

***ARIZONA RIDES:
REGIONAL TRANSPORTATION
COORDINATION PLAN PROJECT***

Project Summary Report



***Prepared for the
Arizona Department of Transportation (ADOT)***

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ARIZONA RIDES REGIONAL TRANSPORTATION COORDINATION PLAN PROJECT

PROJECT SUMMARY REPORT

Project Goals

The Arizona Rides Regional Transportation Coordination Plan project had the following goals.

- Support the federal United We Ride initiative in Arizona
- Address the federal planning requirement for *Coordinated Public Transit-Human Services Transportation Plans*, as a prerequisite for Federal Transit Administration (FTA) funding under Sections 5310, 5316 and 5317
- Establish a planning framework for on-going statewide, regional and local coordination efforts
- Develop buy-in from existing and potential grantees regarding the need and desirability to coordinate transportation services

Study Process

The Arizona Department of Transportation (ADOT) hired a consultant team to assist in developing the required coordination plans. The plans were developed using the following process.

1. Geographic and institutional framework

The consultant team and ADOT staff developed an initial framework for addressing the plans. It was decided to develop *Regional Transportation Coordination Plans*, through a collaborative effort of the rural Councils of Government (COGs) and small Metropolitan Planning Organizations (MPOs), local providers and interest groups, ADOT staff and the consultant team. The consultant team was asked to interface with the large MPOs in Phoenix and Tucson, although in general MAG and PAG developed their plans separately from the statewide process.

2. Regional and Sub-regional Planning

It was decided to include sub-regional elements within each *Regional Transportation Coordination Plan*. This decision was made in order to provide a more local focus for coordination efforts. Arizona's planning regions are large

and each has sub-regional areas in which local service coordination efforts take place. The regional organizations provided the institutional framework for the plans but local stakeholders were charged with developing coordination projects that, for the most part, would be implemented locally.

3. Coordination Plan Template

The consultant team developed a template for the *Regional Transportation Coordination Plans* based on the available draft federal guidelines. The plan template included all the required elements. The template was then reviewed by ADOT staff and representatives of the local COGs and small MPOs and revised as needed.

4. Interface with Other Planning Efforts

A variety of other statewide and local transit planning processes were underway during the time when the *Regional Transportation Coordination Plans* were being done. Every effort was made to coordinate and integrate the processes where possible. For example, attempts were made to coordinate meeting schedules and data bases with the *Statewide Rural Transit Needs Assessment* study being done for ADOT by another consultant. Later in the study attempts were made to coordinate meetings with a transportation initiative being conducted by Executive Order from the Arizona Governor's Office. On the local level, the Central Yavapai Metropolitan Planning Organization (YMPO) was in the midst of a regional transit study. Attempts were made to coordinate the *Regional Coordination Plan* process with that existing transit study.

5. Locally Developed Coordination Plans

In order to maximize local involvement in developing the *Regional Transportation Coordination Plans*, a two phased process was established. In December 2006, six regional workshops were conducted throughout the state. The following items were addressed at the December workshop: the draft federal guidelines for the FTA 5310, 5316 and 5317 programs, obtaining buy-in to the concept of developing regional and sub-regional plans in Arizona to meet the planning requirement, identification of sub-regional areas, documentation of existing coordination opportunities and identification of new coordination possibilities, initial data collection on existing transportation services, and conceptualizing coordination projects to be submitted for funding in 2007 in each region . The handout packet for the December meetings is provided in Attachment A to this report.

Based on the information provided at the December workshops, the consultant team developed draft *Regional Transportation Coordination Plans* for each region. All the regional plans, other than those for the two small MPO areas, had several sub-regional components. The draft plans were sent to ADOT and to the regional organizations for comment. A second round of regional workshops was

then conducted in February and March 2007 to review the draft plans. In April 2007, final revisions were made to the *Regional Coordination Plans* and they were provided to ADOT to distribute to the regions.

Things Accomplished and Things Not Accomplished

Much was accomplished in developing this first iteration of *Regional Transportation Coordination Plans* in Arizona. However, they were in reality just the beginning of a long term coordination process. A list of major accomplishments, as well as things yet to be accomplished, is presented below.

Things Accomplished

- The first round of *Coordination Plans* was completed with coverage for all areas of the state.
- Programs of projects were completed, for all areas of the state, to support anticipated funding requests in 2007, 2008 and 2009.
- Evaluation criteria were developed for the FTA 5310, 5316 and 5317 programs in Arizona
- Buy-in was achieved for the idea of coordination in general and for the need for on-going coordination efforts regionally and locally.
- Existing coordination efforts among local providers were documented, additional coordination efforts were planned and on-going coordination processes were initiated.
- New thinking was generated at the state, regional and sub-regional level regarding what it takes to move forward with the coordination of transportation services

Things Yet to Be Accomplished

- While seven *Regional Transportation Coordination Plans* were developed, they are just a beginning. The plans are strong in terms of agency participation. They are not as strong in terms of actual coordination projects being undertaken. The program of projects in each *Regional Coordination Plan* addresses some coordination efforts, but they are mostly a listing of what agencies anticipate applying for under each FTA program, irrespective of coordination. Future plans need to focus more strongly on specific on-the-street coordination efforts in each regional and sub-region.
- Federal guidelines state that the *Coordination Plans* must “prioritize transportation services for funding and implementation.” The current plans do not prioritize projects. However, the regional organizations and ADOT prioritize projects for funding once grant requests are submitted.
- While private, commercial sector, providers were invited to participate in the planning process, they only participated marginally. Additional creative ways to involve them should be tried.

- In general, there was little or no involvement by the general public in developing the plans. At a minimum, some type of public hearing opportunity should be provided in each region to allow public comment.

Recommendations for the Future

1. Strengthen the Coordination Plans

The recently completed *Regional Transportation Coordination Plans* are a first step. Suggestions for strengthening the coordination plan process are listed below.

- a.) Staff at ADOT, the COGs and the MPOs will need to develop an on-going process to remind grantees and potential grantees that coordination is a key requirement for FTA funding. Technical assistance should also be provided.
 - ADOT program managers for the 5310, 5311, 5316 and 5317 programs will need to continue to emphasize coordination as an important criterion for funding.
 - Financial and technical support should be continued, and expanded where possible, to COG/MPO staff to re-emphasize the need for, benefits of, and possibilities for, coordination at the local level.
 - The state and regional efforts should include encouraging and/or facilitating local coordination planning meetings and providing periodic workshops to address specific coordination challenges and how to overcome them (such as using multiple funding sources to support coordinated services, encouraging pilot/demonstration projects, using ACCCHS funding as a funding base to develop transportation services for multiple agencies, developing service contracts among agencies, coordinated driver training).
 - The United We Ride Logic Model and Measures, included as Attachment B, could be used as a technical tool in this effort.

- b.) Merge the current three-year plans required for 5311 projects with regional and/or sub-regional *Coordination Plans*. For example, in Cochise County when the next three year plans are due for the Bisbee Bus or Vista Transit, the following options should be considered: 1) develop a broader county-wide plan with specific emphasis areas for Bisbee, Sierra Vista and county-wide coordination; 2) develop separate three-year plans for Bisbee and Sierra Vista and include a county-wide coordination section in one or both of those plans. Another example is in Gila County, where the three-year plan for Cobre Valley Community Transit could focus on the specific needs of that 5311 service, but also include a section for broader county-wide coordination.

- c.) A process for prioritizing the projects which are included in the *Regional Coordination Plans* needs to be developed to be in compliance with federal requirements.
- d.) Take additional steps to encourage participation of private sector providers, including notice of transit planning and grant application processes in their service areas as well as providing ideas regarding ways to participate.
- e.) Include some type of public forum (a public hearing opportunity at a minimum) for each three-year plan/coordination plan (and potentially for each annual application process).

2. Conduct Pilot Coordination Projects

Ideally every year, ADOT should identify one or more geographic areas to focus on to develop specific coordination activities. The areas selected should be based on local grass roots interest related to coordination. For example, a demonstration project could be developed in Cochise County to develop initial thinking regarding Mobility Management, as illustrated in Appendix C. Another example would be to work with providers in the WACOG regional to address options for transitioning from a separate area-wide senior service to integrating those services into the public transit services provided by other agencies in the area. A third example would be to work with providers in the Pinal County area to take the next step in their coordination effort, and/or to initiate a more formal coordination effort in Gila County.

3. Interface with the Statewide Coordinating Council

A strong interface should be developed between local coordination efforts and initiatives taken by the Arizona Rides Statewide Coordination Council. The Statewide council should identify specific annual objectives in terms of breaking through individual barriers to coordination. Local demonstration projects should be funded to move forward with respect to each specific barrier. This should include both planning process elements as well as technical work in overcoming the many challenges of coordination at the local level.

**APPENDIX A
DECEMBER 2006 WORKSHOP HANDOUT**

The workshop handout is presented on the following pages.

**ARIZONA RIDES
REGIONAL TRANSPORTATION COORDINATION PLANS**

From Now to the Future

What Are You Doing Now?

Move into small groups with other providers and stakeholders in your area. How would you assess the current status of coordination in your area?

What Possibilities Exist?

What possibilities exist for additional coordination? Short term? Long term?

How should you organize to make additional coordination happen?

United We Ride Assessment

Through the federal United We Ride initiative a *Framework for Action – Building The Fully Coordinated Transportation System, A Self-Assessment Toll for Communities* has been developed. A copy of the complete assessment tool is being provided as a separate handout for you to take with you. A summary of the key evaluation items is presented below. How does your community stack-up? Please rate each item in terms of “1”-Needs to Begin, “2”-Needs Significant Action, “3”-Needs Action and “4”-Done Well.

A Self-Assessment Tool for Communities

Section 1: Making Things Happen by Working Together

- _____ 1. Have leaders and organizations defined the need for change and articulated a new vision for the delivery of coordinated transportation services?
- _____ 2. Is a governing framework in place that brings together providers, agencies and consumers? Are there clear guidelines that all embrace?
- _____ 3. Does the governing framework cover the entire community and maintain strong relationships with neighboring communities and state agencies?
- _____ 4. Is there sustained support for coordinated transportation planning among elected officials, agency administrators, and other community leaders?
- _____ 5. Is there positive momentum? Is there growing interest and commitment to coordinating human service transportation trips and maximizing resources?

Section 2: Taking Stock of Community Needs and Moving Forward

- _____ 1. Is there an inventory of community transportation resources and programs that fund transportation services?
- _____ 2. Is there a process for identifying duplication of services, underused assets, and service gaps?
- _____ 3. Are the specific transportation needs of various target populations well documented?
- _____ 4. Has the use of technology in the transportation system been assessed to determine whether investment in transportation technology may improve services and/reduce costs?
- _____ 5. Are transportation line items included in the annual budgets for all human service programs that provide transportation services?
- _____ 6. Have transportation users and other stakeholders participated in the community transportation assessment process?
- _____ 7. Is there a strategic plan with a clear mission and goals? Are the assessment results used to develop a set of realistic actions that improve coordination?
- _____ 8. Is clear data systematically gathered on core performance issues such as cost per delivered trip, ridership, and on-time performance? Is the data systematically analyzed to determine how costs can be lowered and performance improved?

_____ 9. Is the plan for human services transportation coordination linked to and supported by other state and local plans such as the regional Transportation Plan or State Transportation Improvement Plan?

_____ 10. Is data being collected on the benefits of coordination? Are the results communicated strategically?

Section 3: Putting Customers First

_____ 1. Does the transportation system have an array of user-friendly and accessible information sources?

_____ 2. Are travel training and consumer education programs available on an ongoing basis?

_____ 3. Is there a seamless payment system that supports user-friendly services and promotes customer choice of the most cost-effective service?

_____ 4. Are customer ideas and concerns gathered at each step of the coordination process? Is customer satisfaction data collected regularly?

_____ 5. Are marketing and communications programs used to build awareness and encourage greater use of the services?

Section 4: Adapting Funding for Greater Mobility

_____ 1. Is there a strategy for systematic tracking of financial data access programs?

_____ 2. Is there an automated billing system in place that supports the seamless payment system and other contracting mechanisms?

Section 5: Moving People Efficiently

_____ 1. Has an arrangement among diverse transportation providers been created to offer flexible service that are seamless to customers?

_____ 2. Are support services coordinated to lower costs and ease management burdens?

_____ 3. Is there a centralized dispatch system to handle requests for transportation services from agencies and individuals?

_____ 4. Have facilities been located to promote safe, seamless, and cost-effective transportation services?

What's to Come?

While final details have not been determined yet, the table on the next page is a draft of what we will end up with at the end of each *Regional Coordination Plan*. We will talk about this more during the second half of the workshop.

PROGRAM OF PROJECTS					
FY 2006 and FY 2007 Funds					
<i>Region</i> _____					
<i>Subregion</i> _____					
<u>Agencies</u>	<u>5311- Rural Public Transit</u>	<u>5310 – E&D Capital</u>	<u>5316 – Job Access</u>	<u>5317 – New Freedom</u>	<u>Total</u>
Agency A					
Mobility Manager	\$ - xx,xxx		\$ -	\$ - xx,xxx	
Agency B					
Public service demo	Xx,xxx	\$ -	\$ -	\$ - xx,xxx	
Vehicle replacement		xx,xxx			xx,xxx
Low income worker transp.			xx,xxx		xx,xxx
Agency C					
Vehicle replacement	\$ - xx,xxx		\$ -	\$ - xx,xxx	
Agency D					
Vehicle replacement	\$ - xx,xxx		\$ -	\$ - xx,xxx	\$
<i>Subregion</i> _____					
<u>Agencies</u>	<u>5311 – Rural Public Transit</u>	<u>5310- E&D Capital</u>	<u>5316-Job Access</u>	<u>5317- New Freedom</u>	<u>Total</u>
Agency A					
Mobility Manager	\$ - xx,xxx		\$ -	\$ - xx,xxx	
Agency B					
Public service demo	Xx,xxx	\$ -	\$ -	\$ - xx,xxx	
Vehicle replacement		xx,xxx			xx,xxx
Low income worker transp.			xx,xxx		xx,xxx
Agency C					
Vehicle replacement	\$ - xx,xxx		\$ -	\$ - xx,xxx	

Planning Framework

Federal, State, Regional, Local Agency and Constituent Roles

Federal – SAFETEA-LU, United We Ride (UWR), Federal Transit Administration (FTA) - program guidance, project monitoring

State – Arizona Department of Transportation (ADOT) serves as program managers for FTA – overall program guidance, statewide announcement, application forms and process, delegation through the rural Councils of Government (COGs) and the small Metropolitan Planning Organization (MPOs), technical assistance to COGs/MPOs, evaluates projects submitted by COGs/MPOs, monitors funded project with COG/MPO assistance

Regional – Develop Regional Coordination Plans (RCPs), announce programs, technical assistance to potential grantees, evaluate and prioritize projects, submit prioritized project lists to ADOT, assist ADOT in monitoring projects.

Providers, other human service agencies, customers – Bring local knowledge to bear in identifying the most effective local mobility solutions and work in coordination with other providers and the Councils of Governments and MPOs in improving the coordination of transportation systems.

Coordinate with Statewide Rural Transit Needs Assessment

Planning processes
Provider inventory
Assessment of need

Coordination Plan Process

Collaboration – high level of working together with a variety of agencies, and the public, to develop coordinated transportation services at the local and regional levels

New partners – transit and human services agencies (see *Attachment A-1*)

Transit 3-Year Plans – could form the basis around which the Regional Coordination Plans (RCPs) are built

Other plans – other plans and the Regional Coordination Plans need to work together. How this plays out will be defined over time.

Coordination Plan Content

Federal Transit Administration (FTA) guidance identifies the following required elements for Coordination Plans.

1. **An assessment of available services that identifies current providers** (public, private, and non-profit)

This will be done in conjunction with the current Rural Transit Needs Assessment Study being done for ADOT by Cambridge Systematics.

2. **An assessment of transportation needs for individuals with disabilities, older adults, and people with low incomes**

A preliminary assessment will be done for the *Coordination Plans*, by stakeholders (see Attachment A – FTA Guidance re Planning Partners). A more detailed needs analysis is being done as part of the Rural Transit Needs Assessment Study being done for ADOT by the consulting firm Cambridge Systematics.

3. **Strategies and/or activities to address the identified gaps and achieve efficiencies in service delivery.**

This will be locally driven by stakeholders, with limited technical assistance provider by the consultant team, COG/MPO and ADOT staff.

4. **Relative priorities** for implementation based on resources, time, and feasibility for implementing specific strategies/activities identified

FTA has indicated that *Coordination Plans*, used as the basis for FY 2007 program funding, can focus on the first three items. However, ADOT expects even the initial Plans to identify short term goals for coordination, how on-going coordination efforts will be carried out, and specific coordination projects on a regional or sub-regional basis. A template for a *Regional Coordination Plan* is presented in *Attachment A-2*.

Project Evaluation

It is anticipated that projects for all FTA funding programs, managed by ADOT, will be evaluated using a similar process. ADOT will develop evaluation criteria and priorities for each FTA grant program (5310, 5311, 5316 and 5317). Preliminary evaluation criteria are provided below. Each region will then develop its own evaluation criteria and set priorities using the ADOT criteria and priorities as guidance.

The regions will evaluate and prioritize projects submitted for each grant program and then submit those priorities to ADOT. Final project selection will be made by ADOT.

Preliminary Evaluation Criteria

In addition to meeting all technical requirements, projects will be evaluated according to the following criteria (first cut).

Section 5310 – Elderly Individuals and Individuals with Disabilities

- Addresses current needs of elderly and disabled individuals
- Supports local and regional coordination plan
- Vehicles/facilities/services well utilized
- Other providers not able to provide the service
- Participatory planning process

Section 5316 – Job Access and Reverse Commute (JARC)

- Addresses current work-related transportation needs of low income individuals
- Supports local and regional coordination plan
- Vehicles/facilities/services well utilized
- Other providers not able to provide the service
- Participatory planning process

Section 5317 –New Freedom

- Addresses current needs for individuals with disabilities
- Supports local and regional coordination plan
- Vehicles/facilities/services well utilized
- Others not able to provide the service
- Participatory planning process

Section 5311 – Rural Public Transit

- Addresses current needs of the general public
- Supports local and regional coordination plan
- Vehicles/facilities/services well utilized
- Participatory planning process

2007 Coordination Plan Schedule

The anticipated overall schedule for completing the initial Coordination Plans (for FY 2007 FTA program funding) is shown below.

December, 2006

Consultant team - The consultant team will facilitate the regional workshops and will provide a Coordination Plan template. Background information on the area and on existing transportation providers will also be presented for review. The participants at each workshop will be asked to identify unmet service needs and to begin to develop concepts and projects for coordination.

ADOT – ADOT staff will assist the consultant team in obtaining information on area background and existing providers from the Rural Needs Assessment consultant (Cambridge Syntematics). They will also begin to develop statewide priorities and evaluation criteria for each FTA program. ADOT staff will also attend and support each workshop.

Regional COG/MPO Staff – COG and MPO staff will host each regional workshop and invite stakeholders to attend. They will also attend the workshops and provide input to providers and to the consultant team.

Provider Stakeholders – Provider stakeholders will attend the regional workshops and participate in the dialogue regarding existing services, service needs and coordination possibilities. After the workshops they will continue the dialogue re coordination possibilities within their local areas and with other stakeholders (human service agencies, consumers, and the general public) as needed.

January , 2007

Consultant team - The consultant team will prepare Draft Regional Coordination Plans for each region by January 31 and will send them (via e-mail) to the COGs/MPOs who will distribute them to the planning partners/stakeholders for review.

ADOT – ADOT staff will prepare draft program priorities and evaluation criteria to be discussed at the second round of regional meetings. They will also provide other direction and assistance as needed.

Regional COG/MPO Staff – COG/MPO staff will facilitate and assist (as needed) with coordination project development in each region and subregion. COG/MPO staff will also help to assure that preliminary coordination project information is submitted to the COGs, ADOT and the consultant team by January 15, 2007.

Provider Stakeholders – Provider stakeholders will meet in their local areas to develop coordination projects (even if preliminary) and submit project ideas to the COGs, ADOT and the consultant team by January 15, 2007, in order for the consultant team to prepare draft Regional Coordination Plans for each region by January 31st.

February , 2007

Consultant team - The consultant team will prepare for and facilitate a second round of regional meetings to review and draft Regional Coordination Plans.

ADOT – ADOT staff will facilitate the discussion of program priorities and evaluation criteria at the February regional meetings. They will also provide other direction and assistance as needed.

Regional COG/MPO Staff – The COGs/MPOs will host February regional meetings and provide comments on the Draft Regional Plans.

Provider Stakeholders – Provider stakeholders will attend the February regional meetings and provide comments on the Draft Regional Plans.

March, 2007

Consultant team – Prepare final (2007 first round) Regional Coordination Plans and submit them to ADOT and to the COG/MPO via e-mail.

ADOT – ADOT staff will provide direction and assistance as needed.

Regional COG/MPO Staff – To be determined.

Provider Stakeholders – To be determined.

April, 2007

Provider stakeholders will submit grant applications as appropriate for 5310, 5316, 5317 and 5311 projects to ADOT.

Transit Grant Programs

Three existing FTA grant programs, managed by the states, were changed significantly and a new program was added through the new SAFETEA-LU legislation. A summary of these programs is provided below. The SAFETEA-LU legislation specifically requires that projects to be funded under three of the programs (5310, 5316, 5317) be included in Coordination Plans. FTA program guidance states that 5311 projects are expected to also participate in the Coordination Plans.

Section 5310 – Elderly Individuals and Individuals with Disabilities Program

The 5310 program has been in existence since 1975. It is a capital grant program which has provided vehicles and related equipment for nonprofit agencies that service the transportation needs of the elderly and people with disabilities. The program requires coordination with other federally assisted programs and services in order to make the most efficient use of federal resources. Normally capital projects are funded at an 80% federal level. However, certain states, including Arizona have a higher federal funding percentage. Arizona 5310 projects can be funded at 94.3% federal share.

Capital projects include: buses; vans; radios and communication equipment; vehicle shelters; wheelchair lifts and restraints; vehicle rehabilitation, manufacture and overhaul; preventive maintenance; computer hardware and software; leasing equipment; acquisition of transportation services under contract; introduction of new technology; transit related intelligent transportation systems; and new mobility management and coordination programs. The variety of activities included under “mobility management” are listed in Attachment C. Mobility management is an eligible expense under the 5311, 5316 and 5317 program as well.

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

The 5316 JARC program provides funding for transportation to work and work related activities for low income individuals. Eligible recipients include: private non-profit organizations; government agencies; and operators of public transportation services, including private operator of public transportation services.

Eligible projects may include capital, planning, and operating assistance to support a variety of activities, including but not limited to the following: late night and weekend service, guaranteed ride home service, shuttle service, expanding fixed route public transit services, demand responsive van service, ridesharing and carpooling activities; transit-related aspects of bicycling; local car loan programs, promotion activities, supporting the administration and expense related to voucher programs (but not fixed route or ADA complementary paratransit bus passes), GIS systems, ITS systems, deploying vehicle position-monitoring systems, establishing regional mobility managers or transport brokerage activities (see Attachment A-3).

Capital and planning projects are funded at an 80% federal share. Operating costs are funded at up to 50% of net operating costs. A broad range of “local” match funds can be used, including many federal funds, other than other USDOT funds.

Section 5317 – New Freedom Program

Section 5317 is a new program. Its aim is to provide additional tools to overcome existing barriers facing Americans with disabilities seeking integration into the work force and full participation in society. There are two general categories of new projects:

- a. Enhancing public transportation services beyond the minimum requirements of the ADA, and
- b. New public transportation alternatives beyond the ADA

Attachment A-4 presents a more extensive list of the types of projects which may be considered for funding.

Capital projects are funded at an 80% federal share. Operating costs are funded at up to 50% of net operating costs. All of the local share must be provided from sources other than Federal DOT funds. Some examples of sources of local match which may be used for any or all of the local share include: State or local appropriations; other non-DOT Federal funds; dedicated tax revenues; private donations; revenue from human service contracts; toll revenue credits; and net income generated from advertising and concessions. Non-cash share such as donations, volunteer services, and in-kind contributions is eligible to be counted toward the local match.

Section 5311 – Nonurbanized Area Formula Program

Section 5311 provides funding to support administration, operations and capital expense of providing public transit services in areas outside urbanized areas. Eligible recipients include local governments, nonprofit organization and Indian tribes. Private for-profit operators of transit or intercity bus services may participate as third party contactors for grantees.

Capital projects include: buses; vans or other paratransit vehicles; radios and communication equipment; passenger shelters, bus stop signs and similar passenger amenities; wheelchair lifts and restraints; vehicle rehabilitation, manufacture and overhaul; preventive maintenance; extended warranties; computer hardware and software; leasing equipment; acquisition of transportation services under contract; introduction of new technology; transit related intelligent transportation systems; joint development projects; and new mobility management and coordination programs. The variety of activities included under “mobility management” are listed in Attachment C. Mobility management is an eligible expense under the 5310, 5316 and 5317 programs as well.

What is Coordination?

There has been considerable national research regarding options for coordinating public and specialized transportation over the last several years. Many states and local areas have been exceptionally active and there has been abundant nationally research. Based on a review of this research, a model was selected to show the spectrum of coordination activities available. The model selected was taken from the report, “Strategies to Increase Coordination of Transportation Service for the Transportation Disadvantaged,” Report 105, Transit Cooperative Research Program (TCRP), 2004.

The model, showing the range of possible coordination strategies, is presented below. The degree of coordination activity increases from the top of the list to the bottom.

All Types of Coordination Partners Working Together

- Transportation advocacy coalition building
- Information and referral
- Joint planning, decision making
- Coordinating council
- Sharing technical expertise

Organizations that Do Not Operate Service Working with Transportation Operators.

- Use or subsidize services for client travel
- Travel training
- Mobility management

Organizations that Operate Service Working Together

- Provide vehicles
- Provide technical assistance
- Joint grant applications
- Joint driver training
- Shared vehicle storage/maintenance facilities
- Joint procurement of vehicles, insurance, maintenance, fuel, hardware, software, technology
- Vehicle sharing
- Centralized functions (reservations, scheduling, dispatching)

All Types of Coordination Working Together

- Purchase or contract for service
- Transportation brokerage
- Consolidation of transportation programs

The next page presents a check sheet for your use in exploring the most suitable immediate coordination activities in your area.

Coordination Option Worksheet

Which of these options would work best in your area? Rank the top five in terms of short term feasibility, using a “1” to “5” ranking, with “1” being best. Rank the top five again in terms of long term desirability, using an “A,” “B,” “C,” “D,” “E” ranking, with A being the most desirable.

All Types of Coordination Partners Working Together

- Transportation advocacy coalition building
- Information and referral
- Joint planning, decision making
- Coordinating council
- Sharing technical expertise

Organizations that Do Not Operate Service Working with Transportation Operators.

- Use or subsidize services for client travel
- Travel training
- Mobility management

Organizations that Operate Service Working Together

- Provide vehicles
- Provide technical assistance
- Joint grant applications
- Joint driver training
- Shared vehicle storage/maintenance facilities
- Joint procurement of vehicles, insurance, maintenance, fuel, hardware, software, technology
- Vehicle sharing
- Centralized functions (reservations, scheduling, dispatching)

All Types of Coordination Working Together

- Purchase or contract for service
- Transportation brokerage
- Consolidation of transportation programs

Specific Coordination Options for Your Area

Exercise A – Your Initial Thoughts.

Using the Coordination Options Worksheet, what do you think will be the best coordination options for you area. Consider both what is immediately feasible (next 6-12 months) and what is desirable in the long term (3-5 years).

List your ideas below.

(1) Short term feasibility

(2) Long term desirability

Exercise B – Specific “Do-able” Short Term Coordination Projects

Meet with other providers and stakeholders in your service area. Discuss your answers to Exercise A. Then make a list of specific, potential immediate coordination projects for you area (next 6-12 months). Then think of potential longer term projects which may be feasible (3-5 years). Finally, address how you can best organize to make these goals a reality.

List your ideas below.

1) Specific potential short term projects

2) Specific potential long term projects

3) How we need to organize to make these goals a reality

Next Steps

Specific next steps need to be identified before the workshop ends. The space below will be used to identify those next steps.

ADOT and the Consultant Team

COGs and Small MPOs

Local Area Stakeholders

ATTACHMENT A-1 FTA Guidance re “Planning Partners”

FTA suggests an extensive list of planning partners for the Coordination Plan process. For the initial kick-off meetings ADOT and the RAE Consultants, Inc. team suggest the focus be on existing transportation providers in the region, as well as any other key stakeholders in any region. Additional “partners” can be contacted by local agencies within their communities, on their own, after the kick-off meeting.

FTA guidance for the Coordination Plan process suggests the following:

“Consideration should be given to including groups and organizations such as the following in the coordinated planning process if present in the community:

1. Transportation partners:

- (a) Area transportation planning agencies, including MPOs, States, and local governments;
- (b) Public transportation providers (including ADA paratransit providers and agencies administering the projects funded under the FTA urbanized and non-urbanized programs);
- (c) Private transportation providers, including private transportation brokers, taxi operators, van pool providers, and intercity bus operators;
- (d) Non-profit transportation providers;
- (e) Past or current organizations funded under the JARC, the Elderly Individuals and Individuals with Disabilities (Section 5310) and/or New Freedom programs; and
- (f) Human service agencies funding, operating, and/or providing access to transportation services.

2. Passengers and advocates:

- (a) Existing and potential riders, including both general and targeted population passengers (individuals with disabilities, older adults, and people with low incomes);
- (b) Protection and advocacy organizations;
- (c) Representatives from independent living centers; and
- (d) Advocacy organizations working on behalf of targeted populations.

3. Human service partners:

- (a) Agencies that administer health, employment, or other support programs for targeted populations. Examples of such agencies include but are not limited to Departments of Social/Human Services, Employment One-Stop Services; Vocational Rehabilitation, Medicaid, Community Action Programs (CAP), Agency on Aging (AoA); Developmental Disability Council, Community Services Board;
- (b) Non-profit human service provider organizations that serve the targeted populations;
- (c) Job training and placement agencies;
- (d) Housing agencies;
- (e) Health care facilities; and
- (f) Mental health providers.

4. Other:

- 1. Security and emergency management agencies;
- 2. Tribes and tribal representatives;
- 3. Economic development organizations;
- 4. Faith-based and community-based organizations;
- 5. Representatives of the business community (e.g. employers);
- 6. Appropriate local or State officials and elected officials; and
- 7. School districts.

Regional Process

Organizing for Coordination

Challenges of Coordination

Priorities

Evaluation Criteria

III. **SUB-REGION A** _____

Socioeconomic Summary (from Cambridge Systematics)

Existing Provider Service Assessment

Assessment of Needs

Service continuation

Unmet needs

Strategies to Address Needs

General

Coordination

Projects to be Funded

Section 5310

Section 5316

Section 5317

Section 5311

PROGRAM OF PROJECTS					
FY 2006 and FY 2007 Funds					
<i>Region</i> _____					
<i>Subregion</i> _____					
<u>Agencies</u>	<u>5311-Rural Public Transit</u>	<u>5310 - E&D Capital</u>	<u>5316 – Job Access</u>	<u>5317 – New Freedom</u>	<u>Total</u>
Agency A					
Mobility Manager	\$ - xx,xxx		\$ -	\$ - xx,xxx	
Agency B					
Public service demo	xx,xxx	\$ -	\$ -	\$ - xx,xxx	
Vehicle replacement		xx,xxx			xx,xxx
Low income worker transp.			xx,xxx		xx,xxx
Agency C					
Vehicle replacement	\$ - xx,xxx		\$ -	\$ - xx,xxx	
Agency D					
Vehicle replacement	\$ - xx,xxx		\$ -	\$ - xx,xxx	\$
<i>Subregion</i> _____					
<u>Agencies</u>	<u>5311 – Rural Public Transit</u>	<u>5310 – E&D Capital</u>	<u>5316 – Job Access</u>	<u>5317 – New Freedom</u>	<u>Total</u>
Agency A					
Mobility Manager	\$ - xx,xxx		\$ -	\$ - xx,xxx	
Agency B					
Public service demo	xx,xxx	\$ -	\$ -	\$ - xx,xxx	
Vehicle replacement		xx,xxx			xx,xxx
Low income worker transp.			xx,xxx		xx,xxx
Agency C					
Vehicle replacement	\$ - xx,xxx		\$ -	\$ - xx,xxx	

IV. **SUB-REGION B** _____

Socioeconomic Summary (from Cambridge Systematics)

Existing Provider Service Assessment

Assessment of Needs

Service continuation

Unmet needs

Strategies to Address Needs

General

Coordination

Projects to be Funded

Section 5310

Section 5316

Section 5317

Section 5311

PROGRAM OF PROJECTS					
FY 2006 and FY 2007 Funds					
<i>Region</i> _____					
<i>Subregion</i> _____					
<u>Agencies</u>	<u>5311 – Rural Public Transit</u>	<u>5310 – E&D Capital</u>	<u>5316 – Job Access</u>	<u>5317 – New Freedom</u>	<u>Total</u>
Agency A					
Mobility Manager	\$ - xx,xxx		\$ -	\$ - xx,xxx	
Agency B					
Public service demo	xx,xxx	\$ -	\$ -	\$ - xx,xxx	
Vehicle replacement		xx,xxx			xx,xxx
Low income worker transp.			xx,xxx		xx,xxx
Agency C					
Vehicle replacement	\$ - xx,xxx		\$ -	\$ - xx,xxx	
Agency D					
Vehicle replacement	\$ - xx,xxx		\$ -	\$ - xx,xxx	\$
<i>Subregion</i> _____					
<u>Agencies</u>	<u>5311 – Rural Public Transit</u>	<u>5310 – E&D Capital</u>	<u>5316 – Job Access</u>	<u>5317 – New Freedom</u>	<u>Total</u>
Agency A					
Mobility Manager	\$ - xx,xxx		\$ -	\$ - xx,xxx	
Agency B					
Public service demo	xx,xxx	\$ -	\$ -	\$ - xx,xxx	
Vehicle replacement		xx,xxx			xx,xxx
Low income worker transp.			xx,xxx		xx,xxx
Agency C					
Vehicle replacement	\$ - xx,xxx		\$ -	\$ - xx,xxx	

ATTACHMENT A-3

Eligible “Mobility Management” Activities

Mobility management is intended to build coordination among existing public transportation providers and other transportation service providers with the result of expanding the availability of service. Mobility management activities may include:

1. The promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, older adults, and low income individuals;
2. Support for short term management activities to plan and implement coordinated services;
3. The support of State and local coordination policy bodies and councils;
4. The operation of transportation brokerages to coordinate providers, funding agencies and customers;
5. The provision of coordination services, including employer-oriented Transportation Management Organizations’ and Human Service Organizations’ customer-oriented travel navigator systems and neighborhood travel coordination activities such as coordinating individualized travel training and trip planning activities for customers;
6. The development and operation of one-stop transportation traveler call centers to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs; and
7. Operational planning for the acquisition of intelligent transportation technologies to help plan and operate coordinated systems inclusive of Geographic Information Systems (GIS) mapping, Global Positioning System technology, coordinated vehicle scheduling, dispatching and monitoring technologies as well as technologies to track costs and billing in a coordinated system and single smart customer payment systems (acquisition of technology is also eligible as a stand alone capital expense).

ATTACHMENT A-4

Example Projects for New Freedom Funding (Section 5317)

2. Both new public transportation services and new public transportation alternatives are required to go beyond the requirements of the ADA and must (1) be targeted toward individuals with disabilities; and (2) meet the intent of the program by removing barriers to transportation and assisting persons with disabilities with transportation, including transportation to and from jobs and employment services.
3. Maintenance of Effort: Recipients or subrecipients may not terminate paratransit enhancements or other services funded as of August 10, 2005, in an effort to reintroduce the services as “new” and then receive New Freedom funds for those services.

A. New Public Transportation Services Beyond the ADA. The following activities are examples of eligible projects meeting the definition of new public transportation.

- 1) Enhancing public transportation services beyond minimum requirements of the ADA. Paratransit services can be eligible under New Freedom in several ways as long as the services provided meet the definition of “new:”
 - a) Expansion of paratransit service parameters beyond the ¾ mile required by the ADA;
 - b) Expansion of current hours of operation for paratransit services that are beyond those provided on the fixed route services;
 - c) The provision of same day service;
 - d) Enhancement of the level of service by providing escorts or assisting riders through the door of their destination;
 - e) Acquisition of vehicles and equipment designed to accommodate mobility aids that exceed the dimensions and weight ratings established for common wheelchairs under the ADA and labor costs of aides to help drivers assist passengers with over-sized wheelchairs. This would permit the acquisition of lifts with a larger capacity, instead of just modifications to lifts with a 600 lb design load, as well as the acquisition of heavier-duty vehicles for paratransit and/or demand-response service; and
 - f) Installation of additional securement locations in public buses beyond what is required by the ADA.
- 2) Feeder services. New “feeder” service (transit service that provides access) to commuter rail, commuter bus, intercity rail, and intercity bus stations, for which complementary paratransit service is not required under the ADA.
- 3) Making accessibility improvements to transit and intermodal stations not designated as key stations. Improvements for accessibility at existing

transportation facilities that are not designated as key stations established under 49 CFR 37.47, 37.51, or 37.53, and that are not required under 49 CFR 37.43 as part of an alteration or renovation to an existing station, so long as the projects are clearly intended to remove barriers that would otherwise have remained. New Freedom funds are eligible to be used for new accessibility enhancements that remove barriers to individuals with disabilities so they may access greater portions of public transportation systems, such as fixed-route bus service, commuter rail, light rail and rapid rail. This may include:

- a) Building an accessible path to a bus stop that is currently inaccessible, including curbcuts, sidewalks, accessible pedestrian signals or other accessible features,
 - b) Adding an elevator or ramps, detectable warnings, or other accessibility improvements that are not otherwise required under the ADA to a non-key station,
 - c) Improving signage, or wayfinding technology, or
 - d) Implementation of other technology improvements that enhance accessibility for persons with disabilities.
- 4) Travel training. New training programs for individual users on awareness, knowledge, and skills of public and alternative transportation options available in their communities. This includes travel instruction and travel training services.

B. New Public Transportation Alternatives Beyond the ADA. The following activities are examples of projects that are eligible as new public transportation alternatives beyond the ADA under the New Freedom program:

- 1) Purchasing vehicles to support new accessible taxi, ride sharing, and/or vanpooling programs. New Freedom funds can be used to purchase and operate accessible vehicles for use in taxi, ridesharing and/or van pool programs provided that the vehicle has the capacity to accommodate a passenger who uses a "common wheelchair" as defined under 49 CFR 37.3, at a minimum, while remaining in his/her personal mobility device inside the vehicle, and meeting the same requirements for lifts, ramps and securement systems specified in 49 CFR part 38, subpart B.
- 2) Supporting the administration and expenses related to new voucher programs for transportation services offered by human service providers. This activity is intended to support and supplement existing transportation services by expanding the number of providers available or the number of passengers receiving transportation services. Only new voucher programs or expansion of existing programs are eligible under the New Freedom program. Vouchers can be used as an administrative mechanism for payment of alternative transportation services to supplement available public transportation. The

New Freedom program can provide vouchers to individuals with disabilities to purchase rides, including: (a) mileage reimbursement as part of a volunteer driver program; (b) a taxi trip; or (c) trips provided by a human service agency. Providers of transportation can then submit the voucher for reimbursement to the recipient for payment based on pre-determined rates or contractual arrangements. Transit passes for use on existing fixed route or ADA complementary paratransit service are not eligible. Vouchers are an operational expense which requires a 50/50 (Federal/local) match.

- 3) Supporting new volunteer driver and aide programs. New volunteer driver programs are eligible and include support for costs associated with the administration, management of driver recruitment, safety, background checks, scheduling, coordination with passengers, and other related support functions, mileage reimbursement, and insurance associated with volunteer driver programs. The costs of new enhancements to increase capacity of existing volunteer driver programs are also eligible. FTA notes that any volunteer program supported by New Freedom must meet the requirements of both “new” and “beyond” the ADA. FTA encourages communities to offer consideration for utilizing all available funding resources as an integrated part of the design and delivery of any volunteer driver/aide program.
- 4) Supporting new mobility management and coordination programs among public transportation providers and other human service agencies providing transportation. Mobility management techniques may enhance transportation access for populations beyond those served by one agency or organization within a community. For example, a non-profit agency could receive New Freedom funding to share services it provides to its own clientele with other individuals with disabilities and coordinate usage of vehicles with other non-profits. Mobility management is intended to build coordination among existing public transportation providers and other transportation service providers with the result of expanding the availability of service. Mobility management activities may include:
 - a) The promotion, enhancement, and facilitation of access to transportation services, including the integration and coordination of services for individuals with disabilities, older adults, and low income individuals;
 - b) Support for short term management activities to plan and implement coordinated services;
 - c) The support of State and local coordination policy bodies and councils;
 - d) The operation of transportation brokerages to coordinate providers, funding agencies and customers;
 - e) The provision of coordination services, including employer-oriented Transportation Management Organizations’ and Human Service

Organizations' customer-oriented travel navigator systems and neighborhood travel coordination activities such as coordinating individualized travel training and trip planning activities for customers;

- f) The development and operation of one-stop transportation traveler call centers to coordinate transportation information on all travel modes and to manage eligibility requirements and arrangements for customers among supporting programs; and
- g) Operational planning for the acquisition of intelligent transportation technologies to help plan and operate coordinated systems inclusive of Geographic Information Systems (GIS) mapping, Global Positioning System technology, coordinated vehicle scheduling, dispatching and monitoring technologies as well as technologies to track costs and billing in a coordinated system and single smart customer payment systems (acquisition of technology is also eligible as a stand alone capital expense).

APPENDIX B UNITED WE RIDE LOGIC MODEL AND MEASURES



United We Ride Logic Model & Measures January 2007

Introduction

Leaders in communities and states across the country have greatly improved mobility for millions of people over the last several decades. The shift away from *providing rides* to *managing mobility* is driving the success of fully coordinated transportation systems. Successful strategies coordinate human service agencies that provide transportation with public and private transit providers and involve stakeholders, advocates and clients.

The attached *Logic Model* and *Measures* are designed as a technical assistance tool to help communities and states move their work forward (University of Wisconsin, 2005; W.K. Kellogg Foundation, 2004). This tool is designed to assist in the difficult work of coordinating systems and blending efforts across service delivery systems at the national, state, and community levels. These tools join the “*Framework for Action*” as a means of supporting local and state efforts.

The *Framework for Action* is a comprehensive evaluation and planning tool designed to help state and community leaders and agencies involved in human service transportation and transit services, along with their stakeholders, assess and plan for coordinated transportation systems. The *Framework for Action* was developed by an “expert panel” in 2003. It focuses on a series of core coordination elements (such as working together, needs assessment, putting customers first, funding adaptations, technology, and moving people efficiently) to help groups in states and communities of all sizes assess their needs and plan their coordination efforts. The *Framework for Action* is actually two tools: one for communities and another for states. It is available at www.unitedweride.gov

The Logic Model and Measures were also developed by an “expert panel” following input of myriad stakeholder and advocacy organizations. The expert panel is also finalizing a Matrix that is designed to take the *Framework for Action* to the next level by providing communities and states with tools to take concrete action and identify their progress along the way. These tools build on the same core elements as the *Framework* and assist in defining where a community or state is on the road to building a fully coordinated comprehensive transportation system. An overall logic model (shown

below) is used to illustrate the work in building a coordinated system, and outlining the system changes and accomplishments that will occur along the way.

Logic Model

Logic models are a widely used tool for program planning and change management. Logic models are useful because they provide a representation of the theory of change behind a program or initiative. There are varied approaches to the use of logic models, and no single best approach. Nevertheless the key concepts of most logic models involve inputs, outputs, outcomes and arrows that show the relationships between the elements in the model.

For the purposes of consistency and continuity, the United We Ride Logic Model has adopted the following definitions (although they may differ slightly from other logic models used at the federal, state or community level).

Situation

The conditions, causes, circumstances, factors, laws, regulations, issues, etc. that need to change in order to achieve the desired result.

Inputs

Inputs are resources that an organization takes in and then processes to produce the desired result. Resources are the human, organizational, community and financial capital needed to accomplish the work. It is important to note that inputs will likely be affected by the assumptions and forces that influence organizations, stakeholders and others at the coordination table. Examples of related inputs for United We Ride include federal programs and funding, technology, and training.

Outputs

Outputs are activities, processes, events, tools, actions or technologies that are a deliberate part of implementing a program. Outputs are what are done with the resources, and they are intended to bring about the desired result. They are quantifiable strategies that may involve many types of tactics or work, often accounted for by their number. An example of an output would be the use of the *Framework for Action* to conduct a needs assessment and planning process. Outputs are frequently misunderstood to indicate success. However, if the outputs aren't directly associated with achieving benefit, they are not indicators of success. If outputs are accomplished, they should result in initial indicators of progress. It is important to note that outputs will also be affected by the assumptions and influences of organizations, stakeholders and others at the coordination table. Examples of United We Ride related outputs include action plans, transportation services, and pedestrian access.

Indicators

Indicators are initial markers of success toward achieving the desired result. Indicators should represent a positive impact on the knowledge, awareness, skills, attitudes, decisions, behaviors, etc. of the target population (such as consumers or policy makers)

or on system components (such as staff skill or change in levels of leadership). They are a result of the outputs and lead to measurable short-term change in the community or state.

Indicators can be affected by a variety of external factors and influence, outside the control of those involved in the coordination effort (e.g. the resignation of a key leader). Examples of United We Ride indicators include number of partnerships, numbers of rides, and level of satisfaction with services.

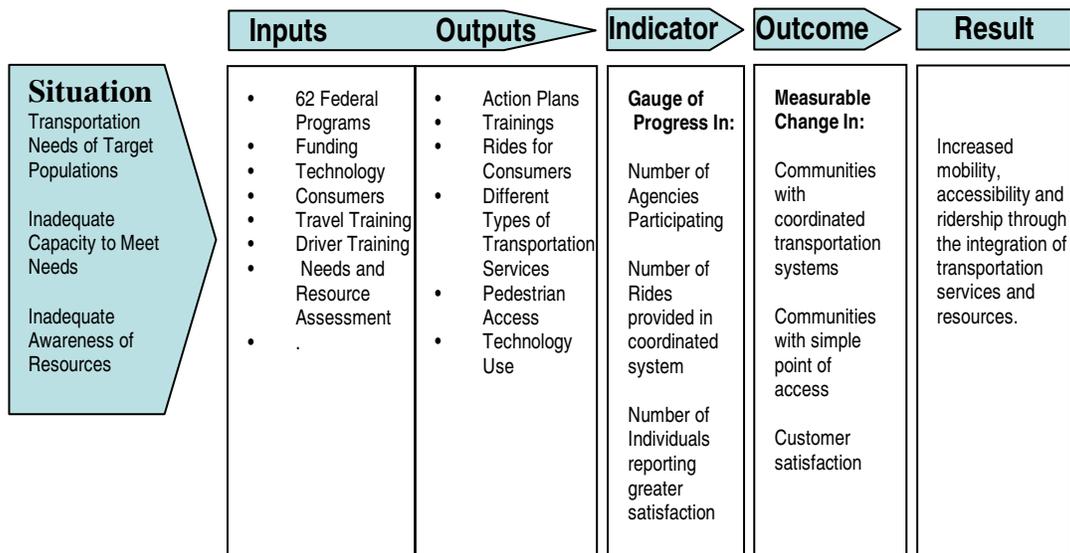
Outcomes

Outcomes are the positive changes in the community or state as a result of the indicators. Outcomes are the specific and measurable changes that will occur because of outputs and indicators. Changes may be in practice, policy, condition, action, service, operation, status, etc. Outcomes are a measurement of change in the short-term and should be designed to lead to long-term change (result). Most logic models measure short-term outcomes in a 4-6 year timeframe. Examples of United We Ride outcomes include communities with coordinated transportation systems or simplified point of access.

Result

The result is the intended longer-term, macro change that will occur in community and states systems because of the inputs, outputs, indicators and outcomes. Most logic models measure results in a 7-10 year timeframe. United We Ride related outcomes focus on increased mobility and accessibility.

**United We Ride
Logic Model**



UNITED WE RIDE
Cross Cutting Performance Measures

Overall Desired Impact Goal:

Greater ability to autonomously participate in all aspects of life through increased access to transportation services for people with disabilities, older adults, children and youth, and individuals with lower incomes.

The way communities will reach this long-term goal is to provide easier access to more rides with higher customer satisfaction in service quality for people with disabilities, older adults, children and youth, and individuals with lower incomes.

Definition/Description:

Access to transportation for people with disabilities, older adults, children and youth, and individuals with limited incomes is critical for their physical, social, economic and psychological well-being. Transportation helps individuals to more actively participate in work, school, health, play, and other community activities. The interface between transportation, housing, health, and employment is a critical aspect of community life. As an expression of public policy—transportation provides equal access to services and opportunities in order to participate in all aspects of life. Improved access to transportation will lead to a decreased dependence on government funded service and enable people to live independently, participate in the community, contribute to society, and have an overall enhanced quality of life. To achieve this goal, United We Ride has developed three measures, an efficiency measure, an effectiveness measure and a quality measure.

Three short term goals and commensurate outcomes measures support the longer term impact goal:

Goal 1: MORE RIDES FOR TARGET POPULATIONS FOR THE SAME OR FEWER ASSETS.

Measure 1: Increase the # of rides for the same or fewer assets for people with disabilities, older adults, children and youth, and individuals with lower incomes. (Efficiency outcome)

Definition:

PM 1: To increase the number of communities and states reporting the use of shared resources (e.g., staff, equipment, funding, etc) between different agencies and organizations so that they can provide more rides for more people with disabilities, older adults, children and youth, and individuals with lower incomes **.

Potential Related Indicators

1.1: Increase the number of individuals employed in a senior staff position to manage and coordinate all aspects of human service transportation for people with disabilities, older adults, children and youth, and individuals with lower incomes between multiple agencies and organizations.

1.2: Increase the number of agencies and funding sources by community or state participating in a coordinated human service transportation system.

1.3: To increase the number of coordinated human service transportation plans that are developed and implemented between multiple agencies at the state and local levels. (The indicator at the local level is the development and implementation of the plan; the potential national measure is the increase in the numbers of such plans).

1.4: To increase the number of rides for persons who are older, people with disabilities and individuals with limited incomes.

**Note: Communities and/or States implementing measures should consider collecting baseline data as appropriate. Selected measures may be included in studies conducted at the national level.

Goal 2 – SIMPLIFY ACCESS

Measure 2: Increase the # of communities with easier access to transportation services for people with disabilities, older adults, children and youth, and individuals with lower incomes. (Effectiveness outcome)

Definition:

PM 2: To increase the number of communities (e.g., urban, rural, other) which have a simplified point of access*-coordinated human service transportation system for people with disabilities, older adults, children and youth, and individuals with lower incomes so that they can have easier access to transportation services**.

Potential Related Indicators

2.1: Increase the number of agencies, service providers and funding sources participating in a simplified point of access* to transportation services for consumers.

2.2: Increase the types of modes (e.g., bus, paratransit, taxi, volunteer, etc) included in a simple point of entry system implemented at the local level.

2.3: Increase the numbers of individuals with disabilities, older adults, children and youth, and persons with limited incomes accessing transportation services within a simplified point of entry -coordinated human service system.

* Note: Simplified point of access is defined as an easy and single entry point for consumers who are accessing transportation services regardless of the target population, funding agency, transportation provider, or type of transportation service being provided.

**Note: Communities and/or States implementing measures should consider collecting baseline data as appropriate..

Goal 3: INCREASE CUSTOMER SATISFACTION

Measure 3: Increase the quality of transportation services for people with disabilities, older adults, children and youth, and individuals with lower incomes (Customer Satisfaction outcome)

Definition

PM3: To increase the level of customer satisfaction reported in areas related to the availability, the affordability, the acceptability, and the accessibility of transportation services for people with disabilities, older adults, children and youth, and individuals with lower incomes**.

Potential Related Indicators

3.1: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services are more available.

3.2: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services are more accessible.

3.3: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services are more affordable.

3.4: Increase the % of people with disabilities, older adults, children and youth, and individuals with lower incomes who feel that transportation services drivers are more courteous and helpful.

**Note: Communities and/or States implementing measures should consider collecting baseline data as appropriate .

APPENDIX C EXAMPLE MOBILITY MANAGER CONCEPT

