medical care due to transportation barriers. These barriers include lack of a private vehicle, high cost of fares, long travel distances, driver's license issues and budget cuts resulting in infrequent transportation. Transportation barriers lead to ultimately higher health care costs as more patients end up needing emergency medical attention.

OVERALL SERVICE DESCRIPTION AND ORGANIZATION

The Western Placer Consolidated Transportation Services Agency (WPCTSA) was developed through a Joint Powers Agreement (JPA) between Placer County, City of Roseville, City of Lincoln, City of Auburn, City of Colfax and City of Rocklin specifically to provide transportation solutions for low income, elderly and disabled residents of western Placer County. Since 2009, WPCTSA has been providing alternative transportation services that the other transit operators in the region do not provide.



Per Public Utilities Code (P.U.C.) 99233.7 of the Transportation Development Act (TDA), up to five percent of TDA funds may be made available for Consolidated Transportation Services Agencies (CTSAs) as defined by Government Section Code 15975 and community transit services as defined in Article 4.5, after allocations for administration, planning/programming, and bicycle/pedestrian facilities have been made. In western Placer County, WPCTSA is the designated CTSA and receives four percent of TDA funds as allocated through Article 4.5. WPCTSA offers a variety of transit programs primarily designed to link intra-community destinations and to provide transportation of last resort for passengers unable to find another ride to medical appointments or other transit needs. WPCTSA's primary transit programs include the following:

- Health Express non-emergency medical transportation
- My Rides volunteer driver and transportation voucher program

WPCTSA programs are administered by PCTPA staff and the PCTPA Board Members serve as the WPCTSA Board Members. WPCTSA partners with Seniors First (a private non-profit organization) to manage the transit programs. The current contract with Seniors First will end July 1, 2018. Health Express is operated by a private contractor, MV Transportation. WPCTSA also partners with the City of Roseville to manage the Transit Ambassador Program and the South Placer Transit Information Center. WPCTSA programs are discussed below in greater detail.

Health Express (Non-Emergency Medical Transportation)

The WPCTSA contracts with Seniors First to operate advanced reservation, shared-ride, non-emergency medical transportation services for Placer County residents who are disabled or over the age of 60. For some rural residents, Health Express is the only form of public transportation available. Health Express serves western Placer County from three-quarter mile east of Colfax to the Sacramento County line, including Auburn, Rocklin, Roseville, Colfax, Lincoln, Sheridan, Roseville, Foresthill and other unincorporated areas. Health Express will

provide transportation to medical appointments outside of the county to Sacramento. Non-emergency medical trips which are located entirely within one of the Placer County transit operators Dial-A-Ride (DAR) service area are provided by the operator rather than by Health Express, unless there is a lack of capacity or the passenger has special needs which cannot be served by the DAR.

Health Express operates Monday through Friday from 7:30 AM to 4:30 PM. Service to Sacramento medical facilities occurs only on Tuesdays and Thursdays from 10:00 AM to 2:00 PM and service to Foresthill and Sheridan are provided only on Wednesdays from 7:30 AM to 4:30 PM. Sacramento medical trips are provided on a first-come, first-served basis.

Beginning July 1, 2015 Health Express adopted the following passenger fare structure:

- Intercity trip within Placer County with advance reservation - \$2.50/\$1.25 (discount)
- Intercity trip within Placer County with same day reservation - \$5.00/\$2.50 (discount)
- Intra-city trip if DAR is unavailable – DAR fare
- Sacramento trip with advance reservation - \$5.00/\$2.50 (discount)
- Sacramento trip same day reservation - \$10.00/\$5.00 (discount)

Discount fares are available for passengers with Medicare, Medi-Cal, ADA eligibility card, Senior ID card.

Reservations can be made up to two weeks in advance and at least 24 hours in advance if requested. Passengers are asked to cancel unwanted reservations by 3:30 PM the day before. Passengers who cancel within 2 hours of a scheduled pick up are considered no-shows.

Health Express is operated through a private contractor, MV Transportation. The contractor is responsible for provision of drivers, vehicles, maintenance, operations facility and insurance. Seniors First is under contract with WPCTSA to perform program management. This includes:

- Day to Day Administration – Monitoring, observing, communications with MV dispatch and responding to inquiries and complaints.
- Same day and special needs consideration reservation requests
- Passenger registration
- Review complaints received and recorded by the contractor
- Monthly reporting and invoicing

The current contract term between WPCTSA and MV Transportation for the operation of Health Express extends from November 1, 2013 to June 30, 2016, with up to 2 annual extensions available at the prerogative of the WPCTSA, two of which have been exercised.

My Rides Program

The My Rides Program is a volunteer driver program for Placer County residents who are over age 60, disabled or families with children age 0 – 5 who are unable to use conventional public transit. Volunteer drivers are reimbursed to transport eligible participants to and from medical appointments, public services and essential needs destinations (grocery, banking, pharmacy, hair appointments). The My Rides Program also provides a voucher for individuals who cannot otherwise afford the costs associated with an occasional and necessary trip to medical related appointments. Seniors First administers the countywide program.

Retired Dial-A-Ride (DAR) Vehicle Program

The goal of the program is to share resources between public transit agencies and human service agencies. WPCTSA purchases older DAR vehicles from Placer County operators and sells the vehicles to human service agencies for \$100. The recipient agency must carry a minimum number of passenger trips (50 per month) and report ridership figures to WPCTSA for two years. The agency must also demonstrate their ability to pay vehicle registration, insurance, maintenance, and operating costs. This program was created in response to an unmet transit needs finding. To date, only one vehicle has been provided to a non-profit agency through this program.

Transit Ambassador Program

In partnership with the City of Roseville, WPCTSA runs a Transit Ambassador Program for Western Placer County services. The program includes conducting a variety of outreach efforts to existing and potential passengers, such as face-to-face assistance to passengers, transit training for potential transit users and attending outreach events. The City of Roseville manages the program, recruits and trains volunteers and provides insurance for the volunteers. WPCTSA pays up front for insurance for volunteers and bills Roseville for the cost. Volunteers undergo anywhere from 6 to 30 hours of training. The cost to the City of Roseville for administering the Transit Ambassador program was \$37,000 in FY 2016/17.

In FY 2016/17, a total of seven Transit Ambassadors contributed 469 volunteer hours assisting passengers on public transportation and providing support to staff at outreach events throughout the western Placer region.

South Placer Transit Information Center

In 2011, the South Placer Transit Information Center was initiated. The South Placer Transit Information “Call Center” provides transit riders with one phone number for information and reservations for all demand response services in the South Placer area including Roseville Transit, Placer County Transit and Health Express. The program is intended to reduce call reservation staff time and costs for the various transit agencies, and to increase overall efficiency of the public transit process. When a call for a ride comes in, South Placer Transit

Information “Call Center” staff determine which operator (including Health Express) should receive the trip booking.

Phones are staffed from 7:45 AM to 5:15 PM on weekdays with a total of five different customer service agents working different shifts throughout the day. A maximum of four agents are required during the peak hours of 8:30 AM to 11:00 AM and 2:00 PM to 4:00 PM. On weekends, a total of two customer service agents work different shifts between 8:00 AM and 5:00 PM. South Placer Transit Information “Call Center” staff use Trapeze dispatch software to schedule trips with the appropriate transit agency. Same day ride requests are referred to the transit agency directly.

The Fiscal Year (FY) 2016-17 budget for the program was \$300,158. A maximum of \$300,000 in funds is allocated to the South Placer Transit Information “Call Center” each year as part of the annual WPCTSA annual budget process. Over the years, the City of Roseville has built up a reserve LTF fund by allocating an amount equal to 15 percent of South Placer Transit Information “Call Center” operating expense to the fund each year. The reserve fund is used when operating expenses exceed the \$300,000 CTSA allocation.

In FY 2016-17 the South Placer Transit Information “Call Center” received 49,846 calls of which 46,113 were answered. This represents a 16.7 percent decrease in the number of calls received from the previous year. In FY 2016-17, 3,193 calls were abandoned before answered and the majority of these were abandoned in the first 60 seconds. Over the past seven years of operation, the South Placer Transit Information “Call Center” has averaged 1.4 calls abandoned per 20 completed. This is slightly above the suggested standard of no more than 1.0. On average over the years 90 percent of calls were answered within 90 seconds, (less than the suggested standard of 95 percent) and 98 percent answered within 6 minutes (lower than the suggested standard of 100 percent).

Bus Pass Subsidy Program

Eligible human and service and non-profit agencies can receive partial reimbursement for the purchase of day passes on public transit for low income clients needing transportation to basic assistance and health care services. Currently, WPCTSA only provides day passes but agencies have requested that other forms of fare media be available such as monthly passes or connect card options.

OPERATING AND FINANCIAL CHARACTERISTICS

This chapter first discusses financial conditions, including revenues and expenses. This is followed by a review of ridership patterns, as well as a summary of marketing efforts.



WPCTSA CURRENT FINANCIAL CONDITIONS

Operating Revenues and Expenses

Table 6 presents operating revenue sources for all WPCTSA programs and administration. The FY 2016-17 WPCTSA budget was around \$1.7 million. PCTPA has designated that four percent of the TDA LTF allocation through Article 4.5 of the TDA is allocated to WPCTSA services. The maximum allowed to a CTSA is five percent. LTF funds represents at least half of total revenue for WPCTSA. Another quarter of the revenue in FY 2016/17 can be attributed to LTF carryover of excess cash reserves from previous years. In fact, in FY 2017/18, new LTF funds will not be allocated to WPCTSA as there is sufficient cash in reserves to fund the budget. The local match from Seniors First which includes funding donated by the hospitals and passenger fares accounts for 4.4 percent of revenues. Health Express receives around \$4,600 per year in passenger fares/donations, however the total amount of \$74,530 is considered fare revenue for the purposes of farebox ratio calculation. In the past, in addition to state grant funds and donations from non-profits in the region, WPCTSA has received about \$70,000 in federal FTA 5310 grant funds. However, this has become a very competitive funding source and should not be considered recurring funding.

Table 6: WPCTSA Operating Revenues

Operating Revenue Sources	FY 2016-17 Budget	% of Total
TDA Local Transportation Fund (LTF) Article 4.5	\$879,936	51.7%
TDA State Transit Assistance (STA) PUC 99313	\$47,838	2.8%
FY 2015/16 LTF Carryover to FY 2016/17	\$68,463	4.0%
Prior Year Carryover	\$465,483	27.3%
Interest Income	\$4,500	0.3%
Seniors First match toward Health Express - Hospital Funds	\$74,530	4.4%
Seniors First match toward My Rides - A4AA Funds	\$38,860	2.3%
Seniors First match toward My Rides - Other Sources	\$53,000	3.1%
First 5 Placer Commission match toward My Rides	\$0	0.0%
Federal Transit Administration (FTA) Section 5310	\$70,000	4.1%
Total	\$1,702,610	100%

Source: FY 2016/17 WPCTSA Budget Summary Amendment #1

Table 7 presents WPCTSA administration and program operating expenses. Roughly 11.2 percent of total costs or \$163,948 consists of administration costs incurred by PCTPA, while the remaining 88.8 percent of the \$1.46 million budget can be attributed to the various programs WPCTSA operates. The operating contract with MV Transportation for the operation of Health Express is the greatest cost (\$373,502 or 25.6 percent), followed by the contribution to the South Placer Transit Information Center at \$300,000 (20.5 percent).

Table 7: WPCTSA Programs Operating Expenditures

FY 2016/17

Operating Expenditures	FY 2016/17	
	Budget	% of Total
<u>PCTPA Administration</u>		
PCTPA Staff Administration MOU	\$135,148	9.2%
Legal Services	\$7,500	0.5%
Placer Collaborative Network (PCN) Membership	\$250	0.0%
WPCTSA Seniors First Board Member Annual Contribution	\$0	0.0%
Accounting Services	\$500	0.0%
Fiscal Auditors (TDA)	\$5,550	0.4%
Outreach and Marketing	\$7,500	0.5%
Direct Expenses (travel, advertising, training, postage)	\$7,500	0.5%
<i>Subtotal PCTPA Administration</i>	\$163,948	11.2%
<u>Programs</u>		
MV Transit - Health Express	\$373,502	25.6%
Seniors First - Health Express Program Management	\$99,530	6.8%
Seniors First - My Rides	\$216,860	14.8%
Transit Ambassador Program	\$37,000	2.5%
Transit Planning Consultant	\$25,400	1.7%
Short Range Transit Plans	\$185,400	12.7%
Retired Vehicle Program	\$10,000	0.7%
Bus Pass Subsidy Program	\$50,000	3.4%
South Placer Transit Information Center (Call Center)	\$300,000	20.5%
<i>Subtotal Existing & New Programs</i>	\$1,297,692	88.8%
Total Expenses	\$1,461,640	100.0%
Source: WPCTSA FY 2016-17 Operating budget		

Ridership Patterns and Analysis

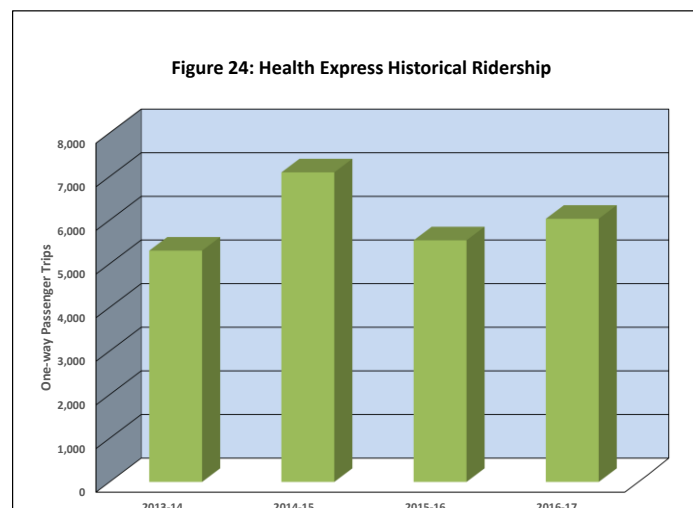
Health Express

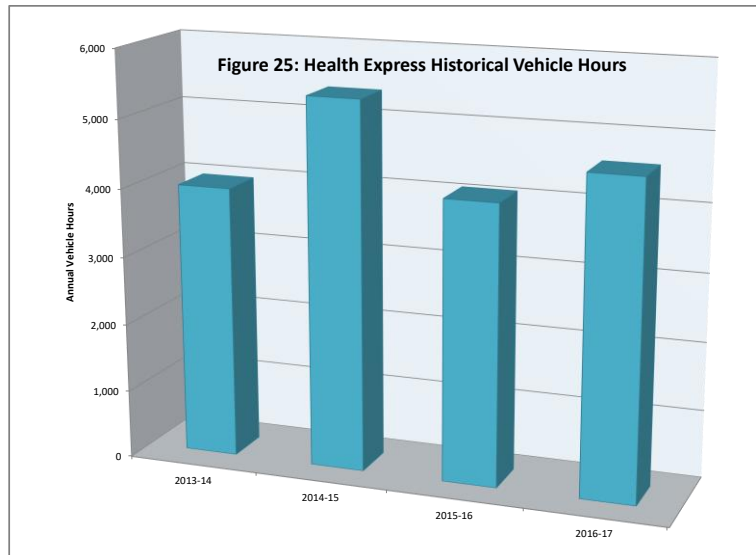
Historical Ridership and Service Levels

Ridership over the past four fiscal years is displayed in Table 8. As Health Express is an on-demand service, the number of days operated varied from 164 to 250. Ridership averaged around 6,000 one-way trips per year and ranged from a low of 5,302 in FY 2013-14 to a high of 7,096 in FY 2014-15 (Figure 24). Annual vehicle miles and hours travelled (Figure 25) also peaked in FY 2014-15 with 5,387 vehicle hours operated and 83,634 vehicle miles operated. Current service levels are approximately 15 percent below the peak.

Fiscal Year	Ridership	Vehicle Hours	Vehicle Miles	# of Days
2013-14 ⁽¹⁾	5,302	3,987	58,142	164
2014-15	7,096	5,387	83,634	250
2015-16	5,538	4,091	70,700	208
2016-17	6,032	4,600	74,770	189
<i>Average</i>	<i>5,992</i>	<i>4,516</i>	<i>71,812</i>	<i>203</i>

Source: WPCTSA, MMR Health Express 2018
 Note 1: Service for 8 months





Ridership by Passenger and Reservation Type

Table 9 presents ridership for FY 2016/17 on Health Express, categorized by passenger type and whether or not they made an advance reservation. As shown, only 0.7 percent of passengers made a same day reservation. For 28.5 percent of trips, the type of reservation was not specified. Throughout the course of the fiscal year, 24 one-way trips (or likely 12 people) made a same day reservation to go to Sacramento. Roughly 97.7 percent of passenger trips were taken at the discounted rate or free. This includes seniors, ADA, Medicare, Medi-Cal, Recreation and Respite (R&R) Group and Personal Care Attendants.

Table 9: Health Express Ridership by Passenger and Reservation Type
FY 2016/17

Passenger Type	Reservation Type			Total
	Advance Reservation	Same Day	Not Identified	
Discount Passenger	4,042	12	--	4,054
No Discount Passenger	84	9	--	93
Sacramento Discount	100	20	--	120
Sacramento No Discount	40	4	--	44
ADA	--	--	9	9
PCA - Free	--	--	186	186
R & R Group	--	--	1,526	1,526
Total	4,266	45	1,721	6,032
% of Total	70.7%	0.7%	28.5%	100.0%
% Discount Passengers				97.7%

Source: WPCTSA

Performance Indicators

Health Express performance for the past four fiscal years is also shown in Table 10. The Health Express provides around 30 one-way trips per service day and carries on average 1.3 one-way trips per vehicle-hour and 0.1 trips per vehicle-mile. While these figures are low for a demand response service, they reflect the long distances traveled by Health Express, which negatively impacts trips per hour and mile. Operating cost per hour ranges from \$99.84 in FY 2014-15 to \$115.26 in FY 2015-16. For comparison purposes PCT's Lincoln DAR costs \$309,000. Operating cost per mile has decreased from \$10.11 in FY 2013-14 to \$6.33 in FY 2016-17. Health Express receives local match contributions from Seniors First and the hospitals in the area. This is considered fare revenue. This contribution has decreased over the years from \$125,000 to \$74,530 but Health Express is still able to make the 10 percent farebox ratio requirement as set forth by PCTPA.

Annual Service Quantities						
Fiscal Year	Ridership	Vehicle Hours	Vehicle Miles	# of Days	Operating Cost	Fare Revenue ⁽¹⁾
2013-14	5,302	3,987	58,142	164	\$587,843	\$125,000
2014-15	7,096	5,387	83,634	250	\$537,825	\$100,000
2015-16	5,538	4,091	70,700	208	\$471,530	\$74,530
2016-17	6,032	4,600	74,770	189	\$473,032	\$74,530
Performance Indicators						
Fiscal Year	Trips per Day	Trips per Hour	Trips per Mile	Operating Cost per Hour	Operating Cost per Mile	Farebox Ratio
2013-14	32.3	1.3	0.1	\$147.44	\$10.11	21.3%
2014-15	28.4	1.3	0.1	\$99.84	\$6.43	18.6%
2015-16	26.6	1.4	0.1	\$115.26	\$6.67	15.8%
2016-17	31.9	1.3	0.1	\$102.83	\$6.33	15.8%

Source: WPCTSA Budget Summary, MMA Health Express 2018
 Note 1: Fare revenue represents local match from non-profits and passenger fares/donations.

Origin/Destination Patterns

Table 11 presents Health Express origin/destination trip patterns for the month of May 2016. A total of 454 one-way trips were carried during this month. The most common trip pattern during this month was between Rocklin and Roseville (58 trips, 12.8 percent), followed by the reverse trip from Roseville to Rocklin (49 trips, 10.8 percent). Other common trip patterns were

between Roseville and Lincoln and Rocklin and Lincoln. During this month only 7 trips were provided to Sacramento. Considering both ends of each trip, just over half (51 percent) of all trips are to, from or within Roseville, followed by 43 percent that serve Rocklin.

As a comparison, Health Express data evaluated as part of the *Placer Rural Transit Study* showed that in October of 2014 when a total of 641 trips were provided, trip patterns were very similar. Ten trips to Sacramento were provided. As a Health Express trip to Sacramento is an all-day outing, the service is typically only used by patients as a last resort transportation, particularly if other non-profit organization transportation is available.

Appendix C Tables C1 – C5 present Health Express Origin/Destination trips by day of the week for May 2014. In general, travel patterns do not change significantly depending on the day of the week. Monday and Wednesday are the most common days to travel on Health Express. Sacramento service is not offered on these days; therefore there is likely more capacity for other shorter distance trips. As for Sacramento trips, Thursday is more popular than Tuesday during the sample time period.

Trip Denials and On-time Performance

Health Express data also shows that 342 trips (5.6 percent of total trips) were denied due to capacity constraints in FY 2016-17. Within the first 10 months of FY 2017-18, a total of 539 trips have been denied due to capacity constraints, which is an increase of 60 percent over the previous year with only ten months of data for FY 2017-18. WPCTSA has established a trip denial standard for the Health Express contractor of no more than 5 percent of all eligible Health Express trips. Health Express is not meeting this standard.

Fleet Inventory

Health Express uses four wheelchair accessible vans which are owned by the transit contractor.

My Rides

Through the My Rides Program nearly 7,000 one-way trips were provided in FY 2016-17 (Table 12). This is slightly lower (7 percent less) than the 7,503 rides provided in the previous fiscal year. Of this total, the vast majority are through the main My Rides Program, while only 55 trips can be attributed to voucher requests and 16 trips were made by First 5 clients. Data available for FY 2017-18 shows that the monthly average number of rides is down about 10 percent from the previous year so far. The busiest months for My Rides trips were March and August, when around 650 one-way trips were provided.

Table 11: Health Express Trip Origin / Destination Data -- May 2016

Origin Community	Destination Community														Total	% of Total	% of Trips -- Either Trip End			
	Auburn	Carmichael	Colfax	Foresthill	Granite Bay	Lincoln	Loomis	North Auburn	North Highlands	Rocklin	Roseville	Sacramento	Meadow Vista	Apple-gate				Rancho Cordova	Citrus Heights	
Auburn	8	0	13	0	0	14	2	3	0	0	0	2	8	9	0	0	59	13%	24%	
Carmichael	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0%	0%	7%
Colfax	13	0	0	0	0	0	0	2	0	0	2	0	0	0	0	0	17	4%	0%	0%
Foresthill	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	4%	0%
Granite Bay	0	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	8	2%	4%	0%
Lincoln	16	0	0	0	1	0	3	0	0	26	34	2	0	0	0	0	82	18%	36%	0%
Loomis	2	0	0	0	0	3	0	7	0	0	0	0	0	0	0	0	12	3%	5%	0%
North Auburn	3	0	2	0	0	1	5	0	0	1	0	0	0	0	0	0	12	3%	6%	0%
North Highlands	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0%	0%	0%
Rocklin	0	1	0	0	1	24	0	1	0	21	58	4	0	0	0	1	111	24%	43%	0%
Roseville	2	0	2	0	7	38	0	0	0	49	27	1	0	0	1	0	127	28%	51%	0%
Sacramento	1	0	0	0	0	1	0	0	0	4	1	0	0	0	0	0	7	2%	3%	0%
Meadow Vista	7	0	0	0	0	1	0	0	0	0	0	0	0	0	0	0	8	2%	4%	0%
Apple Gate	8	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8	2%	4%	0%
Rancho Cordova	0	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	1	0%	0%	0%
Citrus Heights	0	0	0	0	0	0	0	0	0	1	0	0	0	0	0	0	1	0%	0%	0%
Total	60	1	17	0	9	83	10	13	0	103	132	7	8	9	1	1	454	100%	0%	0%
Percent of Total	13%	0%	4%	0%	2%	18%	2%	3%	0%	23%	29%	2%	2%	2%	0%	0%	100%			

Source: Health Express Survey Data from May, 2016

Table 12: My Rides Ridership and Miles Travelled by Month
FY 2016-17

	Volunteer		First 5		Voucher Program		Total My Rides		Percent of Average Monthly	
	One-way		One-way		One-way		One-way		One-way	
	Trips	Miles	Trips	Miles	Trips	Miles	Trips	Miles	Trips	Miles
July	498	8,897	4	37	1	72	503	9,006	87%	84%
August	640	12,920	0	0	6	557	646	13,477	111%	125%
September	531	9,718	0	0	1	26	532	9,744	92%	91%
October	540	9,103	4	45	3	116	547	9,264	94%	86%
November	546	10,085	0	0	7	194	553	10,279	95%	96%
December	562	10,273	0	0	0	0	562	10,273	97%	95%
January	564	9,768	0	0	8	169	572	9,937	98%	92%
February	556	9,930	0	0	5	85	561	10,015	97%	93%
March	720	13,175	0	0	6	257	726	13,432	125%	125%
April	556	10,684	0	0	8	254	564	10,938	97%	102%
May	623	11,878	0	0	5	104	628	11,982	108%	111%
June	564	10,613	8	52	5	138	577	10,803	99%	100%
Total	6,900	127,044	16	134	55	1,972	6,971	129,150		
<i>Percent of Total</i>	99%	98%	0%	0%	1%	2%	100%	100%		

Source: WPCTSA Budget, Running Balances, Ridership FY 2016-17

A total of 129,150 miles were travelled by volunteers and voucher recipients in FY 2016/17. This is nearly 7 percent lower than the 138,827 provided in FY 2015/16. As many as 13,400 miles were travelled during the peak months of both March and August in FY 2016/17.

The My Rides program currently has around 65 active volunteers. The number of volunteers has limited the number of rides that can be provided through the program. This is particularly challenging in Roseville. Seniors First staff estimate that around one-third of trip denials for the Roseville area are due to a lack of willing volunteers. Other areas such as Auburn seem to have a relatively large pool of volunteers.

In FY 2016/17, a total of \$49,887 was paid in direct costs or transportation reimbursements. This equates to \$14.92 per trip. Total program costs were \$216,860 as shown in Table 7. This equates to a total cost per trip of \$31.10. Compared to other DAR services in Placer County, My Rides is more cost efficient than the Rocklin/Loomis DAR and Highway 49 DAR (\$50-56 per trip) and much more cost efficient than the Granite Bay DAR (\$311 per trip). The Lincoln DAR is similar to My Rides with a cost per trip of \$34.27.

Origin/Destination Data

Table 13 displays My Rides trip origin/destination data from October 2014. As shown, trips within Auburn represent over 30 percent of all My Rides trips for that month. Trips within Roseville are the second most common trip pattern (15 percent of trips). Considering both ends of the trip, 52 percent of all trips were to, from or within Auburn followed by 28 percent with one or both ends in Roseville.

Table 14 presents the origin and destination locations for riders (not one-way passenger trips) for FY 2016-17. The data represents the monthly average for each location. Similar to 2014, most My Rides passengers begin their journey in Auburn (45.8 percent), followed by Roseville (13.0 percent). The greatest number of My Rides riders require transportation to destinations in Auburn (51.0 percent) and Roseville (27.7 percent). Another 6.5 percent need to go to Sacramento. It should be noted that 2.4 percent of My Rides trips end in Mather where the VA Hospital is located.

Sacramento was the destination for 33 My Rides trips over the month of October in 2014 and an average of 19 trips per month in FY 2016-17. This is much greater than the number of Health Express trips to Sacramento in one month (7 in May 2016). This indicates additional demand for Sacramento trips beyond what Health Express can provide and that volunteer transportation may seem more convenient than shared ride transportation for many passengers.

Marketing and Public Information

Information about WPCTSA services is easily searchable on the internet. PCTPA maintains a WPCTSA page which provides information about WPCTSA programs. The webpage includes a link to the Seniors First My Rides page, although one must search for “Seniors First Health Express” separately to see complete details of the Health Express program. Potential passengers first contact the South Placer Transit Information “Call Center” to schedule a Health Express ride. For My Rides, passengers contact Seniors First by phone to make trip arrangements. No web-based platform is available for passengers and trip scheduling for My Rides is done manually, not through a scheduling software. As a locally connected non-profit organization, Seniors First seems to have developed good relationships with other social service agencies that use WPCTSA services.

Separate marketing brochures have been developed for the different programs such as the bus pass subsidy program and available on the sptransitinfo.org website.

Table 13: My Rides Trip Origin / Destination Data -- October 2014

Origin Community	Destination Community														% of Total	% of Trips -- Either Trip End					
	Auburn	Blue Canyon	Carmichael	Citrus Heights	Coffax	Grande Bay	Grass Valley	Lincoln	Loomis	Mather	Natomas	Nevada City	Orangevale	Rancho Cordova				Rocklin	Roseville	Sacramento	Total
Alta	2																1	3	1%	Alta	1%
Applegate	4															2		6	2%	Applegate	2%
Auburn	101						1		2					2		14	6	126	39%	Auburn	52%
Blue Canyon	2																	2	1%	Blue Canyon	1%
Christian Valley	1																	1	0%	Clipper Gap	1%
Clipper Gap	3																	3	1%	Coffax	5%
Coffax	12				2							1			2			15	5%	Dutch Flat	1%
Dutch Flat																		3	1%	Foresthill	3%
Eden Valley																	1	1	0%	Gold Run	2%
Foresthill	6													2		1		9	3%	Granite Bay	2%
Gold Run	4					1			2						1			8	2%	Lincoln	9%
Granite Bay			2															7	2%	Loomis	2%
Lincoln	1	1					3		1									21	6%	Mather	2%
Loomis	2															4		6	2%	Newcastle	1%
Meadow Vista																		1	0%	Rancho Cordova	1%
Newcastle	2														1			3	1%	Rocklin	12%
Rocklin	1		1			1		2							5	15	10	35	11%	Roseville	38%
Roseville	3		4	4			2			1					2	48	7	72	22%	Sacramento	10%
Sheridan										2								2	1%	Sheridan	1%
Total	144	1	5	6	2	1	2	8	0	7	1	1	1	4	8	100	33	324	100%		
% of Total	44%	0%	2%	2%	1%	0%	1%	2%	0%	2%	0%	0%	0%	0%	2%	31%	10%	100%			

Source: IM, Rides Survey from October, 2014

Table 14: My Rides FY 2016-17 Monthly Average Rider Origins and Destinations

Origins			Destinations		
	#	%		#	%
Auburn	133.7	45.8%	Auburn	148.9	51.0%
Roseville	37.9	13.0%	Roseville	80.8	27.7%
Rocklin	26.1	8.9%	Sacramento	18.9	6.5%
Lincoln	18.5	6.3%	Rocklin	11.2	3.8%
Colfax	18.0	6.2%	Mather	7.1	2.4%
Newcastle	14.5	5.0%	Lincoln	7.0	2.4%
Foresthill	8.5	2.9%	Grass Valley	4.4	1.5%
Clipper Gap	8.4	2.9%	Carmichael	3.3	1.1%
Applegate	7.6	2.6%	Weimar	2.6	0.9%
Granite Bay	4.6	1.6%	Citrus Heights	2.3	0.8%
Meadow Vista	3.5	1.2%	Folsom	1.9	0.7%
Alta	2.3	0.8%	Fair Oaks	0.8	0.3%
Sheridan	2.1	0.7%	Rancho Cordova	0.6	0.2%
Loomis	1.7	0.6%	McClellan	0.4	0.1%
Christian Valley	1.6	0.6%	Colfax	0.3	0.1%
Dutch Flat	0.9	0.3%	Nevada City	0.3	0.1%
Blue Canyon	0.8	0.3%	Applegate	0.3	0.1%
Gold Run	0.5	0.2%	Loomis	0.3	0.1%
Penryn	0.4	0.1%	Fair Oaks	0.2	0.1%
Weimar	0.1	0.0%	Newcastle	0.1	0.0%
Eden Valley	0.0	0.0%	Meadow Vista	0.1	0.0%
			El Dorado Hills	0.1	0.0%
			Granite Bay	0.0	0.0%
			Foresthill	0.0	0.0%
Total Riders	291.7	100%	Total Riders	291.7	100%

Source: WPCTSA

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One method of performance evaluation is to review operating statistics for similar transit programs. Studying other CTSA's and Non-Emergency Medical Transportation (NEMT) programs can provide ideas for new programs and practices. Table 15 presents operating and performance statistics for other Non-Emergency Medical Transportation Programs and CTSA's:

- **El Dorado County Sac-Med** – Next door to Placer County, El Dorado County operates a non-emergency medical transportation service two days per week. The service provides transportation to medical appointments in Sacramento and Roseville made between 10:00 AM and 2:00 PM. Rides must be scheduled at least four days in advance. Passengers can be picked up at one of six Park and Ride or transit centers or request El Dorado County DAR to one of these locations. The Sac-Med service carried only 572 trips in FY 2016-17, but the service operates only two days per week and only to Sacramento and Roseville. Hence, passenger-trips per capita is only 0.003, less than Health Express. However, data in Table 11 shows that there were 14 one-way trips to/from Sacramento for one month on Health Express. This would equate to roughly 170 trips to/from Sacramento annually on Health Express, which is much less than the Sac-Med service.



- **North of the River CTSA Bakersfield** – The North of the River Recreation and Parks District is a designated CTSA for Kern County. The district provides transportation for seniors 60+ and persons with disabilities to doctor appointments, senior activities, grocery shopping and other essential trips Monday through Friday for \$2.00 per one-way trip. The service area boundary is a defined area in the City of Bakersfield and qualified passengers can reserve trips between the hours of 8:00 AM and 5:30 PM.



The CTSA carried 42,217 trips in calendar year 2017. This equates to a productivity level of about 1.87 trips per hour and 0.115 trips per capita.

- **Ride-On Transportation Program (San Luis Obispo County)** – Ride-On is a non-profit organization dedicated to meeting the varied transportation needs of San Luis Obispo County residents. As a designated CTSA for the county, Ride-On receives \$500,000 in LTF funding from the San Luis Obispo Council of Governments (SLOCOG). Ride-on has a much larger variety of transportation programs available.
 - The Senior Shuttle operates Monday through Friday from 9 AM to 5 PM at a cost of \$3.00 per one-way trip to locations throughout the county. Advance reservations are requested.



- The Veterans Express Shuttle provides transportation to local Veterans Administration (VA) clinics and VA bus pick up locations for regional medical facilities for \$3.00 per one-way trip with advance reservations. Ride-On also provide homeless veterans transportation to a facility where they can take a shower one day per week.
- Ride-On also administers and provides a vehicle for an Agricultural Workers Vanpool.
- Ride-On is a state approved Medi-Cal transportation provider for persons who are unable to use public transit. Much of Ride-On’s funding comes from Medi-Cal.
- The largest program with Ride-On operates is transportation for clients of the Regional Center to day programs. Ride-On operates 34 routes for just this program.
- In addition to this, Ride-On offers transportation for developmentally disabled residents in the evening and weekends through the Community Interaction Program.
- In response to a finding in the coordinated plan, Ride-On began a new program called Access which provides transportation for people who do not fit into the other program categories but are considered low income.

In the future, Ride-on hopes to establish a transportation brokerage which would allow Ride-On to notify other transportation companies such as taxi companies when Ride-On is unable to meet a ride request.

The agency has an administrative staff of about 9 people, 4 dispatchers and 48 drivers. Ride-On provides all vehicle maintenance on-site with three full-time mechanics. Although San Luis Obispo County has a smaller population than Placer County, the Ride-on CTSA provides around 174,000 one-way trips per year on all the above listed community transportation programs. This is significantly more than Health Express and My Rides combined. The costs of the program are also significantly greater (\$4 – 5 million) and Ride-On operates nearly 2 million vehicle miles per year. The majority of the funding for Ride-On services comes from other outside programs such as the Regional Center and Medi-Cal. In terms of productivity, the Ride-On programs carry 2.7 trips per hour, 0.9 trips per mile and 0.62 trips per capita.

In addition to the community transportation programs, Ride-on provides transportation as a private operator for events through the Transportation Management Association. This program also provides some income for the Ride-On agency.

The peer comparison in Table 15 should take into account that CTSA and NEMT programs can vary greatly. Nevertheless, Table 15 demonstrates that for counties/cities of similar size (San Luis Obispo and Bakersfield), WPCTSA provides fewer trips per capita (0.037). Passenger–trips per hour for the Health Express program is also less than the programs in San Luis Obispo and Bakersfield programs. Health Express does perform better in terms of passengers per hour than El Dorado transit’s Sac-Med service but as discussed above, the Sac-Med program is not as extensive.

Table 15: WPCTSA Peer Transit Operator Analysis

	Annual			Population Served (1)	Pax per Hour	Pax per Mile	Pax per Capita
	Ridership	Vehicle Hours	Vehicle Miles				
<i>My Rides</i>	6,971	--	129,150	353,847	--	0.05	0.020
<i>Health Express</i>	6,032	4,600	74,770	353,847	1.31	0.08	0.017
<i>Total</i>	13,003	--	203,920	353,847	--	0.06	0.037
El Dorado County SacMed	572	670	17,021	183,000	0.85	0.03	0.003
Ride On Transportation San Luis Obispo	174,000	65,601	1,952,439	281,400	2.65	0.09	0.618
North of the River CTSA, Bakersfield	42,217	22,548	355,646	367,555	1.87	0.12	0.115
Peer Average	72,263	29,606	775,035	277,318	1.79	0.08	0.245

Note 1: American Community Survey 2016 estimates

TRIP Riverside Program

The TRIP Riverside Volunteer Driver program has been providing rides for residents of Riverside County since 1993. The TRIP program has become a model for volunteer driver programs in other areas. In general, the TRIP model is different than most of the My Rides program in that passengers must recruit their own volunteer driver. This reduces administrative costs for the program. For FY 2014-15, 1,028 unique riders received 123,821 free one-way trips and 1.8 million miles of escorted transportation at an average cost per trip of \$6.29. The subsidy per passenger mile was \$0.43. Of six volunteer programs modelled after TRIP in California, Massachusetts and Michigan, the average cost per trip was \$5.52 but the average trip length was 10 miles.

Transportation Network Companies (TNCs)

Transportation Network Companies have been successful in many areas with filling some paratransit services needs for transit agencies at a reasonable cost. One example in the Bay Area is Silver Ride. Silver Ride is a “door through door” assisted ride service for seniors for a variety of trip purposes. The company has a cashless transactions and no tips policy so seniors

do not need to carry change. Drivers will come into the senior's home and assist the passenger with getting into the vehicle. TNCs provide flexibility and convenience; however Silver Ride does not have drivers outside of the Bay Area. As a point of comparison, Silver Ride charges \$50 per one-way trip within the City of San Francisco. This is less than the cost per one-way trip for Health Express in FY 2016-17 (\$78.42).

Additionally, as a CTSA is partially funded with FTA funds, TNC drivers would still be subject to drug and alcohol testing under FTA law. The only exception to this rule is in the case of a voucher program where the passenger has a choice as to which TNC or taxi company to use for the trip, as FTA feels this would be too difficult to administer drug and alcohol testing programs for multiple companies.

Other Non-Emergency Medical Transportation Examples

Hospitals have developed many different strategies to address the issue of transportation to medical appointments beyond traditional public transit. Denver Health Medical Center entered into a partnership with Transportation Network Company (TNC), Lyft, to provide transportation to discharged patients and patients needing transportation to/from outpatient clinic appointments. Denver Health Center provided funding for 200 rides over the first three months at an average cost of \$7.40 per ride where trips were limited to 25 miles. Lessons learned from this program are that the hospital must designate a staff member to schedule the rides and ensure that the patient is connected with the Lyft driver. Otherwise, the passenger/patient may miss the ride.

Grace County Health and Hospital in Vermont realized that existing transportation programs with restrictions such as age and two days advance notice created transportation barriers to those with urgent medical needs. The hospital collaborated with a non-profit agency to provide rides with only one criteria, "Passengers must be physically or cognitively independent or travel with an assistant." At present, passenger data has not been recorded but the program appears to be successful.

Summary

WPCTSA provides an important service for Western Placer County residents with difficulties using traditional public transit. Over the past few years, performance of Health Express has varied but remained relatively flat. Finding volunteers for the My Rides program has been a challenge. The peer review indicates that there is the potential to provide more trips through CTSA services, particularly if other non-TDA funding sources can be used.

WPCTSA MISSION STATEMENT

The 2011 WPCTSA Short Range Transit Plan (SRTP) identified the following mission statement for WPCTSA:

“Through coordination of public transportation, targeted partnerships and development of innovative specialized transportation projects, the Western Placer Consolidated Transportation Services Agency (WPCTSA) shall develop, maintain and enhance, as resources allow, mobility options for seniors, persons with disabilities and persons of limited means.”

This statement is still appropriate for the WPCTSA program. Funding for the program stems from the community transit services allocation (Article 4.5) of the Transportation Development Act (TDA). Per the TDA, these funds may be used for community transit services including such services for those, such as the disabled, who cannot use conventional transit services. Community transit services include those which link intracommunity origins and destinations. This is the basis for the WPCTSA program.

WPCTSA GOALS

The 2011 WPCTSA SRTP also proposed the following goals:

Goal 1: To promote and encourage use of **conventional public transportation** services.

This goal is still applicable. WPCTSA programs are designed as a “ride of last resort” for residents of western Placer County.

Goal 2: To encourage **and promote accessibility, physical safety and security for individuals** who are unable to use conventional public transportation services.

This goal is still applicable and defines the purpose of the WPCTSA program. WPCTSA services should continue to be focused on increasing accessibility for those who are unable to use the fixed route and local DAR services.

Goal 3: To **coordinate and provide for specialized transportation services** within the limits of available transit funding and leveraged partnership opportunities and resources.

This goal is still applicable. Within limited transit funding, it is important to operate financially constrained services.

Goal 4: To provide limited transportation services for seniors, persons with disabilities and persons of low-income who are unable to use conventional public transportation services.

This goal defines the WPCTSA program. However to promote better reflect that the service is limited by funding rather than limited in scope, wording could be changed to, “... provide transportation services as financial conditions allows ... ”

Goal 5: To provide non-traditional, specialized transit programs, such as use of volunteers, bus pass subsidy, taxi-based programs and mileage reimbursement as well as targeted, life-line type services to address gaps and unmet transit needs in the Placer County public transportation network.

This goal is still applicable to WPCTSA. With the increasing use of Transportation Network Companies, adding “partnerships with Transportation Network Companies” would be appropriate.

Goal 6: To encourage and promote partnerships to leverage available LTF dollars to address target populations’ unmet transportation needs.

WPCTSA has developed partnerships with Seniors First and entities such as medical facilities which provide additional funding for WPCTSA services. These relationships should be continued and additional partnerships should be explored.

Goal 7: To continuously assess all WPCTSA programs to ensure attainment of individual objectives, continuing services and programs only if they prove viable over time.

This goal is still applicable. Part of this SRTP process is to review existing programs for effectiveness and compliance with program objectives. This process should be on going, particularly for new pilot programs.

PERFORMANCE MEASURES

The prior WPCTSA SRTP did not identify quantitative performance measures for WPCTSA services. As a public entity, a public transit organization is expending public funds and therefore has a responsibility to provide the public with transparent information on how funds are being spent and how well it is doing in meeting its goals. Funding partners also have a responsibility to ensure that funds provided to the transit program are being used appropriately. This is accomplished by providing information on the effectiveness and efficiency of the transit program. Performance measures are also good tool in evaluating the impact of potential changes to services.

There are several standard performance measures in the industry used to evaluate the cost effectiveness of public transit services:

- **Operating Subsidy per Trip** is a good performance measure as it represents a measure of the output received for each public dollar spent. The operating subsidy (total operating costs minus fare revenues and local contributions divided by ridership) for Health Express in FY 2016-17 was \$66 per one-way passenger trip. This represents a good baseline to use as a standard going forward.
- **Farebox Ratio** is an important performance measure as it determines a transit operator's maximum eligibility for Transportation Development Act (TDA) funds claimed under Article 4. For TDA funds claimed under Article 4.5, Community Transit Services, (WPCTSA), the Regional Transportation Planning Agency may adopt separate farebox ratio criteria. PCTPA has set a farebox ratio standard of 10 percent for WPCTSA services. Health Express (the only service with fare revenue) had a farebox ratio of 15.8 percent in FY 2016-17. It should be noted that the majority of farebox revenue comes from donations and contributions, rather than passenger fares.
- **Passenger-trips per Vehicle Hour** demonstrates how productive a transit service is without consideration to the cost. Health Express carried 1.3 one-way passenger-trips per hour in FY 2016-17. This level of productivity has been relatively consistent over the past few years and is reasonable for a demand response service which travels long distances. Therefore, 1.3 trips per hour is a good baseline standard.
- **Passenger-trips per Vehicle Mile** will be useful in evaluating trends in My Rides trips as miles are recorded by volunteers but hours are not. In FY 2016-17, the My Rides program recorded 0.05 one-way passenger-trips per mile. This represents a good standard going forward.

By nature, WPCTSA services are not the most efficient type of service as they are demand response services designed for persons needing special assistance. Therefore, performance measures should also include a more qualitative component.

Filling Gaps in Transportation Services – The goal of WPCTSA services and programs is to provide mobility options for those unable to use conventional public transit services. As public transit services, demographic conditions, and land use development change over time, WPCTSA should evaluate the need for new or enhanced services that are not otherwise provided by regional public transit systems and consider providing new programs to fill those gaps. The degree to which a new program or expanded program fills gaps in transportation services as identified through public/stakeholder outreach should be part of the performance evaluation of WPCTSA services.

TRANSIT PLANNING

As WPCTSA is regional in nature, WPCTSA is a good format to address certain regional transit related issues which are not covered by the fixed route operators. In the past WPCTSA has helped to facilitate various transit planning efforts:

- **Uniform ADA and Fare Discount Eligibility** - A program which will improve coordination among mobility programs for the WPCTSA demographic focus is to establish Uniform Discount Eligibility Procedures for all the demand response services in South Placer County. WPCTSA, PCTPA and Roseville Transit and Placer County Transit started the process of developing uniform ADA Eligibility Process for South Placer County. At this time, administrative procedures and uniform eligibility criteria have been developed but are not currently in use by the operators. There is also not a uniform ADA application available to the public.
- **Short Range Transit Plans** – Short Range Transit Planning processes such as this study are a good tool to reevaluate goals and mission statement of transit operators. The WPCTSA should continue to conduct short range transit planning efforts to evaluate strategies to address mobility needs for seniors, disabled and low income.
- **Concept Plan for Placer Mobility** - The purpose of the Concept Plan is to initiate and focus the development of a long-range plan for the development of a broad mobility management program for western Placer County that promote and support existing and future public transit programs and, ultimately, other private, shared-ride and alternative transportation options. These other options include commercial bus services, Amtrak and commuter rail, Transportation Network Companies, carpool/vanpool programs, ridesharing, bicycling and walking. The Concept Plan sets forth a long-range goal of developing a unified image for all mobility type programs under the brand, “Placer Mobility”. Other future activities include: Google Transit/Transit Trip Planning, Ridesharing/Carpooling/Vanpooling, Bicycle Commuting Programs and Links to Rail and other Commercial Carriers.

This chapter reviews a variety of strategies aimed at improving mobility for elderly, low income, disabled and otherwise transportation disadvantaged Placer County residents who are unable to use the traditional fixed route services. As noted in earlier chapters, the older population 85 + in western Placer County is anticipated to triple between 2010 and 2040. Seniors First staff are already beginning to see an uptick in demand for specialized services for the elderly. It is also likely that services for low income resident may see more demand as the cost of living in Placer County increases, particularly with regards for housing. The following strategies are intended to address these issues over the next five to seven years.

PARTNERSHIPS WITH TRANSPORTATION NETWORK COMPANIES

Serving lower-demand areas, serving low-demand periods (such as evenings) and making first-mile/last-mile connection have long been a challenge for public transit agencies. With the nationwide decline in public transit ridership, transit operators and public agencies are looking for new and innovative ways to provide public transit that will attract more riders at a lower cost. Contracting with Transportation Network Companies (TNCs) or “microtransit” companies is seen by many as a potential solution. Appendix D explores this topic in greater detail and presents a review of seven pilot projects which have been conducted throughout the country. TNC’s are incorporated into some of the strategies identified below.

HEALTH EXPRESS

Reservation and Scheduling Process

As noted in the previous chapter, the goal of WPCTSA programs is to promote and encourage the use of conventional public transit while providing mobility options for those who are unable to use traditional services. As such, it is worthwhile to reaffirm reservation and scheduling policies for Health Express to ensure that they are consistent with WPCTSA goals.

For a first time Health Express user who calls in to the South Placer Information Center, the reservation agency records basic information, whether or not they have a discount ID or require the use of a mobility aid. Then the agent reads from an approved script asking where and when the passenger would like to travel. If the trip falls into one of the DAR service areas, the agent explains that this trip is not eligible for Health Express and arranges the trip on the appropriate local DAR service. If the trip crosses DAR service area boundaries, the agent enters the appointment time and trip information into Trapeze software for routing and scheduling. Health Express reservation policy is compliant with WPCTSA goals and objectives.

Increase Health Express Service

Recently, Seniors First has been noticing an increase in the number of applications received for Health Express. In April of 2018, Seniors First received 35 applications, much greater than the monthly average of 18. Anecdotal evidence suggests that more residents are moving their aging parents to Placer County and therefore more specialized transportation services will be required.

Health and Wellness Trips

An eligible trip on Health Express is the Seniors First Recreation and Respite (R & R) Adult Day Care Program. The program is offered at two locations and provides activities for seniors with physical or cognitive impairments and respite for their caregivers. The program is offered every Monday, Wednesday, Thursday, and Friday from 9 AM to 1 PM at the Twelve Bridges Library in Lincoln and every Tuesday and Wednesday from 9 AM to 1 PM at the Seniors First office in Auburn. Health Express trips are also made to the “Daycation” program in Rocklin which is open Monday through Friday from 8:00 AM to 5:00 PM. Trips to these programs are booked on a subscription basis and include a medical evaluation. Therefore, it is considered a Non-Emergency Medical Trip.

Health Express ridership data shows that in FY 2016-17, 25 percent (1,547 trips) of Health Express trips were to/from R & R programs. The data also shows that 342 trips (5.6 percent of total trips) were denied due to capacity constraints in FY 2016-17. Ridership data shows the R & R trips for FY 2017-18 are on track to be a similar or slightly higher number than FY 2016-17. Within the first 10 months of FY 2017-18, a total of 539 trips have been denied due to capacity constraints, which is an increase of 60 percent over the previous year with only ten months of data for FY 2017-18.

The data shows (and is confirmed by discussions with Seniors First and MV staff) that there is sufficient demand to expand Health Express capacity to meet current and future demands. If Health Express operated an additional four vehicle service hours per day, the annual marginal operating cost would be roughly \$32,800. In addition to the 539 trips denied on Health Express for the first 10 months of FY 2017-18 for capacity constraints, there were 164 “Refusal/adversarial” denials. These passengers refused to take the time slot offered to them. This represents an average of 70 total denials per month. Therefore, it is reasonable to assume that a minimum of around 900 one-way passenger-trips could be carried with the additional vehicle hours. Assuming the existing average passenger fare of \$0.77, resulting fare revenue would be on the order of \$650. Therefore the marginal operating subsidy would be \$32,150. This equates to a marginal operating subsidy per trip of \$35.70 which is less than the \$66 total operating subsidy per trip standard.

Expand Eligible Trip Purposes to Serve All Trip Purposes in Areas Outside of DAR Boundaries

There are portions of western Placer County which are outside of the DAR and fixed route boundaries and therefore only served by WPCTSA programs. Examples include Foresthill, Sheridan and parts of North Auburn. While older or low income residents in these areas can use Health Express for transportation to a medical appointment, the My Rides volunteer driver program is the only publicly funded transportation option available for non-NEMT purposes.

One strategy would be to “rebrand” Health Express and allow trip purposes outside medical appointments to qualified residents who are just outside the boundaries of the local DAR services. This option would still meet the definition of community transit services per TDA as well as the goals and objectives of the WPCTSA program as the service would “link inter community destinations” and provide services for those low income, disabled, or elderly.

As western Placer County is a large territory to cover, WPCTSA would need to define some parameters for this service. For example, the service could focus on the area just outside the boundaries of the Taylor Road Shuttle $\frac{3}{4}$ mile deviated service area. The *Placer Rural Transit Study* included the evaluation of an alternative which expanded the service area of the Taylor Road Shuttle to 1.5 miles from the fixed route. It was estimated that roughly 7 one-way passenger trips per day would be served, if the service were open to the general public. As noted in the *Placer Rural Transit Study*, roughly 47 percent of the Taylor Road Shuttle service fit into one of the transit dependent categories. Around 25 percent of PCT ridership purchased fare media in the senior/youth/disabled category. Therefore, it is reasonable to assume that ridership demand for an expanded Health Express service, where the service is only available to elderly, disabled and low income residents, may be around 3 one-way passenger-trips per day.

This level of ridership does not justify the purchase of a new vehicle. However, as this is a relatively small number of trips, this alternative could possibly be accommodated with the existing vehicles. The additional mileage associated with the extra trips would not increase WPCTSA operating costs over the short term as the contract with MV is on a per revenue hour basis. If an additional van is purchased to increase Health Express capacity for R&R trips (discussed above), there would also be sufficient capacity for serving residents outside the DAR boundaries.

A similar analysis could be conducted for the community of Sheridan. The *Placer Rural Transit Study* identified daily general public demand of 3.5 trips for a service between Lincoln and Sheridan that operates five days per week. If half these trips are qualified passengers, there would likely be sufficient capacity with the existing number of vehicles.

There are also portions of North Auburn which are just outside the Highway 49 DAR service area. The PCT SRTP includes an alternative to expand the Highway 49 DAR which would increase public transit coverage for the Auburn area.

If trips purposes are expanded for Health Express, it will be important to track origin/destinations and trip purposes to determine if the expanded service is causing capacity constraints for medical purposes. It would also be reasonable to charge an additional fare for non-medical related trips.

Trips To/From Rural Areas

Health Express serves most of western Placer County including the rural communities of Foresthill, Colfax and Sheridan. To provide a one-way trip between Foresthill and Roseville takes at least one hour (including deadhead), leaving the Health Express vehicle unavailable for more productive trips within the South Placer area. For this reason, service to/from the upper portion of the county is limited to Wednesdays.

The possibility of entering into an agreement with a TNC for non-wheelchair/special assistance trips to/from the upper portion of the county was considered. Other communities have used TNC services to replace or augment underperforming Dial-A-Rides or fixed routes. Typically the transit agency will subsidize a portion of the cost of the TNC trip so that the cost to the passenger is similar to what it would be on public transit. A voucher code for the discounted rate can be provided to only qualified passengers and limitations on destinations can be set by the transit operator.

There are a few challenges with this option with respect to WPCTSA services:

- As discussed in Appendix D, TNC services work well for short trips and cost advantages are reduced for longer inter-community trips. For example, the cost of an Uber ride from Sheridan to Roseville is approximately \$30.00 (one-way) while the cost of a trip between Rocklin and Foresthill is \$45 (one-way).
- It is also very likely (particularly for Foresthill) that there would be no TNC drivers in the area available to pick up a passenger.
- Residents using WPCTSA services are typically special needs passengers. TNC drivers do not typically have wheelchair accessible vehicles and are not trained to provide service and support to special needs passengers. This makes the TNC option less appealing to many WPCTSA customers.
- Many WPCTSA customers do not have a smart phone or would have difficulty using a TNC app. However there are concierge services such as Go Go Grandparent who (for a fee) can assist TNC passengers with ride reservations and will confirm with a designated representative that the passenger is picked up and dropped off. Seniors First or the South Placer Transit Information “Call Center” could also potentially provide this type of service.

In the example of a TNC trip between Foresthill and Rocklin, a one-way trip may cost as much as \$45. As discussed in Appendix D, a typical TNC program would require the transit operator

subsidizing a substantial portion of the TNC trip so that the cost to the passenger would be similar to the existing Health Express fare (\$2.50 discounted same day trips within Placer County). This leaves a potential subsidy of around \$42.50 per trip. Per the current operating contract with MV (adjusted for inflation, the marginal operating cost per revenue vehicle hour is \$33 making a one-way trip (45 minute trip) between Foresthill and Rocklin cost roughly \$25 on Health Express or less than the cost of subsidizing the same trip using a TNC. Trips to Alta and Colfax would likely be similar. For this reason TNC service to the rural areas would not be cost effective. Health Express should continue to specify days of the week to provide NEMT service the upper portions of the county.

Increase Service Days to Sacramento

Currently, Health Express provides service to Sacramento only on Tuesdays and Thursdays. It is worth a review to determine if service to Sacramento should be increased. According to MV staff there are an average of four refusals or denials to Sacramento. This could be due to either capacity constraints or the time slot available was not satisfactory to the passenger. Health Express origin/destination data for October 2016 shows that 7 one-way passenger-trips were made to Sacramento, one to Rancho Cordova and one to Citrus Heights. This represents roughly four percent of total one-way trips for the month. Similarly, in October 2014, a total of 10 one-way trips were made to Sacramento on Health Express. This data shows that roughly 1.25 one-way passenger trips per Sacramento service day are carried, in order words not above capacity.

My Rides origin and destination data from October 2014 shows that 10 percent of round trips begin or end in Sacramento. My Rides appears to be the preferred service type for trips to Sacramento, likely due to the fact that medical appointment days and times are not restricted. Providing service through My Rides is less expensive than through Health Express. It is possible that one or two more passengers would use Health Express if more days were offered to Sacramento but it would likely come at the cost of Health Express then being unavailable for more productive trips within Placer County. Offering out-of-county medical transportation only two days per week is standard. El Dorado County's Sac Med service is only offered two days per week. Given the existing low demand for Sacramento trips and higher cost of Health Express providing service to Sacramento than My Rides, increasing service days to Sacramento is not a recommended option.

CONTRACT WITH TNC FOR MEDICAL TRANSPORTATION OUTSIDE HOURS OF PUBLIC TRANSIT SERVICE

As identified in the *Existing Conditions Memo*, hospitals around the country have developed many different strategies to address the issue of transportation to/from medical appointments and services outside the hours of operation of the public transit system. As an example, Denver Health Medical Center entered into a partnership with Lyft to provide transportation to discharged patients and patients needing transportation to/from outpatient clinic

appointments. Denver Health Center spent around \$1,500 on 200 rides over the course of 3 months on the project. Trips were limited to a distance of 25 miles.

One strategy would be for WPCTSA and local hospitals pool funding sources to implement a similar program for western Placer County. Given the existing current hours of transit service, this could be available from 5:00 PM to 10:00 PM on Monday through Friday. Hospital staff could provide qualified patients with a discount code for a TNC trip up to a certain cost limit. The hospitals and WPCTSA would need to determine eligibility criteria for patients and refine the maximum subsidy per trip. This could be based on available data on where transit dependent residents require travel. Initially a project budget of \$2,500 could be set for a 3 month pilot project. A limit should be placed on the length of the trip.

TECHNOLOGY SOLUTIONS

Much of the allure of TNC's is the technology which allows for convenient on-demand and on-line reservations. As time goes on, more of the population prefers to use smart phones and computers over speaking to someone in person. It is important for public transit services (even those serving the elderly and disabled) to keep pace with technological innovations.

Even though many WPCTSA clients may not have a smart phone or have difficulty using a computer, it is important to include WPCTSA (Health Express) in regional technology solutions that may happen over the next seven years. It is also likely that many passengers uncomfortable with smartphone technology have contacts that could assist them with the process. There are services (such as "GoGoGrandparent") where passengers can call to access online services. On-line reservations may also be made by human service agencies on behalf of their clients or designated delegates at a senior living facility.

There are several aspects of ride scheduling and on-line reservation software technology which can improve NEMT and paratransit services such as Health Express.

- Automated scheduling increases efficiency and reduces staff hours over manual scheduling and can increase on-time performance.
- Software which includes "interactive voice response" can make automated reminder calls the day before a ride. Not only does this reduce staff time but it keeps the phone lines open and minimizes "no shows".
- Software packages which have the capability to create reports limit time intensive manual data entry of ridership statistics.

WPCTSA should consider these options when procuring ride scheduling/reservation technologies through MV or other companies.

MY RIDES

Increase Volunteers

One challenge that has arisen for the My Rides program is a lack of available volunteers, particularly for transportation in the Roseville area. As Seniors First is located in Auburn and therefore more visible, there is a larger group of volunteers in Auburn.

The National Volunteer Transportation Center compiled at *Volunteer Driver Recruitment and Retention Experience and Practice Guidebook* in September 2016. The guidebook recommends the following Volunteer Driver Recruitment Methods:

1. Board involvement in recruitment
2. Emphasis on “pay it forward”
3. Driver involvement in “the sell”
4. Reimbursement for mileage
5. Meeting with community influencers
6. Scheduling flexibility
7. Software support
8. Comprehensive orientation
9. Ensuring maintenance of reputation
10. The personal sell

Seniors First is making strides to increase the pool of volunteers outside the Auburn area by raising awareness of Seniors First programs in other parts of the county. Staff is reaching out to community groups, such as the Lions Club, and attending Resource Fairs. Working with existing volunteer organizations may be one of My Rides best resources. The Placer Collaborative Network is an organization of over 40 non-profit agencies in Placer County. The PCN could be a good resource for recruiting volunteer drivers.

Supplement My Rides Service with TNC

Seniors First staff estimate that around one-third of trip denials for the Roseville area are due to a lack of volunteers. In May 2018, 3 percent of requested trips were denied due to lack of volunteers. Given the difficulty in recruiting volunteers for My Rides, particularly within the City of Roseville, contracting with a TNC service to supplement My Rides could be a feasible strategy to increase mobility for western Placer County residents. As noted above, long-distance trips would be much more expensive with a TNC than with a volunteer driver; however a trip within the City of Roseville on UberX would cost a more reasonable \$5.00 - \$10.00.

As part of this strategy, if volunteer transportation could not be found for a passenger, Seniors First could provide a discount code to the eligible My Rides participant usable on a TNC service for 50 percent of the cost of a TNC trip up to \$5.00. With a subsidy ceiling in place, there would

be no need for geographical limitations other than it should be within western Placer County. My Rides origin/destination data for cancelled rides for March 1, 2018 to May 19, 2018 show that around 46 one-way trips per month are denied because of a lack of volunteers. Roughly half of the trips could potentially be served by a TNC under this scenario. Assuming a maximum subsidy per trip of \$5.00, it would cost WPCTSA \$2,760 per year to supplement My Rides service with a TNC voucher program.

TECHNOLOGY

Scheduling Software for My Rides

Until recently, volunteer driver scheduling for the My Rides program was done using paper manifest. Seniors First just launched a web-based volunteer scheduling platform called Ride Scheduler. Seniors First staff can enter in passenger requests and volunteer drivers are able to log in and choose the rides they wish to take. Passengers may also make requests on-line. So far, the technology is helping the efficiency of the My Rides program.

TRANSPORTATION FOR VETERANS

As noted in the Demographics Section, there are roughly 27,500 veterans in Western Placer County. This represents roughly 7.8 percent of the total population. Many of these residents are low income and require transportation to medical centers in the Auburn and Sacramento areas. As providing alternative transportation options for veterans meets WPCTSA goals, the need for additional transit services for veterans was explored.

The Placer County Veterans Office is located at the Placer County Building in Rocklin at 1000 Sunset. Veterans living anywhere in western Placer County need to visit the office for various services or to complete paperwork. Staff indicates that they receive requests for transportation to the Veterans Service office 4 to 5 times per week. The office is served directly by the PCT Lincoln Sierra College Route and Rocklin DAR. There is also a VA clinic located on Heritage Oaks Place in Auburn which is directly served by the PCT Highway 49 fixed route and DAR.

For more extensive health care services, Veterans must go to the Mather VA Hospital in Rancho Cordova. My Rides data shows that 7 round trips are made per month to Mather while Health Express data shows that 1 round trip is made per month. Again, limitations in times and days for medical appointments likely makes the My Rides service preferable. As multiple transportation options are available to veteran's services, it is not recommended at this time that WPCTSA expand service beyond existing programs to include Veteran's specific transportation.

INSTITUTIONAL

WPCTSA was formed through a joint powers agreement between the County of Placer and incorporated cities for the purpose of providing specialized transportation services for those unable to use conventional public transit. WPCTSA is staffed by the PCTPA Senior Transportation Planner. Seniors First is contracted to administer WPCTSA programs Health Express and My Rides as well as coordinate with MV regarding certain South Placer Transit Information “Call Center” issues. More specifically, Seniors First duties include processing Health Express applications, recruiting and matching volunteers for My Rides and dealing with same day scheduling issues for the South Placer Transit Information “Call Center”. MV Transportation is contracted to provide the actual operation of Health Express while a separate unit of MV Transportation is contracted to staff the South Placer Transit Information “Call Center” (through the City of Roseville contract). The PCTPA’s Senior Planner provides oversight of all these programs. The Senior Planner estimates that 220 hours of his time is spent on these functions.

One institutional strategy would be to shift some of the WPCTSA oversight duties to Placer County. The County provides regional fixed route, commuter and DAR services and therefore is perhaps better qualified to directly oversee operations of public transit services. Additionally, Placer County already has an established relationship with MV, as the MV General Manager for Health Express is the same General Manager for the MV unit which operates Placer County DAR services. The MV contract for Health Express will end in 2019, making next year a good time to make any changes. Seniors First provides a valuable service to WPCTSA as they are deeply connected to the senior and volunteer community as well as has access to non TDA funding sources, which are currently used to finance a portion of WPCTSA services. Therefore, under this option, Placer County would only be responsible for oversight of the contract with MV for Health Express and Seniors First would continue to conduct the administrative functions related to Health Express.

Under this alternative, it can be assumed that 50 - 60 hours of PCTPA staffer’s time per year would be freed up to concentrate on other WPCTSA or PCTPA duties. Placer County estimates that oversight of the Health Express contract would be similar to management of the Lincoln DAR contract and cost around \$25,000 per year. Some of these costs would be offset by a reduction in oversight hours of PCTPA. Despite an increase in overall costs to WPCTSA, Placer County managing the Health Express contract would have important regional benefits: consistent oversight of regional transit services in the County, and the availability of trained field personnel to respond to complaints and operational challenges.

BUS PASS SUBSIDY PROGRAM

The South Placer Bus Pass Subsidy Program was designed to help meet the needs of low income individuals for basic transportation to access non-emergency medical care and general public assistance services. The goal of the program is to assist with transportation needs for residents

enrolled in various government programs such as WIC, Medi-Cal, CalWORKs, etc. Qualified social service agencies and non-profit organizations may be reimbursed for 75 percent of the cost of day passes on any of the three fixed route providers (PCT, Roseville Transit and Auburn Transit) for distribution to their clients. Agencies must fill out an application for the program annually and are responsible for determining which clients are eligible for the program. Agencies must also report to WPCTSA the number of clients using the service, trip purpose and passes sold.

Over the past three years, WPCTSA has provided around \$14,000 in bus pass subsidies. This is lower than the \$18,000 allotted to the program over the three years (roughly \$6,000 per year). For the period from January 2016 to June 2017, agencies reported that 1,018 unduplicated trips and 2,312 total trips were taken using a subsidized bus pass. A bus pass subsidy program is an easy and cost effective way of facilitating transportation for disadvantaged western Placer residents. Therefore it is worth a review of how this program can be maximized.

One complaint from social service agencies has been that in order to purchase a day pass for clients, the agency staffer had to physically go to the bus stop with the client to purchase the pass from the driver with cash. This is an obvious inconvenience for agency staff. The option to purchase a monthly pass for qualified clients would further increase the ease of use of the program.

The region wide Connect Card system could provide a solution to this problem. Connect Card is a plastic, reloadable smart card with an embedded computer chip that can store Cash Value, passes and discount fare. Passengers pre-purchase the cards online or at outlets. The Connect Card Program allows transit passengers to use just one card to ride all participating agencies include Sacramento Regional Transit, El Dorado Transit, Etrans, Folsom Stage Line, Roseville Transit, SCT/Link, Yolobus, Yuba-Sutter Transit. The appropriate fare is deducted from the card when the passenger uses it, and the card is reloadable.

Alta Regional Center uses Connect Card to provide bus passes to clients. Alta clients are told to fill out an application with Connect Card for a "Discount Card" and take it to a Connect Card location. The Connect Card representative processes the card and takes the client's picture. The client is then instructed to email the Connect Card unique number and security code to the Alta Connect Card Service coordinator who manages all accounts for Alta clients. The Alta Service Coordinator then adds cash value to the card as authorized for each client. Currently, the Alta Regional Center manages 2,500 client Connect Card accounts. This is essentially a full-time position.

WPCTSA deals with multiple agencies for the bus pass subsidy program. If the WPCTSA bus pass subsidy program were linked to the Connect Card program, a similar process could take place with WPCTSA or Seniors First acting as the Connect Card Service Coordinator. Each agency would apply for the program with WPCTSA and identify the amount of cash value or monthly pass that can be made available to each client. The agencies would then work with clients to sign up for the Connect Card Discount card and pass along the unique Connect Card numbers to

WPCTSA. WPCTSA would be responsible for funding the cards. This process may add some administrative staff time for WPCTSA but would provide social service agencies with an easier method of distributing bus passes to clients. Currently Auburn Transit is not part of the Connect Card program so Connect Card passes would only be usable on Placer County Transit and Roseville Transit fixed routes.

Currently, the Buss Pass Subsidy program is marketed through the Placer Collaborative Network directly to social service agencies. Marketing efforts could be expanded to the general public via transit websites and social media. Passengers could still be required to apply through a social service agency but expanding the marketing audience would create greater awareness of the program.

TRANSPORTATION TO IMPROVE ACCESS TO FOOD

A study conducted by the Placer Community Foundation indicates that one in eight residents of Placer County are “food insecure” or unsure where their next meal will come from. This includes low income families as well as seniors who are unable to get to a grocery store or make their own meals. It is consistent with WPCTSA’s to help facilitate transportation to food for low income, disabled and older adults.

Seniors First offers congregate lunch programs five days per week at various locations in Auburn, Colfax, Lincoln, Rocklin, and Roseville. As the “Senior Cafes” are generally located at senior centers or low income housing for older adults, there is little need to provide additional transportation to the lunch program. Additionally, Seniors First offers transportation for “home bound” seniors to the Senior Cafes.

As shown in the demographics section, food distribution sites are generally located on a public transit fixed route. Therefore, this component of transportation to access food could be improved through use of the Bus Pass Subsidy Program.

Seniors First also offers the “My Meals” program. Home-bound seniors can apply to have hot meals delivered to their door Monday through Friday. Subsidized payment plans are available for low income seniors. Seniors First uses volunteers to provide the actual delivery of the meal. Currently, the My Meals program has 40 different routes serving as many as 400 different seniors. This represents a significant increase over just a few years ago, when only 100 meals were served each day. Volunteers are offered mileage reimbursement but most do not apply for it.

Seniors First staff use paper manifests to track meals and delivery routes. One way that WPCTSA could provide transportation assistance would be to purchase software which increases the efficiency of the My Meals program through improved driver routing and scheduling. There are many types of “Meals on Wheels” software programs. Some work independently on a workstation and some are web based. Features of these programs include: data bases to manage client information including dietary restrictions, meal plans, route

development and reporting. The initial cost of the software would be around \$300 - \$500 (depending on the number of licenses) with a monthly fee of \$25 - 150 thereafter for hosting, customer service and support (depending on the level of support). Given the growing complexity of the My Meals program, the substantial costs incurred by volunteers and the program in distributing meals and the relatively modest cost of the software, this would be a beneficial investment.

COVER FULL COST OF CITY OF ROSEVILLE OPERATED WPCTSA PROGRAMS

South Placer Transit Information Center (Call Center)

As noted above, WPCTSA contracts with the City of Roseville to operate the South Placer Transit Information “Call Center” Ride requests for all of the western Placer County DAR services as well as Health Express are initially routed through the South Placer Transit Information “Call Center”. A portion of the WPCTSA TDA Article 4.5 LTF allocation funds the South Placer Transit Information “Call Center”. Currently, this amount is capped at \$300,000 per year.

This level of funding generally covers the contract with MV Transportation to operate the call center but it does not cover administrative overhead costs such as City of Roseville staff hours managing and marketing the program, telecommunications, supplies, utilities, etc. Without administrative support the program would not be able to continue as is. As part of this strategy, WPCSTA would increase the level of funding for the South Placer Transit Information “Call Center” to cover the full cost of the program for this SRTP planning period.

Transit Ambassador Program

Similar to the South Placer Transit Information “Call Center”, funding for the Transit Ambassador Program has been capped at \$30,000. This level of funding only covers the Community Relations Analyst position. Other indirect costs such as administrative oversight, supplies, marketing, and utilities are now funded through the City of Roseville. This strategy will adjust the level of funding for the existing transit ambassador program to cover the complete cost of the program.

REGIONAL MOBILITY MANAGEMENT PROGRAM

The City of Roseville has a separate contract with Paratransit Inc. to provide resources and training to help residents to switch from DAR to the fixed route. This is an extensive program designed to teach persons with disabilities or others requiring assistance how to live more independently by riding the bus. This relieves capacity pressures on the more expensive DAR services. Operation of the Mobility Management Program is currently funded by a FTA 5310 grant. This grant will end in FY 2020/2021. However, administrative overhead costs were not covered by the grant.

The Mobility Management Program meets the goals of WPCTSA by improving mobility for elderly and disabled residents as long as the program operates at the regional level. Under this strategy, WPCTSA would fund the full cost of the Mobility Management Program after grant funding expires.

PRIORITIZATION OF STRATEGIES

The Consultant's recommendations of WPCSTA strategies to improve mobility for low income, elderly and disabled residents are as follows:

High Potential Strategies (not in any particular order)

- Serve regular NEMT clients and existing subscription R&R trips in a balanced manner using existing vehicles and funding levels
- Use Connect Card for Bus Pass Subsidy Program
- Supplement short distance My Rides trips with TNC voucher program
- Provide grant funds to Seniors First to purchase Meals on Wheels route scheduling software to increase efficiency and effectiveness of My Meals and Meals on Wheels programs
- Begin a discussion with health care facilities to review possibility of providing TNC subsidies for patients outside hours of public transit service

Strategies Reflecting Policy Trade-offs Due to Higher Costs

- Placer County manages Health Express Contract
- Expand capacity on Health Express to qualified residents outside DAR boundaries for non-medical trip purposes
- Expansion of the South Placer Transit Information "Call Center" Programs

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The following plan presents strategies to enhance the WPCTSA program over the coming seven years. This chapter presents the individual plan elements in brief, based on the discussions presented in previous chapters; the reader is encouraged to refer to previous chapters for additional background.

Other Regional Transit Operator Plan Elements Affecting WPCTSA

To address planned development and provide a more seamless service to residents of the region (and pending further analysis), the Lincoln and Rocklin/Loomis Dial-A-Ride areas will be merged, and expanded to the west to include all areas east of a line $\frac{3}{4}$ miles west of Industrial Boulevard, as per the PCT SRTP. This will have an impact on WPCTSA Health Express Service as non-emergency medical trips which travel between Lincoln/Rocklin/Loomis could be served by DAR instead of Health Express. This will relieve some capacity on Health Express. Origin/destination trip samples in Table 11 of this document show that approximately 50 trips or 11 percent of Health Express monthly ridership was between Lincoln and Rocklin.

SERVICE PLAN

The Consultant recommends the following strategies to improve mobility for low income, elderly and disabled western Placer County residents.

High Priority Strategies with Minimal Operating Cost Impacts

These strategies will have no or minimal cost increases over existing conditions.

Use Connect Card for Bus Pass Subsidy Program

WPCTSA should work to include the Bus Pass Subsidy Program as an option on the Connect Card program. This will make the Bus Pass Subsidy Program easier to use for social service programs as well as provide options for purchasing multi-ride passes. Along with expanded marketing, this strategy will increase the use of the Bus Pass Subsidy program.

Apply for Grant Funds on Behalf of Seniors First to Purchase Meals on Wheels Route Scheduling Software

The Seniors First Meals on Wheels and MyMeals programs has grown from providing 100 meals per day up to a current level of 400 meals per day. Given the projected rate growth of the older adult population in Placer County, the need for these programs will continue to increase. A recommended cost effective strategy to improve transportation access to food is to apply for grant funding on behalf of Seniors First to purchase route scheduling software specific to Meals

on Wheels programs. The software would replace the current paper manifest system and would increase the effectiveness and efficiency of the program. The initial cost of the software will be around \$300 - \$500 (depending on the number of licenses) with a monthly fee of \$25 - 150 thereafter for hosting, customer service and support (depending on the level of support). Transportation software is an eligible expense for the FTA 5310 grant program.

Supplement Short Distance My Rides Trips with a TNC Voucher Program

TNC's should be used to supplement short distance My Rides service, if volunteer driver capacity falls below the ridership needs. Seniors First could provide a discount code to the eligible My Rides participant usable on a TNC service for 50 percent of the cost of a TNC trip up to \$5.00. With a subsidy ceiling in place, there would be no need for geographical limitations other than it should be within western Placer County. With an initial budget of \$3,000 for this program, an additional 260 trips could be carried annually.

High Priority Strategies Reflecting Policy Trade-offs due to Operating Cost Impacts

The following strategies will increase operating costs of the WPCTSA program, but are recommended additions to the program if adequate ongoing funding is available.

Services with Supplemental Cost Impacts

Increase WPCTSA Funding for South Placer Transit Information "Call Center" Program to Cover Full Cost of Program

Per the existing WPCTSA agreement, CTSA funding for the South Placer Transit Information Call Center Program is capped at \$300,000 annually through FY 2020/2021. This level of funding generally covers the contract with MV Transportation to operate the call center but it does not cover administrative overhead costs such as City of Roseville staff hours managing and marketing the program, telecommunications, supplies, utilities, etc. Without administrative support the program would not be able to continue as is. Therefore, it is reasonable for WPCSTA to increase the level of funding for the South Placer Transit Information "Call Center" to cover the full cost of the program for this SRTP planning period.

Increase WPCTSA Funding for Transit Ambassador Program

Similar to the South Placer Transit Information Call Center, funding for the Transit Ambassador Program (also operated by the City of Roseville) has been capped at \$30,000. This level of funding only covers the Community Relations Analyst position. Other indirect costs such as administrative oversight, supplies, marketing, and utilities are now funded through the City of Roseville. This strategy will adjust the level of funding for the existing transit ambassador program to cover the complete cost of the program beginning in FY 2021/2022.

Services with New Cost Impacts

Expand the Capacity of Health Express Service

Data and discussions with Seniors First staff indicate that Health Express has reached its capacity to accommodate all eligible trip requests. Some of this excess demand could be served by local DARs once the Lincoln/Rocklin DAR services merge. However, demographic projections indicate that demand for the service will grow. In order to accommodate existing needs as well as to accommodate future ridership growth, the Health Express service should be expanded. In the short term, one additional bus should be operated for four hours each weekday. This will increase marginal annual operating subsidy by \$32,150 per year, but the associated ridership increase will meet operating subsidy per trip standards. Seniors First projects that by the end of the planning period ridership could increase by 60 percent, as population grows and if capacity is expanded. As all vehicles used for Health Express are owned by the transit contractor, WPCTSA would not need to purchase a new vehicle.

Regional Mobility Management Program

Through a contract with Paratransit, Inc, the City of Roseville operates a Mobility Management Program. The goal of the program is to provide DAR passengers with the skills to use fixed route service instead of relying on door to door DAR. Professional mobility trainers spend many one on one hours with passengers helping them to read schedules and board buses so that they feel comfortable using a fixed route bus. Most of the program participants are seniors or persons with disabilities. Operation of the Mobility Management Program is currently funded by a FTA 5310 grant. This grant will end in FY 2020/2021. Additionally, administrative overhead costs were not covered by the grant.

The Mobility Management Program meets the goals of WPCTSA by improving mobility for elderly and disabled residents as long as the program operates at the regional level. Therefore, it is reasonable for WPCTSA to fund the Mobility Management Program beginning in FY 2021/2022. However, surveys of program participants should be conducted periodically to determine the success of the program and its continued cost effectiveness.

Strategies Which Require Further Study

The following strategies require further study to determine specifics of the program and if the program is warranted.

Placer County Management of Health Express

Currently, WPCTSA staff provides administrative oversight of the Health Express program, including management of the contract with the transit operator and Seniors First. Shifting the management of the Health Express contract to Placer County would have regional benefits:

consistent oversight of regional transit services in the County, and the availability of trained field personnel to respond to complaints and operational challenges. Another factor to consider is that the PCT SRTP recommends the combination and expansion of Lincoln/Rocklin DAR areas. After this is implemented, non-emergency medical trips between Lincoln and Rocklin should be provided on DAR not Health Express. Including Health Express as one of the contracts managed by Placer County would improve coordination among the many demand response services in the region.

However, this would come at a cost. Preliminary estimates indicate that Placer County's costs to manage the Health Express Program would be on the order of \$25,000 annually. While there would still be WPCTSA staff costs associated with Senior's First administration of the program, WPCTSA staff time managing MV's contract would be eliminated and would partially offset Placer County's costs of \$25,000. Further study should be conducted to determine if the benefits of shifting management of the Health Express program to Placer County are worth the additional costs. Review of this institutional management option should occur prior to expiration of MV contract for Health Express and issuing the Request for Proposal for operations of Health Express service.

Partner with Health Care Entities Regarding Providing TNC Subsidies for Patient Transportation Outside the Hours of Public Transit Service

WPCTSA could build on the partnerships with health care facilities by assisting with transportation for qualified residents after a hospital stay or medical test outside the hours of available public transit. One strategy would be to provide a low level of funding to subsidize TNC trips for this purpose. First, WPCTSA would need to work with health care facilities to determine the level of demand and hospital staff's willingness to manage the program. Next, a series of parameters and policies would need to be established for the service, including the following:

- Clients eligible for the discount, and eligibility process
- Trip purposes, medical facilities, residential locations and hours of the day that the discount is eligible
- Level of discount
- Participating TNC and local cab companies
- Monitoring and reporting procedures

This program would require staff resources to initiate, as well as ongoing subsidy. While the specific cost would depend on the parameters discussed above, a reasonable budget would be in the range of \$10,000 per year.

FINANCIAL PLAN

The intent of this transit planning process is to develop a financially constrained plan which can realistically be implemented over the next seven years. Therefore, the Study Team projected operating expenses and revenues for the seven year planning period. Projections are based on the FY 2017-18 WPCTSA operating budget as well as forecasts from Seniors First and the City of Roseville. WPCTSA programs are funded through Article 4.5 of the LTF. Currently, WPCTSA receives 4 percent of the western county LTF apportionment after allocations for administration, planning/programming and bicycle/pedestrian facilities have been made. TDA law allows up to a maximum of a 5 percent allocation for community transit purposes (CTSA) under Article 4.5. With operating costs for existing programs on the rise as well as a demonstrated need to fund supplemental costs of existing and new programs, the following financial plan was developed.

WPCTSA Financial Plan

Recommended LTF Funding Allocation Policy

In order to balance increasing costs and a growing elderly population with limited dedicated transit funding, the following policy is recommended regarding TDA LTF Article 4.5 allocations.

WPCTSA annual TDA funding allocation should vary as necessary between the current four percent, not to exceed a maximum of five percent, depending on the specific annual amount necessary to fund program costs. Prior to increasing the TDA allocation, WPCTSA should work with the Transit Operators Working Group (TOWG) and WPCTSA/PCTPA Technical Advisory Committee (TAC) to determine whether program costs are reasonable and review cost containment opportunities.

Financial Plan

Table 16 displays a summary short-term financial picture for WPCTSA. Appendix E presents the WPCTSA Financial Plan in greater detail. Except where specific projections were provided by WPCTSA, operating costs were grown at the rate of 3 percent annually over the planning period. LTF revenues are assumed to increase by 5 percent annually, as assumed in the *PCTPA 2023 Regional Transportation Plan*.

As shown in the table, in FY 2018/19 WPCTSA administration of the program will cost around \$140,000. The cost of existing WPCTSA programs (including a 15% operating reserve) total to roughly \$1.47 million. Revenues (which include TDA, carryover from the previous year and non-profit match funds) equate to \$1.8 million, leaving a \$366,800 positive balance in FY 2018/19.

The consultant recommends implementing high priority strategies beginning in FY 2019/20. By FY 2021/22, operating costs for existing programs and high priority strategies exceed available revenues. Consistent with the LTF allocation policy identified above, the LTF allocation should

Table 16: Western Placer CTSA Financial Plan FY 2018 through FY 2024

	FY	FY	FY	FY	FY	FY	FY	FY	FY
	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022	2022/2023	2023/2024	2024/2025	
	Amnd. #1	(Adopted)	(Projected)	(Projected)	(Projected)	(Projected)	(Projected)	(Projected)	
Operating Expenditures and Revenue									
Expenditures									
<u>Existing</u>									
WPCTSA Administration Costs	\$146,233	\$139,887	\$144,110	\$148,430	\$152,900	\$157,500	\$162,220	\$167,080	
WPCTSA Operating Costs ⁽¹⁾	\$1,546,963	\$1,334,825	\$1,334,711	\$1,353,356	\$1,383,545	\$1,414,475	\$1,446,579	\$1,472,615	
<i>Subtotal/Existing WPCTSA Expenses</i>	<i>\$1,693,196</i>	<i>\$1,474,712</i>	<i>\$1,478,821</i>	<i>\$1,501,786</i>	<i>\$1,536,445</i>	<i>\$1,571,975</i>	<i>\$1,608,799</i>	<i>\$1,639,695</i>	
<u>High Priority Strategies</u>									
Minimal Cost Impact Strategies	\$0	\$0	\$6,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000	\$4,000
Supplemental Cost Impact Strategies	\$0	\$0	\$0	\$0	\$155,017	\$159,663	\$164,457	\$169,399	
New Cost Impact Strategies	\$0	\$0	\$32,150	\$33,115	\$146,052	\$150,433	\$154,946	\$159,595	
<i>Subtotal/High Priority Strategies</i>	<i>\$0</i>	<i>\$0</i>	<i>\$38,150</i>	<i>\$37,115</i>	<i>\$305,069</i>	<i>\$314,096</i>	<i>\$323,403</i>	<i>\$332,994</i>	
Subtotal Existing and High Priority Expenses	\$1,693,196	\$1,474,712	\$1,516,971	\$1,538,901	\$1,841,514	\$1,886,071	\$1,932,202	\$1,972,689	
Revenues									
Operating Revenue ⁽²⁾	\$218,505	\$1,184,277	\$1,235,221	\$1,288,870	\$1,552,585	\$1,597,902	\$1,690,557	\$1,765,123	
Carryover	\$1,724,745	\$657,233	\$559,150	\$470,291	\$416,147	\$327,622	\$244,488	\$212,682	
Subtotal Revenue	\$1,943,250	\$1,841,510	\$1,794,371	\$1,759,161	\$1,968,731	\$1,925,524	\$1,935,046	\$1,977,806	
Fund Balance with Existing Programs and High Priority Strategies									
	\$250,050	\$366,800	\$277,400	\$220,260	\$127,220	\$39,450	\$2,840	\$5,120	

Note 1: Includes Operating Reserve. Note 2: Represents LTF 4.5 Allocation of 4 % through FY 2020/21, 4.7 % in FY 2021/22 and 4.77% in FY 2023/24

be increased to 4.7 percent in FY 2021/22 and to 4.77 percent in FY 2023/24. At this level of funding, both existing programs and high priority strategies are funded through FY 2024/2025.

RECOMMENDATIONS

The following are recommended to achieve a fiscally constrained plan, as also shown in Figure 26:

- Use the Connect Card for the Bus Pass Subsidy Program beginning in FY 2019/20
- Provide funding support for Meals on Wheels delivery route planning and scheduling software in FY 2019/20
- Continue to support My Rides Program and supplement short distance My Rides trips with a TNC Voucher Program beginning in FY 2019/20
- Expand the Capacity of Health Express Service by four Vehicle-Hours per Weekday beginning in FY 2019/20
- Fund full cost of South Placer Transit Information “Call Center” beginning in FY 2021/22
- Fund full cost of Transit Ambassador Program beginning in FY 2021/22
- Fund the regional Mobility Management Training Program operated by the City of Roseville via a contract with Paratransit, Inc. in FY 2021/22

The following strategies require further study:

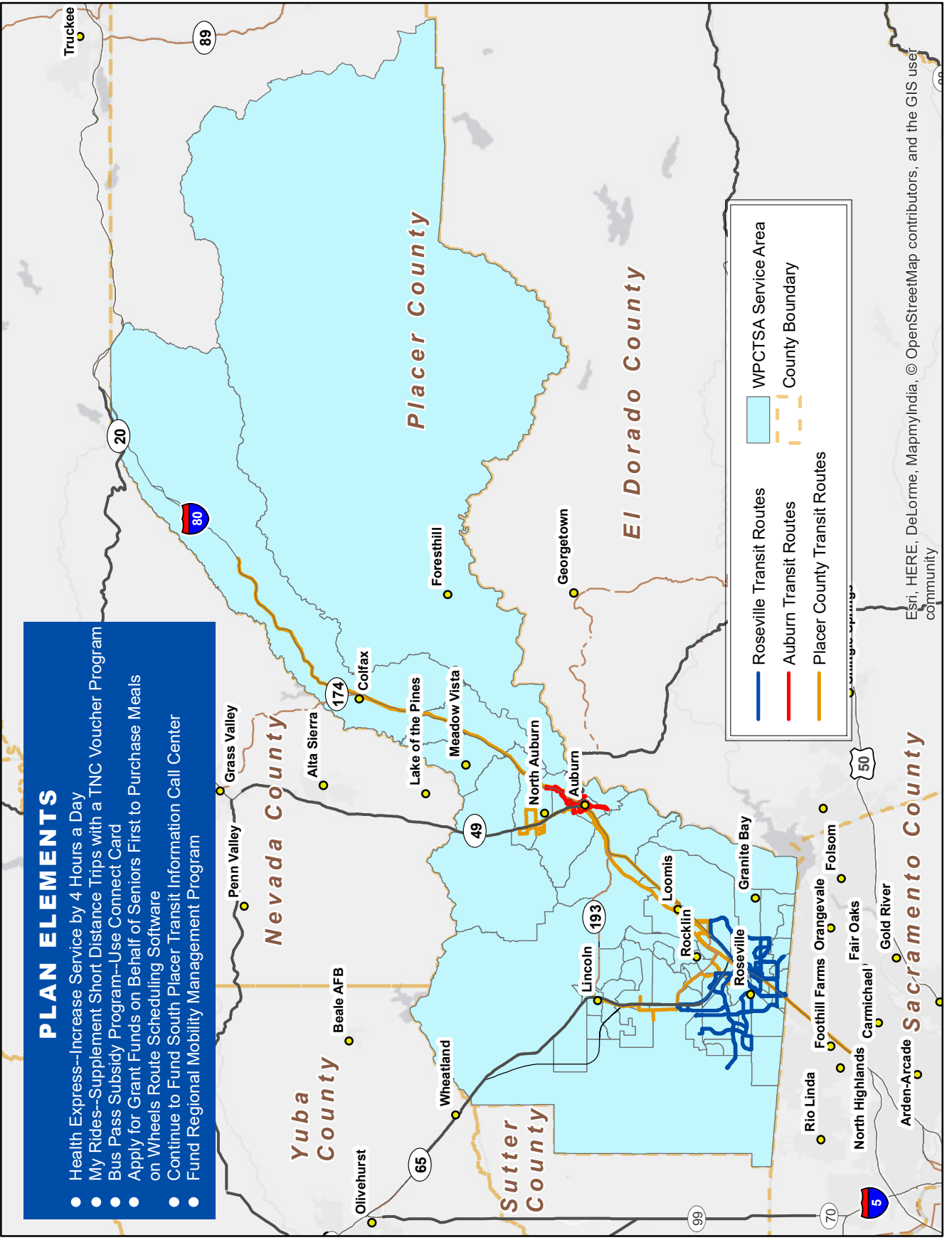
- Further study management opportunities of Health Express with Placer County
- Partner with health care entities regarding providing TNC subsidies for patient transportation outside the hours of public transit service

At the same time, WPCTSA should review all administrative and operating costs to determine if expenses can be reduced in other areas that will allow further growth of the program.

**Figure 26
WPCTSA Plan**



- PLAN ELEMENTS**
- Health Express--Increase Service by 4 Hours a Day
 - My Rides--Supplement Short Distance Trips with a TNC Voucher Program
 - Bus Pass Subsidy Program--Use Connect Card
 - Apply for Grant Funds on Behalf of Seniors First to Purchase Meals on Wheels Route Scheduling Software
 - Continue to Fund South Placer Transit Information Call Center
 - Fund Regional Mobility Management Program



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