

# UNITED WE RIDE DELIVERY OF COORDINATED TRANSPORTATION SERVICES

## TASK 4 TECHNICAL MEMORANDUM: RECOMMENDATIONS FOR STATEWIDE AND REGIONAL COORDINATION



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*Prepared for:*

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The  
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# Chapter 1. Introduction

In this technical memorandum, a range of specific state-level and regional coordination activities are suggested to address the unmet needs and service redundancies identified in Task 2 “Status of Community Transportation Services, Funding and Service Delivery in the MRCOG Region.”

This technical memorandum is organized as follows:

- In Chapter 2, we define “coordination” with respect to community transportation and describe various strategies within the “coordination continuum.” The general benefits and challenges of coordination are discussed, as well as an overview of recent FTA requirements for coordinated planning.
- Chapter 3 focuses on a recommended coordination infrastructure for the State of New Mexico. Recommendations cover the oversight structure, regionalization, and the institutional framework for the coordination of community transportation services.
- In Chapter 4, three coordination alternatives are suggested for the MRCOG region. The basic design of each alternative and an analysis of benefits and shortcomings relevant to the findings in Task 2 are discussed. “Best practice” examples of each alternative are also presented. Chapter 4 culminates with a recommended approach for coordination in the MRCOG region. This includes recommendations for cost sharing.



## Chapter 2. Coordination Defined and Explored

### Coordination and the Coordination Continuum

The term “coordination” in the context of community transportation generally refers to actions that result in sponsoring organizations working together:

- to reduce redundant administration, service delivery, and/or capital expenditures,
- to improve the cost efficiency of services provided; and/or
- to access additional funding.<sup>1</sup>

Coordination of community transportation thus can enable communities to stretch often limited funding used to support transportation by increasing the efficiency of programs through economies of scale, and/or reducing redundant services. By doing so, and by bringing in new funding to the mix, communities may be able to expand community transportation over time in order to keep up with a growing demand, and to provide services to new areas and/or at new times. The ultimate goal of coordination is to improve the mobility of those individuals who are dependent on community transportation, and especially those that are underserved or not served at all.

Coordination is not a single strategy, but rather a series of options that can range from relatively simplistic actions to complex implementation strategies. This “coordination continuum” often begins with simple networking among stakeholders, and progresses to consolidation, as described below.

- **Networking** – This includes the simplest form of partnerships where participants share a common interest but with no significant action other than information exchange. This might include, for example, the sharing of service policies, a driver training curriculum, a drug and alcohol policy, vehicle specifications, and/or a vehicle maintenance program.
- **Cooperation** – This involves low-level linkages, informal agreements, and some possible resource sharing. This might include, for example, occasional trip exchanges among service providers, or the mutual signing of a memorandum of understanding pledging to adopt comparable service policies.
- **Resource Sharing** – This includes more formal linkages with shared resources to pursue common goals. This might include, for example, joint purchasing of vehicles, maintenance, fuel, insurance, or training, as well as vehicle sharing. It could also

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<sup>1</sup>On a regional basis, coordination can help leverage funding dollars to a region. For example, federal human service transportation dollars that have been allocated to a specific region may be used in a coordinated system to access FTA Section 5311 funding that may be available at the state level and has not yet been allocated to the region.

include “allowing” contractors to schedule passengers whose trips are funded with multiple fund sources on a single vehicle at the same time.

- **Collaboration** – This typically entails a sophisticated partnership with strong, formal linkages among partners and complex goals implemented over longer periods of time. For example, organizations may agree to deliver each other’s customers where it is more efficient to do so, or one organization could actually purchase service from another. One organization could also purchase maintenance service or training from another.
- **Consolidation** – This is where one organization assumes responsibility for service delivery of other participant organizations. For example, participating organizations that are responsible for and fund the transportation of their clients or constituents could purchase transportation through a lead agency that directly arranges for and/or operates services for the participating sponsors. Hence, there is a single source to purchase transportation, and a single source through which customers can access transportation. Three examples of consolidation include:
  - Transferring the transportation element (including vehicles) from each program to a new (typically non-profit) organization established by the participating organizations for this purpose. Typically, such an organization would operate service directly, but could use subcontractors to supplement in-house operations as needed.
  - Assigning the coordination responsibility to one of the sponsoring organizations. Under this alternative, that organization could manage or directly operate the coordinated system or retain a brokerage/management firm to manage/operate the system. As is the case in the first example, participating, sponsoring agencies wishing to “get out of the transportation business” could transfer their assets (vehicles, software) to this organization.
  - Assigning the coordination responsibility to an existing governmental entity, noting that it may also be advantageous or necessary to establishing a new administrative entity within that existing governmental agency for this purpose. As is the case in the second example, this governmental/administrative entity could manage or directly operate the coordinated system or retain a brokerage/management firm to manage/operate the system, and could be the recipient of transferred assets.

Lessons learned from previous studies and similar planning efforts reveal that no one “best” coordination strategy exists. Just as each region or community is unique, the coordination strategy that will be most effective in one region or community will be the one that best fits the profile of that area. This takes into account the scope and nature of existing transportation services, the needs of the region or community, the availability of vehicles and funding resources, and the goals and objectives established by local elected officials and/or the governing boards of local/regional transit and human-service agency programs. Often, the most effective coordination policies are those that are not prescriptive, but rather

are mutually agreed to, and that allow for a range of actions that can be effective in meeting the common goals identified above.

## Benefits of Coordination

The many benefits to coordination can generally be categorized as follows:

### **Increasing Cost Efficiency and Mobility**

Increasing cost efficiency is one of the primary incentives for local and regional coordination. As mentioned in Transit Cooperative Research Program (TCRP) Report 91, *The Economic Benefits of Coordinating Human Service Transportation and Transit Services*,

*“Coordination helps to eliminate the inefficiencies usually found in the disparate operations and service patterns that often result from a multiplicity of providers. Through coordination, transportation services that were overlapping, duplicative, and inefficient can be combined for more efficient service delivery.”*

In short, greater efficiencies (i.e., a reduced cost per trip) can often be realized through economies of scale and by eliminating or reducing redundancies in the areas of administration, service delivery, and capital expenditures. With a more cost-efficient service, sponsoring agencies can reduce the overall costs of providing the same number of trips, or expand service (i.e., to provide more trips than can otherwise be provided in an uncoordinated system, provide a new type or level of service or expand the service to a new service area, or expand the service days or hours) to better accommodate unmet demand.

A good example from TCRP Report 91 compares the “before and after” costs per trip of a coordinated system in Oregon. The “after” cost per trip was 14% lower. Another classic example of a coordinated system is the ACCESS program in Pittsburgh, where the actual cost of service was 46% lower than it would have been otherwise in an uncoordinated system.

### **Improving Access to Funding and Other Economic Benefits**

Other potential economic benefits are also associated with coordination. As noted in TCRP Report 91, the economic benefits include:

- Coordinated transportation services often have access to a variety of funding sources and more funds than of those systems that are not coordinated.
- More cost-effective service (not to mention a higher service quality and more accurate reporting of costs and service statistics) is likely to result from more centralized control and management of resources.

- Service expansion, higher service quality, and (sometimes) lower fares can result in better access to jobs, health care, shopping, and community facilities. This enhances mobility and quality of life in the community.
- Additional indirect economic benefits include those associated with increases in community development, enhanced mobility, and higher employment rates.

It is also important to recognize the economic benefits of accompanying strategies designed to “shift” riders to more cost-efficient service alternatives (while also giving them more mobility options) enabled through coordination. Strategies such as offering free or reduced transit passes, the development of transit travel training programs, and the implementation of regularly scheduled trips for an agency, all targeted to human-service agency paratransit users, have resulted in clear and profound economic benefits.<sup>2</sup>

## **Improving Service Quality, Reliability and Safety**

Two of the most common benefits that relate to service quality are improved driver training and vehicle maintenance.

- **Improved Training** - Coordination of multiple programs often involves the ride-sharing of customers requiring different levels of care. Accordingly, the driver training must address whatever extra passenger assistance training is required for the highest level of care required. This typically has a positive affect on the level of customer service overall. In addition, the general driver-training curriculum improves by incorporating the best aspects of each program’s driver training courses. Improvements in training are not relegated to just the driver, but often materialize in the training curricula of call-takers, schedulers, dispatchers, and road supervisors.
- **Improved Vehicle Maintenance** - Another common outcome of coordination is improved vehicle maintenance. Similar to driver training, coordination efforts oftentimes result in a vehicle maintenance program that is composed of the “best-of-the-best” standards from the individual maintenance programs. With larger fleets, the lead agency can often attract a higher level of professional mechanic(s), or can utilize accredited maintenance vendors offering a higher level of attention and expertise. The result is greater vehicle reliability, and a safer system.

## **Improving Human Resource Utilization**

For human-service agencies looking “to get out of the transportation business”, the new ability to purchase client transportation through a coordinated system means that it may be able to re-direct financial “savings” (from increases in cost efficiency) and staff resources formerly devoted (on a full-time or part-time basis) to the primary mission of the agency: providing social services.

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<sup>2</sup> For example, in Dade County, FL the Medicaid program saved over \$9 million per year through its transit pass program. Other transit pass programs that are a part of a larger coordinated program achieve an annual savings of \$2.7 to \$4.3 million.

## Reducing Capital Expenditures

In addition to the economies-of-scale cost efficiencies that may be possible through trip sharing, there may also be some savings in capital expenditures. In a coordinated system, there may no longer be a need for multiple vans to serve rideshareable trips made by a senior van, a public paratransit vehicle, a Medicaid carrier, a Vocational Rehabilitation van, a Job Access van, and so on. Additional cost efficiencies may be achieved by sharing the same administrative, operations, and maintenance space, furniture and equipment, including transportation-related software and hardware.

## Challenges to Coordination

In discussing challenges that thwart coordination efforts and opportunities, planners often speak of a variety of obstacles rather than barriers. Obstacles are generally considered to be something that one can get around, while a barrier might be a more permanent structure.

TCRP Report 105, *Strategies to Increase Coordination of Transportation Services for the Transportation Disadvantaged*, highlights two challenges faced by many organizations that have been involved in recent efforts to coordinate transportation service for the transportation disadvantaged - sustainability and building trust.

## Sustainability

Any group of organizations can get together to promote efforts to coordinate their services, but the true test of a successful venture is whether it withstands the test of time. Successful coordination efforts are those that have persevered, and are flexible in adapting to changing circumstances.

Often, what is required (and lacking) is the presence of a **local champion** who sees the process through and holds the historical and institutional knowledge of the project. This may involve designating a staff person to oversee coordination efforts, assume responsibility for recordkeeping and reporting requirements, and keep stakeholders involved and up-to-speed on current activities and programs.

Both initial and ongoing funding is often necessary. "Seed" funding provides staffing for the implementation phase of coordination, while ongoing funding is needed to maintain it. A key to success is also to garner, from the start, **broad-based ownership**, which may involve the establishment of a local coordinating council comprised of elected officials, transportation coordinators from sponsoring agencies, and customers. In many communities, it is this council that becomes the local champion, and not any one person.

Yet another ingredient to sustainability is **planning**, which typically includes:

- An assessment of mobility needs and unmet demand.
- An assessment of duplicative or redundant services.

- Design of coordinated services or strategies with these needs, demand, and services in mind.
- Identification of the lead agency and supporting resources.
- Identification of participants.
- Estimation of benefits, costs, and funding sources.
- Identification of prospective obstacles and ways to overcome the obstacles.
- Development of implementation plans and schedules.
- Evaluation of programs and services.

## **Building Trust**

The need to build trust among existing participants is an important element of implementing new coordination structures. It is often difficult to build trust among any group when there are elements of “turfism” and/or a need for control, two common obstacles to almost all coordination efforts.

Some lessons learned from the case studies of this report were:

- Initially identify all prospective participants. If they are part of the process from the beginning, they will be more likely to support and participate in the eventual effort. A local council, or at the very least, group meetings must be held to bring about an increased awareness of each others’ program, services, unmet need, and existing instances of coordination.
- Ongoing communication, including individual meetings and the collection and dissemination of accurate local data, is critical to developing good relations among the partners, and mitigating concerns about control (which more often than not stems from fears that the coordinated effort cannot possibly provide the same desired level of service, especially for clients that need a higher level of service).
- Relationships often take time to cultivate. The time spent in developing support (as well as resources and an institutional framework) for coordination will pay off in terms of stability and growth. Again, perseverance is critical.
- Maximize opportunities to educate prospective participants about the potential benefits of the coordinated effort, tailor those materials as much as possible to each individual organization, and highlight applicable examples, including how perceived obstacles were overcome, and the benefits that resulted.

## Federal Requirements and Policies

### **SAFETEA-LU**

Local coordination plans in New Mexico (as well as other states) are being developed not only in conjunction with United We Ride efforts but also in response to the new coordinated planning requirement specific to the Safe, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU). This federal transportation funding legislation requires that projects funded from the following three programs be derived from a locally developed, coordinated public transit-human service transportation plan. The stated goal is to maximize the three programs' collective coverage by minimizing duplication of services, also noting that the plan should be developed through a process that includes representatives of public, private and not-for-profit transportation and human services providers, and participation by the public. The three programs are:

- **FTA Section 5310 – Transportation for Elderly Individuals and Individuals with Disabilities** – This program provides formula funding to states for capital projects to assist in meeting the transportation needs of the elderly and persons with disabilities. This funding, available to public entities and private, not-for-profit entities involved in transporting seniors and persons with disabilities, has historically been used for the purchase of accessible vehicles used for such services.
- **FTA Section 5316 – Job Access and Reverse Commute Program (JARC)** – The Job Access Reverse Commute (JARC) program provides formula funding for projects that assist eligible low-income individuals with transportation services they may need to access jobs and other employment-related activities (such as educational opportunities or training that directly contributes to job attainment). The JARC program has now become a formula program with a process being developed for evaluating potential projects.
- **FTA Section 5317 – New Freedom Program** – The New Freedom program provides formula funding for new public transportation services and service alternatives beyond those required by the American with Disabilities Act (ADA), assisting individuals with disabilities with transportation to and from employment, among other services.

The proposed guidelines note that the coordination plan may incorporate other activities offered under other programs sponsored by federal, state, and local agencies. Indeed, at the federal level there is an increased recognition of how many federal programs fund transportation services and the importance of coordinating a wide range of transportation resources as a means of creating strong and viable transportation networks in communities for all riders. The intent of building a coordinated plan is to build efficiencies in order to enhance transportation services. Hence, FTA is requiring communities to develop one coordinated plan for the three funding programs above, but is encouraging communities to develop one coordinated plan for a broader set of transportation programs for which coordination makes sense. The benefit of enhancing coordinated transportation service

systems is to break down the “stovepipe” or “silo” transportation systems that often only address the transportation needs of one specific group of riders, and to create efficiencies through economies-of-scale and by eliminating or reducing duplication of service while meeting stated service quality standards.

SAFETEA-LU thus provides both the impetus and “a place at the table” for all stakeholders, including those whose transportation services are funded through other sources, to build a coordinated plan and ultimately a service delivery system that addresses the needs of target populations. While there may be some unique needs of each target population, the functional transportation needs of the three populations are often more similar than dissimilar. Even when unique needs exist, they are often associated with at least one or more subsets of the population.

It should be noted that, in the MRCOG region, a Regional Coordinating Council (which doubles as an Advisory Committee for this study) has been formed to work through the requirements and develop an approach to local coordinated planning that meets the requirements of SAFETEA-LU.

## **Federal Council on Coordinated Access and Mobility**

Presidential Executive Order 13330 on the Coordination of Human Service Programs issued by the President on February 24, 2004, creates an interdepartmental Federal Interagency Coordinating Council on Access and Mobility (CCAM) to undertake collective and individual departmental actions to reduce duplication among federally-funded human service transportation services, increase the efficient delivery of such services and expand transportation access for older individuals, persons with disabilities, persons with low-income, children and other disadvantaged populations within their own communities.

In concert with this Executive Order, the CCAM recently issued two policy statements requiring federal agencies that are involved in human service transportation to respectively (1) participate in local coordination planning; and (2) coordinate their resources in order to maximize accessibility and availability of transportation services.

## **Local Coordination Planning**

Consistent with the requirements of the Executive Order and the SAFETEA-LU statutes requiring a locally-developed, coordinated public transit human service transportation planning process, the CCAM recently adopted the following policy statements:

“Member agencies of the Federal Coordinating Council on Access and Mobility resolve that federally-assisted grantees that have significant involvement in providing resources and engage in transportation delivery should participate in a local coordinated human services transportation planning process and develop plans to achieve the objectives to reduce duplication, increase service efficiency and expand access for the transportation-disadvantaged populations as stated in Executive Order 13330. Significant involvement is defined as providing, contracting for and/or

subsidizing individual transportation trips for individuals with disabilities, older adults, or people with lower incomes.”

“Members of the Federal Council on Access and Mobility will undertake actions within **six months** of Council adoption to accomplish Federal program grantee participation in locally-developed, coordinated public transit/human service coordinated planning processes.”

The significance of this statement is profound in that, for the first time, Federal agencies other than the Federal Transit Administration are required to participate in local coordination planning efforts. The CCAM also identified the Federal programs that generally allow program funds to be used for transportation services. These are included in Figure 2-1.

## **Vehicle Sharing**

The CCAM also stated that:

“Some grantees do not permit vehicles and rides to be shared with other federally-assisted program clients or other members of the riding public. Federal grantees may attribute such restrictions to Federal requirements. This view is a misconception of Federal intent. In too many communities, this misconception results in fragmented or unavailable transportation services and unused or underutilized vehicles. Instead, federally assisted community transportation services should be seamless, comprehensive, and accessible to those who rely on them for their lives, needs, and livelihoods.”

In recognition of this misconception, and consistent with Executive Order 13330, the CCAM further adopted the following policy statement:

“Member agencies of the Federal Coordinating Council on Access and Mobility resolve that Federally-assisted grantees that have significant involvement in providing resources and engage in transportation should coordinate their resources in order to maximize accessibility and availability of transportation services”

In conjunction with this statement, the CCAM provided several examples of how this requirement may be implemented:

- Several local human service agencies contract with a local organization that operates a van service to provide door-to-door service for their clientele. Key destinations include hospitals and other medical facilities, child care centers, senior citizen centers, selected employment sites, and prisons for family visitation purposes.

In an area with high unemployment and no public transportation services, a community action and economic development agency, another non-profit organization, and a community mental health center team up with the State's TANF agency and Labor Department to start a fixed route shuttle operation service that connect individuals to job and training sites, outpatient mental health services, and substance abuse treatment and counseling services in the area. The operation also provides a feeder service to connect clientele to public transportation that goes into the downtown area. Each funding source pays its fair share of allowable ongoing costs in accordance with the benefit received by each party.

- The State agencies that oversee TANF, Community Health Care, and Older Adult Services partner with the State Departments of Transportation and Labor to encourage employers in the area to contribute to the expansion of a local transportation system. The privately-operated system provides shuttle service to selected employment sites and curb-to-curb services to senior citizen centers, retail centers, community health centers or substance abuse treatment and counseling centers, hospitals and other locations. The service is sustained through a fare-based system, with each agency subsidizing an allocable portion of the fares for their clientele.
- Via a cost-sharing arrangement, a senior shuttle service is expanded to provide transportation for persons with disabilities working in community rehabilitation programs and to provide Medicaid non-emergency medical transportation.
- A for-profit organization receiving Head Start funds purchases specially equipped buses to transport children to and from their Head Start facility. During the idle periods, the organization rents the vehicles to another program providing transportation for seniors and persons with disabilities.

## Figure 2-1 Federal Funding Programs that Include Transportation

### Department of Transportation

DOT/Federal Transit Administration (FTA)/Capital Improvement  
DOT/FTA/Elderly and Persons with Disabilities  
DOT/FTA/Job Access Reverse Commute  
DOT/FTA/New Freedom  
DOT/FTA/Non Urbanized Formula (Rural)  
DOT/Urbanized Formula

### Department of Education

ED/Assistance for Education of All Children with Disabilities (Individuals with Disabilities Education Act)

### Department of Health and Human Services – Administration for Children and Families (ACF)

HHS – ACF/Community Services Block Grant Program  
HHS – ACF/Head Start  
HHS – ACF/Social Services Block Grants  
HHS – ACF/State Councils on Developmental Disabilities and Protection & Advocacy Systems  
HHS – ACF/Temporary Assistance for Needy Families  
HHS – ACF/Promoting Safe and Stable Families Program  
HHS – ACF/Development Disabilities Project of National Significance  
HHS – ACF/Refugee and Entrant Assistance Discretionary Grants  
HHS – ACF/Refugee and Entrant Assistance State Administered Programs  
HHS – ACF/Refugee and Entrant Assistance Targeted Assistance  
HHS – ACF/Refugee and Entrant Assistance Voluntary Agency Programs

### HHS – Administration on Aging

HHS – Administration on Aging (AoA)/Grants for Supportive Services and Senior Centers  
HHS – AoA/Programs for American Indian, Alaskan Native, and Native Hawaiian Elders

### HHS – Centers for Medicare and Medicaid (CMS)

HHS – CMS/Medicaid  
HHS – CMS/State Children’s Health Insurance Program

### HHS – Health Resources and Services Administration (HRSA)

HHS – HRSA/Community Health Centers  
HHS – HRSA/Healthy Communities Program  
HHS – HRSA/HIV Care Formula  
HHS – HRSA/Rural Health Care Network  
HHS – HRSA/Rural Health Care Outreach Program  
HHS – HRSA/Healthy Start Initiative  
HHS – HRSA/Maternal and Child Services Grants  
HHS – HRSA/Ryan White CARE Act Programs

### HHS – Substance Abuse Mental Health Services Administration (SAMHSA)

HHS - SAMHSA/Community Mental Health Services Block Grant

### Department of Housing and Urban Development (HUD), Office of Community Planning and Development (OCPD)

HUD – OCPD/Community Development Block Grant  
HUD – OCPD/Housing Opportunities for Persons with AIDS  
HUD – OCPD/Supportive Housing Program



## Chapter 3. Statewide Infrastructure

Many of the community transportation sponsors and providers in the MRCOG region provide service on a statewide level or else receive funding from state agencies. While there is significant opportunity to increase efficiency through coordination on a local level, it makes infinite sense to do so in the greater context of a statewide coordination plan. Therefore, based on our analysis of the need for coordination in the MRCOG region, and input regarding statewide issues, it makes sense to present a framework for organizing statewide coordination.

This framework includes (1) recommendations for bi-level oversight with statewide and regional coordinating councils overseeing regional transportation coordination; (2) suggestions for how to go about delineating regions and (3) suggestions on how such an organizational structure might gain authority and fit into New Mexico's existing governmental structure.

### Bi-Level Oversight

An oversight structure that includes oversight at the state and regional level is perhaps the most common oversight structure that has been established – or is in the process of being established – in other states. The general idea behind this bi-level oversight structure is that it (1) provides a body to oversee a state-level framework of coordination and to establish common policies at the state-level that mandate or foster coordination in the regions; and (2) gives flexibility to each regional body to establish a coordinated system in its own region that makes sense regionally, thus avoiding a “cookie-cutter” model that may not be as appropriate for the region as a home-grown approach. This oversight structure not only has proven to be successful elsewhere, but it also would appear to be quite appropriate for New Mexico.

The bi-level oversight structure breaks down as follows:

- **Statewide Coordinating Council (SCC).** A permanent state-level council, composed of major funding agencies and other key stakeholders, would first be established. As discussed later in this chapter, this could be done by legislative enactment or Executive Order. If timing is of the essence, an SCC could also be established within an existing governmental entity until the legislative enactment or Executive Order takes effect. The primary roles of the SCC would be to set coordination policies, assist regional efforts as needed, and monitor the results. While state funds could go through the SCC, we recommend that the SCC be a policy body and *not* a contracting body as this will initially garner more support and less resistance, and will not require setting up a legal structure for the council to contract. Thus, funding would still flow from the individual participating agencies. However, the SCC could be empowered to approve – or reject – the regional designation/selection of the lead coordinating entity in the region. Potential members of the SCC include:

- The secretary of the Department of Transportation or the secretary's designee.
  - The secretary of the Department of Aging and Long Term Care or the secretary's designee.
  - The secretary of the Department of Children, Youth and Families or the secretary's designee.
  - The secretary of the Department of Public Education or the secretary's designee.
  - The secretary of the Department of Health or the secretary's designee.
  - The secretary of the Department of Human Services or the secretary's designee.
  - The secretary of the Indian Affairs Department or the secretary's designee.
  - The secretary of the Department of Labor or the secretary's designee.
  - The secretary of the Department of Veteran Services or the secretary's designee.
  - The Board Chairs or Executive Directors of recognized statewide advocacy organizations representing elderly New Mexicans and disabled New Mexicans, respectively.
  - Representatives of a managed care organization operating in the state.
  - Representatives of the state's planning and development districts.
  - Representatives from the Medicaid fee-for-service program who shall be appointed by the Governor.
  - Representatives of current private for-profit or private not-for-profit transportation operators.
  - Representatives of current public transportation operators.
  - Citizens representing urban and rural issues.
- **Regional Coordinating Council (RCC).** Following on the theme of regional coordination, the SCC would be responsible for dividing up New Mexico into several Community Transportation Regions, with a Regional Coordinating Council (RCC) in each region similarly composed of funding agencies (e.g., regional representatives of the state funding agencies), representatives from other local/regional purchasers of service and possibly local service providers<sup>1</sup> and other stakeholders as well. The role of each RCC would be:
    - to implement coordination and related policies in their region.

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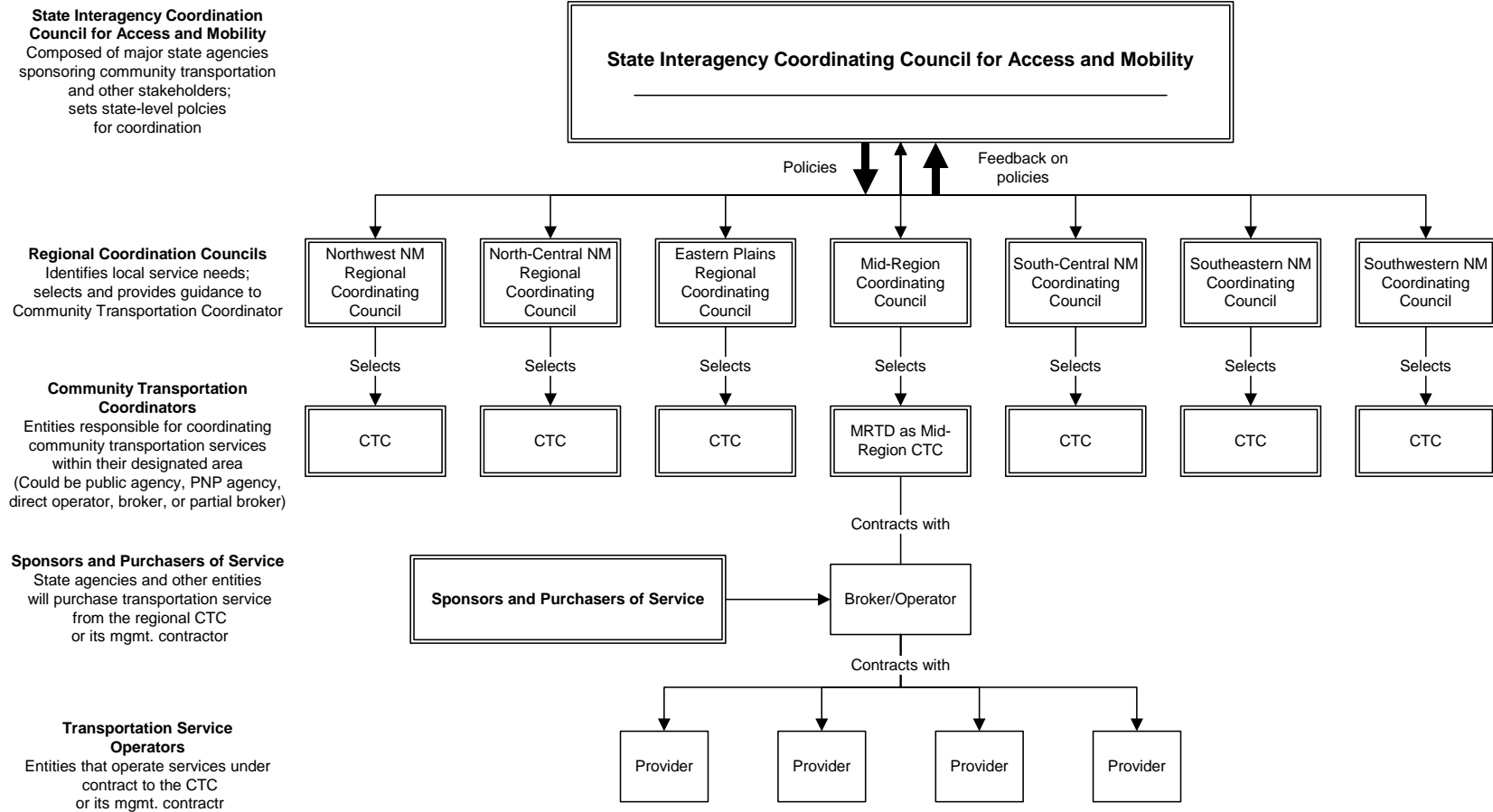
<sup>1</sup> There are advantages and disadvantages to Involving local providers at this level. On one hand, operators could provide valuable local knowledge that would help the RCC. On the other hand, there may be a conflict of interest in cases where certain local providers stand to benefit from the decisions the RCC makes.

- to select, guide, assist, monitor, and if necessary, replace a lead entity or Community Transportation Coordinator (CTC) in their region.
- to work with the CTC to develop the local service design, e.g., how service is delivered, how inter-regional trips are coordinated.
- to provide feedback to the SCC, relative to the policies that are – or are not – working well in their region.

Once established, each regional CTC would contract directly with state funding agencies and other organizations wishing to purchase transportation through the CTC. While many of these agencies and organizations will have representatives on the SCC and/or RCCs, the contracts will be between the funding organization and each regional CTC.

Figure 3-1 illustrates the oversight relationships between the SCC, RCCs, and CTCs, and the contractual / operational relationships between funding agencies and other purchasers of service and the CTCs.

**Figure 3-1 New Mexico Coordinated Community Transportation Services Organizational Chart**



## Chapter 4. Coordination within the MRCOG Region

Based on the national experience and findings from Task 2, three alternative models for coordinated service delivery have been developed. They range from lower levels of coordination complexity to higher levels of consolidation. All three have applicability to the MRCOG region. All three have improved mobility as their ultimate goal.

The first alternative involves not the coordination of service delivery but of support functions. The concept is that each of the several community transportation operators in the region all have driver training, all have substance abuse testing needs, all have maintenance needs, all have insurance needs, all have IT needs, etc. If one of the operators were to provide such services for the other providers in the MRCOG region, or if they collectively purchased such services from a common vendor, there is a possibility that savings could be achieved.

The second alternative focuses on simple coordination of service resources. The general concept is to take advantage of excess capacity where it exists. Two examples involve one entity (typically a provider) coordinating the schedules of other providers. In one example, we see how this lead provider can schedule trips of non-affiliated customers onto vehicles serving compatible trips. In the second example, a lead transit agency utilizes human service agency transportation program drivers and vehicles during their downtime to not only reduce operation costs but capital needs as well. In the MRCOG region, this second example may have some potential.

The third alternative involves a more formal consolidated approach to coordination in the region. Here, the concept is to establish an in-house or contracted call center or brokerage at an existing provider or governmental entity (or at a new division of thereof) through which current sponsoring organization would purchase service. A variation of this alternative would be for local entities to band together to establish a new private non-profit organization whose mission would be to coordinate community transportation in the region. In this variation, this new organization could deliver service directly, utilize operations contractors instead, or both. The third approach to coordinating service delivery and (supporting functions) is designed to generate savings through economies-of-scale and by reducing redundant service.

# Alternative 1: Coordinate Support Functions

## Overview

With lower level coordination activities in mind, Alternative 1 focuses on coordinating certain functions commonly undertaken by multiple organizations, with the ultimate goal of achieving greater efficiency and eliminating redundant activities. Several community transportation operators in the region could merge or consolidate such functions as vehicle maintenance, purchase of insurance, driver training, and substance abuse testing. Through group-purchasing of common products or services, participating entities could increase their purchasing power and get more “bang for the buck.” These activities could also result in improved service quality because of multiple interests working to achieve similar outcomes.

These efforts could also extend to adopting common operating policies and procedures, as allowed by their respective funding sources and developing common reporting requirements. The coordination could also include the joint purchase/use of compatible scheduling software, and establishing a regional client database to house information specific to certification and agency affiliation. Common operating procedures and common software serve as a first step to coordinating service delivery and to co-mingling trips sponsored by different funding streams. The use of common scheduling software would also facilitate inter-county transfers between county-based operators (if this is part of the eventual design).

## General Advantages and Shortcomings

### Alternative 1 Advantages

This alternative presents the opportunity for multiple agencies to realize cost savings and to develop more consistent operating procedures while maintaining their basic service characteristics and institutional/organizational structure. This approach is less likely to prove controversial in that significant compromise would not be required, and it is easy to visualize a tangible and practical outcome. One of the most prominent positive attributes is the ease of implementation, which is very high as long as there is buy-in from participating agencies. However, since there are many functions that could be coordinated, it is important to identify those which would have the biggest pay off.

### Alternative 1 Shortcomings

A joint purchasing or formal consolidation of certain functions requires leadership and ongoing attention (and possibly staff) to carry out activities agreed upon by a coalition of participating organizations. This alternative is likely to generate organizational challenges especially with larger public agencies that are entrenched in established procurement and purchasing requirements or practices. These agencies may be less flexible or adaptable in making changes to accommodate other participating entities.

## **Best Practice Example – DARTS, Dakota County, MN**

DARTS, Dakota Area Resources and Transportation Services, located in West South Paul, MN serves as a best practice example for providing maintenance services to several organizations providing community transportation as well as for the joint purchasing of computer hardware and the joint purchasing/use of paratransit scheduling software that supports community transportation services.

- DARTS established a Vehicle Maintenance Services (VMS) subsidiary that maintains more than 470 vehicles for 80-90 organizations in the metro area. In 2004, DARTS received from these organizations over \$53,000 in maintenance revenue. At the same time, these organizations collectively have saved \$193,000 annually compared to the cost of having for-profit maintenance vendors maintain their fleets.
- DARTS has a multiple-site license of Trapeze PASS, a paratransit scheduling system. An organization, The Elder Ride, rents Trapeze PASS from DARTS, thus avoiding a \$60,000 license fee and \$11,500 per year maintenance fees. Based on the useful life of the software, it was estimated that annual savings to Elder Ride totaled \$20,000. In addition, DARTS rental revenue totals \$3,500 per year.
- DARTS orchestrated the joint purchase of Trapeze upgrades and new hardware for several of its counterparts serving other suburban counties. DARTS estimates that the hardware savings for DARTS alone totaled over \$20,000, while regional savings totaled over \$56,000. Meanwhile, regional software cost savings due to the joint purchase totaled \$9,000.

DARTS is a good example of a private, non-profit transportation agency that saw a need in the community and filled it. Indeed, private sector organizations can often approach a need in a nimble and less bureaucratic manner as compared to its public sector counterparts. In the case of its maintenance program, DARTS didn't organize a formal consolidation of different community transportation programs. Instead, DARTS recognized the need for reasonably-priced and high quality maintenance services in the community and was already providing these services for their own fleet. To offset the cost of its own maintenance program, DARTS then successfully marketed these services to other community transportation providers.

## **Estimate of Savings and Additional Trips in the MRCOG Region**

Because Alternative 1 does not focus on the coordination of service delivery, this strategy generally does not result in a significant level of cost savings. Limited cost savings translates into a limited expansion of service. Thus, while there are some positive elements of different community transportation providers working together (which establishes a foundation upon which future coordination efforts can be developed), there would likely be a minimal impact on the region in terms of both cost efficiency and direct impact on riders.

As an example, the collective regional savings from coordinating maintenance through DARTS works out to about \$410 per vehicle per year or \$2,270 per organization per year. Unit costs for county/city/local community transportation programs range from \$4.50 per trip to \$30.67 per trip, averaging out at \$18.04 per trip. Based on this average per trip cost, this works out to 126 trips per year per organization. If all 9 organizations identified for this group or providers were to participate, the savings translates into an additional 1,134 trips for the region.

Of course, for the organization providing the maintenance service, there is additional savings. The revenue per organization that DARTS realized averaged \$115 per vehicle per year. Thus, if 100 vehicles were maintained in this fashion, for example, the lead organization would bring in an additional \$11,500 per year, which translates into an additional 637 trips per year, again based on the average cost per trip of \$18.04.

Thus, for the region, the collective number of additional trips produced by this alternative is 1,771 trips, or roughly 7 trips per day, based on 250 operating days per year. To put this in further context, this is almost the level of ridership from the Torrance County Project Office services at the time of the Task 2 snapshot.

## Alternative 2: Central Dispatch to fill Excess Service Capacity

### Overview

One of the common themes stemming from the national experience of best practices is to incorporate prominent community transportation services as building blocks for a coordinated system, and to make better of use of excess capacity among these services. In Alternative 2, central dispatch capabilities covering multiple providers could be added to an existing transportation provider's call center. From there, there are two different approaches to consider.

- **Alternative 2A.** In the first model, the different providers continue to reserve and schedule trips onto their own vehicles. However, this central dispatch would have access to other participating providers' vehicle schedules.
  - Under this model, the participating providers can thus take advantage of the central dispatch when they need additional service capacity, thus forestalling the need to acquire additional vehicles.
  - At the same time, the central dispatch entity could serve as a clearinghouse for non-affiliated trip requests, scheduling these trips onto the participating providers' vehicles if they can be easily accommodated, and assuming that additional funding sources can be obtained to subsidize these trips. Hence, this not only offsets the costs of participating providers by bringing in additional revenue, but it increases the mobility of individuals who fall

through the funding cracks. For the non-affiliated riders, service could be targeted to specific population groups, such as low-income and senior adults, or for any type of rider or trip that was not necessarily sponsored by one of the existing providers.

- **Alternative 2B.** In the second model, the provider with the centralized dispatch utilizes the down time of other community transportation providers to not only reduce operation costs but capital needs as well.

## **General Advantages and Shortcomings**

### **Alternative 2A Advantages**

The primary advantage to this coordination model lies in its simplicity to administer, and in its flexibility in design. The steps needed to implement this alternative are also fairly straightforward: a lead agency would be identified to serve as a central location to receive trip requests (1) from participating agencies who temporarily require more capacity; and (2) from non-affiliated customers who have no other access to community transportation. This model would make use of existing resources, and would not result in significant changes to the way services are otherwise delivered, meaning that any additional trips (over and above the client/customer trips that vehicles normally serve) would be provided at minimal additional cost.

For the participating providers, additional capacity is available at marginal cost. This enables the participating provider programs to grow, gradually, until another vehicle is really needed. For these programs, it also provides a low-cost way to accommodate unanticipated fluctuations/spikes in demand. Lastly, it brings in additional revenue to help off-set costs.

This alternative provides a low-cost way for the community to provide service to riders whose trips are not subsidized by conventional programs. The ultimate goal of improved mobility is accomplished directly by making excessive capacity available to non-affiliated riders at nominal fares (but assuming that additional local funding sources can be garnered to cover the remaining cost of these trips.)

### **Alternative 2B Advantages**

The advantages of Alternative 2B are fairly straight-forward. The lead agency has access to needed service capacity at a preferred rate. This deflates operating costs and forestalls the need to enlarge its fleet, which provides yet another benefit if capital funding is not available; and, for the participating providers, it provides a way to bring in additional revenue (to offset program costs or expand service) when vehicles and drivers are not being used for agency purposes.

## **Alternatives 2A and 2B Shortcomings**

A significant potential disadvantage of these strategies is that they have limited applicability if there is no additional capacity among the existing providers and/or if the excess capacity is only available at times when it is not needed. In cases where the excess capacity is available at the “right” times, compatible policies and procedures would need to be developed. Insurance issues related to higher insurance limits of purchasing agencies and/or the carrying of riders other than clients would also need to be resolved.

## **Best Practices Examples**

These two models are exemplified in Concord, NH and Norwalk, CT where the lead public transit providers took advantage of excess capacity and “holes” in other community transportation providers’ schedules.

### **Concord, NH**

In the case of Concord, the objective was to try to accommodate trip requests from non-sponsored persons in the general public (or from affiliated persons but for non-sponsored trips) which might otherwise not be possible to provide on the “silo” transportation systems. The Concord model is that of a “partial broker” with 2 operators and 4 vans providing 5,600 trips per year. The lead agency is Concord Area Transit (CAT) which provides service for ADA-eligible clients and for seniors. The participating providers include the Granite State Independent Living Center (GSILC) and the River Bend Community Health Center. CAT serves as the broker, in-taking requests for trips that are not sponsored directly by the participating agencies, and dispatches these requests onto CAT, GSILC and River Bend vans. Fares are zone-based and structured by distance, with different fares for rider types. Operators keep fares themselves, and there is a mileage-based billing structure. Local grants subsidize net operating costs (cost less fare revenue).

### **Norwalk, CT**

In the case of Norwalk, the objective was first to utilize existing resources before expanding the directly-operated fleet, and hence a win-win for both the transit district (which prolongs capital purchases and gets access to resources at very reasonable rates) and the local agencies (which gets additional revenue for under-utilized equipment and staff). In Norwalk the central dispatch results in 60,000 trips per year for ADA and some senior transportation. There is a 37-vehicle fleet as well as subcontracts with five different agency operators. The Norwalk Transit District (NTD) fills unused capacity on agency vehicles when they are not being used for agency transportation; this results in rates per hour that are generally less than what in house costs would be, with savings of 5% to 10%. This also results in revenue for the subcontractors when their vehicles would otherwise be idle.

## **Further Refinement of Alternative 2 for the MRCOG Region**

With the Concord and Norwalk examples and the MRCOG region in mind, it makes sense to combine elements of both these models into one for Alternative 2. Thus Alternative 2 would begin with a large dedicated paratransit system in the region. That system would serve as the lead agency. The lead agency would (1) utilize vehicles and drivers of other smaller agency operations as available during their down times to augment its own direct operations; and (2) dispatch requests from non-affiliated riders onto its own vehicles and agency subcontractor vehicles. In terms of the latter function, these trips could be offered at cost, if no additional funding is secured; alternatively, the fares for these trips could be reduced if additional funding is secured to partially subsidize the cost of providing these non-affiliated trips.

The objective of this alternative again is to (1) provide the lead agency with needed additional service supply at a rate lower than its in-house cost; and (2) to improve mobility of those that are “slipping through the cracks” of the silo programs by offering services at a nominal cost (and on a space available basis), and without requiring participating agency operators to subsidize those trips. The secondary objective of this alternative is to maximize use of the community’s vehicular resources and provide a mechanism to the participating agencies to offset costs by bringing in additional revenues.

Clients/customers of the subcontractors would continue to call their own programs for rides. Those participating agencies would also make their schedules available to the lead agency, indicating the periods of each day when certain vehicles would be available for (1) dedicated use by the lead agency; and (2) add-on trips from non-affiliated riders on a space-available basis.

Under this alternative, the lead agency would need to publicize the availability of service, policies of, and fare schedule for service for non-affiliated riders, noting again that it would be available on a space available basis only. It may also be advisable to augment its call center with a different reservations line for non-affiliated riders (to differentiate them from the regular calls).

As a design variation, non-affiliated persons from the general public could be narrowed down to certain populations or trip purposes only. For example, service eligibility could be narrowed to persons with disabilities who are not eligible for (or whose trips are not eligible for) ADA paratransit, older adults making trips that are not covered under the Albuquerque Senior Affairs or the Bernalillo County Parks and Recreation services, and/or persons with limited incomes who are making trips that are not job-related (and covered by JARC).

A fare structure similar to the one used in Concord, NH could be devised, with fare revenue going to the operating agency. If the fare is subsidized, as it is in New Hampshire from local funding grants, then the agency operator would be paid a negotiated rate to cover the balance of the marginal cost, again less the fare revenue collected. [Note: If fares are to be subsidized, additional funding would need to be secured.]

The lead agency would also need a way to communicate with dispatchers or drivers of the subcontractors. Direct communication with drivers via two-way radio or cell phone, if not mobile data communications, would be best. A central dispatch system would be fairly easy to implement once a lead agency is identified. This structure would have a medium impact on cost saving compared to the other alternatives.

The service area would in effect be derived from the service area of the participating agencies. Thus, if the demand-responsive services from the outlying counties and municipalities were to participate, the service area would incorporate the four-county region.

## **Estimate of Savings and Additional Trips in the MRCOG Region**

The estimate of cost savings for Alternative 2 is based on the further refinements associated with the case studies noted above. The estimated savings in the Norwalk, CT case study ranged from 5% to 10%. We believe that a 5% savings may be possible, as applied to one possible lead agency, the ABQ MiniRide program. This savings equates to \$240,000, which at an average cost per trip of \$25.59, would afford 9,379 trips per year.

It is difficult to estimate the number of non-affiliated trips that can be accommodated by existing operations. This is because the fare is largely a function of the additional funding obtained to partially subsidize the cost of the trip (which at this point is unidentified) and the fare level has a direct impact on demand.

## **Alternative 3: Centralized Brokerage with Co-Mingling of Trips**

### **Overview**

In Alternative 3, a centralized brokerage would be established. All requests from clients and customers sponsored by participating programs would come through the brokerage. Scheduling staff in the brokerage call center would then schedule any trip onto any vehicle in the system, noting that a mix of dedicated and non-dedicated service would probably be the most efficient approach.<sup>1</sup>

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<sup>1</sup> In this context, dedicated service is transportation service where the vehicles in operation are exclusively used to transport customers of the transportation program (or coordinated set of programs) during a specified period of time. In contrast, non-dedicated service refers to a transportation service in which the vehicles in operation are **not** exclusively used to transport customers of a transportation program (or coordinated set of programs). The drivers and vehicles of non-dedicated services are free to transport other riders, e.g., from the general public or from other contracts. A classic example of non-dedicated service is taxis. Many systems use non-dedicated service in conjunction with dedicated service to efficiently accommodate demand during peak periods and other situations where the use of additional dedicated vehicles may not be as cost efficient.

Current public and private, non-profit community transportation operators would – or could – continue to operate their vehicles but, under contract to the broker, would be dedicated to the coordinated program. The broker could also contract with taxi companies and other for-profit carriers (providing dedicated or non-dedicated service) to supplement the service supply, as needed. If necessary, the broker could also operate a portion of the service. (This is called a “partial” broker.)

Indeed, we see a “partial” broker as almost inevitable, since there does not appear to be a sufficient number of agency operators and private sector resources to meet the demand now. Thus, the capability to directly operate service (in the event a sufficient amount of service supply cannot be obtained from the community) should be seen as an important part of the broker role.

The broker would negotiate annually-calculated sponsorship rates that are specific to each sponsor. We recommend a per-trip rate for ease of administration that is based on actual costs of providing service to that sponsor.

The broker would also negotiate provider rates for both dedicated service (based on a per hour rate) and non-dedicated service (based on per-trip if trips lengths are relatively uniform, or distanced-based if they area not). With GIS-based scheduling software, the rates of each distance-based trip can be pre-determined before they are sent to each provider, thereby minimizing fraud.

A centralized call center would also permit centralized pre-paid fare collection, thus creating a cashless system, for riders who are required to pay fares or co-payments.

The “buy-in” from the counties and municipalities would define how regional the broker is. For example, a broker would be hard-pressed to serve all of Sandoval County if the County is not a participating sponsoring agency.

The next most important questions in the context of Alternative 3 relate to the participation of some of the larger community transportation programs in the region. Whether these agencies participate will have a significant effect on the structure, reach, and potential economies of scale of the brokerage.

- (1) Will ABQ Ride, as the largest non-Medicaid community transportation operator in Albuquerque, participate in the brokerage if they are not themselves the broker? That is, will ABQ Ride:
  - a. serve as an operating resource for community transportation trips sponsored by other agencies (and allow the co-mingling of other trips with their ADA paratransit and JARC trips on ABQ ride vehicles); and/or
  - b. allow its ADA paratransit and JARC trips to be served (and co-mingled) on vehicles operated by other entities under contract to the broker.

(2) To what extent will the Medicaid programs participate in the brokerage?

There certainly would be advantages to these organizations participating in terms of economies-of-scale. Discussions with representatives from the NMHSD-MAD and the three MCOs will also be required to answer the second question. The likelihood of NMHSD-MAD participating in the brokerage would appear to be higher than the MCOs since the MAD purchases service directly from providers. In contrast, the MCOs have long-standing relationships with their transportation managers. That is not to say that it wouldn't be possible. For example, if the MCOs went out with a competitive procurement, the broker may be able to offer more competitive rates than the current providers because of economies-of-scale. Yet another, perhaps longer-term scenario to force the issue would be for NMHSD-MAD to carve out transportation from their MCO contracts, and vest this responsibility with regional transportation coordinators (the brokers) as has been done in many states.

## **General Advantages and Disadvantages**

The benefits of this alternative are that it creates cost-efficiencies by consolidating the trip reservations, scheduling staffs (and potentially the dispatching staffs as well) and maximizes the opportunities for ridesharing. Ultimately, this alternative would result in a high level of coordination in that the broker would administer and oversee service operations that are currently fragmented and that have some redundancies. From a customer's point of view, having a single point of contact would also be beneficial and potentially less confusing than current arrangements.

This alternative also potentially provides leverage to securing additional funding. For example, transit systems serving rural areas in a coordinated fashion have utilized federal Title IIIB funds and Medicaid funds as local matches to secure FTA Section 5311 funding. Moreover, SAFETEA-LU allows for "Mobility Management" as an eligible use for FTA Section 5317, New Freedom funds. Mobility management under SAFETEA-LU is considered as a "capital" cost, thereby triggering a lower local match requirement. The activities contemplated under this alternative (and possibility under the other two alternatives) are consistent with the concept of mobility management. Identifying a mobility manager responsible to carry out a work plan intended to result in consolidated functions would help ensure a successful approach.

The challenges in implementing a centralized broker with co-mingled trips is in obtaining the initial "buy-in" of agencies or organizations who may be reluctant to change the status-quo, or resistant to ceding control to another entity. Furthermore, some barriers may exist with respect to reporting or accounting requirements when trips from multiple agencies are co-mingled on a single trip. These real or potential limitations would need to be addressed, noting that there are several examples elsewhere that have overcome these obstacles.

Implementation of a centralized brokerage requires buy-in from sponsors, which can present an initial challenge. Once the system is in place, however, there is a potentially medium to

high impact on cost savings to involved parties. This translates into significant service expansion opportunities for participating sponsors; the greater the number of participants and trips, the greater the economy of scale savings will be. This alternative may provide the best opportunity to reduce redundancies and optimize service mix.

The operating cost of a centralized brokerage typically varies from 5% to 10% of the total operating cost of the system. For example, in Denver, the centralized call center operated by First Transit under contract to the RTD at \$1.7 million is 7% of the total operating costs.

## Best Practices

**Tri-Met LIFT, Portland, OR**– In Portland, Oregon, Tri-Met contracts with First Transit to manage two call centers; Tri-met – and not First Transit – contracts with the operators. ADA ridership through this brokerage is 1.2 million trips per year through contracts with Laidlaw and MV. Senior and Public Works Department riders make 60,000 trips per year, while developmentally disabled ridership is 166,000 trips; the Senior, PwD, and DD trips are co-mingled with the ADA trips. In addition, Medicaid sponsors 600,000 trips per year, of which 30% are on transit vehicles. The service area for Medicaid trips is larger than for ADA trips, and there are 50 – 60 operations contractors in the 3-county area for Medicaid service; very few Medicaid trips are co-mingled with the ADA and other trips. Trips that are eligible for both ADA and Medicaid are billed to Medicaid.

**VTA Outreach, San Jose, CA** – San Jose’s Valley Transit Authority contracts with Outreach, a private-non-profit, which acts as a broker for VTA, handling reservations and scheduling. Outreach has contracted with up to 3 carriers in the past and currently contracts with Veolia Transportation, for 93% of trips, and with a taxi company for the remainder. Veolia’s dispatchers are located at the Outreach facility. This brokerage results in 903,000 ADA trips, 47,000 senior trips, and 41,000 welfare-to-work trips per year. These three trip types are co-mingled. In addition, 13,000 after school trips are provided through the brokerage but these are not co-mingled.

**PAT Access, Pittsburgh, PA** – The Port Authority of Allegheny County (PAT) contracts with Veolia Transportation as a broker. The brokerage provides 1.9 million ADA, senior, and agency trips per year and comprises 125 participating agencies. Services are open to the general public. Veolia contracts with 8 private turnkey operators, 2 of which are non-profit. Carriers perform reservations, scheduling, and dispatching onto 430 vehicles. All customers are assigned to carriers according to their zone and all trips are co-mingled; fares are also dependant on zone and use scrip and cashless fares. Savings from the brokerage are estimated at as much as 46%.

## Optional “Add-Ons” to a Centralized Brokerage

Some specific “add-ons” that should be considered along with a centralized brokerage include MDT/AVL technology, centralized fare collection, smart card technology, feeder service, and taxi-subsidy programs.

- **MDT/AVL Technology** – Having mobile data terminals (MDTs) and automatic vehicle locating systems (AVL) can greatly improve productivity and efficiency by better supporting same-day issues and reducing labor required of dispatchers. It also greatly improves the integrity of data collected allowing for improved complaint resolution. The data collection improvements support centralized fare collection and automated cost-allocation.
- **Centralized Fare Collection** – With centralized fare collection, a fare account is maintained for each customer and fare is collected automatically as the trip is taken. A centralized fare collection system would be able to handle the cost-allocation for co-mingled trips and can include co-payments for certain passengers. Other sponsors would be billed monthly. The efficiency savings from implementing centralized fare collection would be that service is more productive because there is no cash handling and administrative staff are more productive because this is taken care of automatically. It is also much more convenient for customers. Examples of this are found in Boston, MA and San Jose, CA.
- **Smart/Debit Card Technology** – With card technology, client and eligibility information could be stored on a card which is swiped as riders board and exit the vehicles. Trip information would then be stored on the card as well, and would be used for fare collection and third-party billing. Cost allocation for co-mingled trips may be more difficult, depending on cost sharing policies, but since trip information is stored automatically this would still be an improvement. Some examples of this are Client Referral, Ridership, and Financial Tracking (CRRAFT) and the Alliance for Transportation Research Institute/University of New Mexico.
- **Feeder Service** – Some users of specialized transportation are capable of riding fixed route buses, but for various reasons cannot access the bus stops. For these types of customer, it may be possible to use the specialized transportation network to bring them to the bus stop rather than all the way to their final destination. For very long, out-of-the way trips that do not require another paratransit leg on the destination end, this can significantly increase the efficiency of the specialized transportation service. There would need to be a special eligibility determination for this type of trip, and a scheduler would have to determine trip feasibility. In addition, a back-up ride must be provided if the connection to the fixed route trip is not made; trips with two transfers are not recommended. Examples of this type of service exist in Pittsburgh, PA and Tacoma, WA. In Tacoma, the implementation of feeder service resulted in 7.5% savings.
- **Taxi Subsidy Program** – With a taxi subsidy program, requests would be called into a taxi, or a central call center where they would be forwarded to the taxi company of choice. Such programs can involve a voucher system or, better still, with centralized fare collection (if calls come in through a central call center). In such programs, riders pay a base fare, their sponsors then pay up to a set amount, and then the rider pays an overage (for very long trips that went beyond what the sponsor covers). In some cities, these programs are used to divert ADA trips to less expensive service, and to serve areas and times that are not covered by other ADA services. They can also be

used as a less expensive alternative for agency-operated services. The sponsors might include transit and human service agencies or municipalities. Examples of this exist in Denver, CO and Cedar Rapids/Linn County, IA.

## Estimate of Savings and Additional Trips in the MRCOG Region

Alternative 3 could involve several different entities serving as the Community Transportation Coordinator for the MRCOG Region, with the eventual CTC most likely retaining a partial broker to coordinate community transportation in the region.

For the purposes of this exercise, we can also “test” three different scenarios within Alternative 3. With one exception, we have used only the programs for which both ridership and cost information was available. The one exception is the group of Medicaid non-emergency medial transportation (NEMT) trips that are purchased by the three MCOs. While we have ridership data for all three programs, cost information was only available from one. This cost data was used to estimate the cost of the other two programs.

The base scenario, Alternative 3A, assumes the brokerage participation of all programs except for ABQ MiniRide and JARC services and the MCO NEMT programs. These programs are identified in Figure 4-1. The ABQ Ride MiniRide and JARC services are added into the brokerage in both Alternative 3B and 3C. The three MCO NEMT programs are also added into the brokerage in Alternative 3C.

<u>Scenario</u>	<u>Agency Programs</u>	<u>MiniRide/JARC</u>	<u>MCO NEMT</u>
Alternative 3A	X		
Alternative 3B	X	X	
Alternative 3C	X	X	X

Ridership information for these programs, under each scenario, is presented in Figure 4-1. Total 2005 annual ridership and approximate cost figures for services and programs grouped into the three different scenarios are shown below

	<u>Annual Trips</u>	<u>Annual Cost</u>
Alternative 3A	796,742	\$7,204,000
Alternative 3B	984,345	\$12,004,000
Alternative 3C	1,134,271	\$24,454,000

**Alternative 3A.** Based on experience, we estimate that Alternative 3A would generate savings in the 1% to 3% range, as most of the trips included in this group are served in a very efficient manner. Indeed, over 659,237 (or 83%) of the 796,742 trips in this group are currently served at a unit cost that ranges between \$4.50 and \$9.32 per trip. This suggests either a very high service productivity (mostly group trips) or very low cost structure, or both. However, with the high volume of trips and removal/consolidation of functions, there will almost certainly be economies-of-scale and savings. Given the 1% to 3% range, there

would be an annual savings of between \$72,000 to \$216,000 (based on 2005 data), which at the average cost per trip (for the Scenario 1 participants) of \$9.04 per trip, equates to between 8,000 and 23,900 (new) trips, dispersed among the participant organizations.

**Alternative 3B.** By adding ABQ Ride's Mini-Ride and JARC trips into the mix in Alternative 3B, we would likely see a jump in savings because of the increased economies-of-scale and because of the comparatively higher unit cost of the combined Mini Ride and JARC programs. Simply put, the number of rideshareable trips in the ABQ Ride service area would be expected to increase, perhaps significantly. Hence in Alternative 3B, the inclusion of ABQ Ride's Mini-Ride and JARC trips with the other trips from Alternative 3A would likely create a savings of 3% to 5%. This would generate annual savings of \$360,000 to \$600,000, which at the average unit cost of \$12.20 per trip, equates potentially to 29,500 to 49,200 trips per year.

**Alternative 3C.** In Alternative 3C, the 149,926 Medicaid NEMT purchased by the three MCOs are included with trips covered in Alternative 3B. As was the case in Alternative 3B, the addition of these trips presents some additional economies of scale, some clear additional ridesharing opportunities because of the high incidence rate of medical trips among the other services, and some significant saving opportunities given the high current unit cost of service. In Alternative 3C, the inclusion of these NEMT trips would potentially generate a savings of 5% to 7%. This would generate annual savings of between \$1.2 million and \$1.7 million, which at the average unit cost of \$21.56 per trip, equates potentially to 55,700 and 78,800 trips per year.

Clearly, the more programs that participate, the greater the savings and the greater the opportunity to transform the savings into more service.

Additional add-ons to the centralized brokerage also offer some cost saving opportunities. For example, based on industry experience, as documented in the TCRP B-30 report, it is estimated that creating an optimal service of dedicated and non-dedicated service could generate an additional 1% to 3% of savings, while feeder service, based on the Tacoma experience, might be able to generate another 1% to 3% in savings.

A summary of potential savings from Alternatives 3A, 3B, and 3C are compared in Figure 4-1.

**Figure 4-1 2005 Ridership of Prospective Brokerage Participants**

	Ridership	Potential Cost Savings
<b>Alternative 3A</b>		
NMDHS – MAD NEMT	56,745	
NMDHS – TANF	37,724	
NMDOT – JARC	200,000	
NMDOA&LTS	332,175	
Albuquerque Senior Affairs	91,451	
City of Belen / Mid Rio Grande RSVP	4,611	
Los Lunas Transit	25,924	
Rio Transit	15,214	
Sandoval County Senior Program	31,000	
Torrance County	1,898	
<b>Total</b>	<b>796,742</b>	<b>\$72,000 - \$216,000</b>
<b>Alternative 3B</b>		
Alternative 3A Total	796,742	
ABQ Ride Mini-Ride and JARC	187,603	
<b>Total</b>	<b>984,345</b>	<b>\$360,000 – \$600,000</b>
<b>Alternative 3C</b>		
Alternative 3B Total	984,345	
MCO NEMT	149,926	
<b>Total</b>	<b>1,134,271</b>	<b>\$1,200,000 – \$1,700,000</b>

## Recommendations for the MRCOG Region

The provision of community transportation services is at a crossroads of sorts not only in the MRCOG Region but throughout the state. The demand for such services is continuing to grow, while the infrastructure of service supply is struggling to keep up with the demand. As an example, the demand for community transportation services from older adults alone will grow dramatically over the next ten years as the percent of New Mexico seniors increases by 36%, noting that approximately 20% of seniors received services through the Senior Centers congregate and home-delivered meal programs in 2005. The current system of providing community transportation is fragmented and ill-equipped to accommodate this growing demand. Coordination is an answer to accommodating this growing demand. Moreover, there are new federal requirements and policies, discussed in Chapter 2, that not only require local coordinated planning among community transportation services but strongly suggest that future funding is dependent upon the coordination of these fragmented services. Clearly, a “do-nothing” alternative is not an alternative.

In concert with these thoughts, we recommend that (1) a Regional Coordinating Council (RCC) for the MRCOG region be formed, and that (2) once formed, the RCC put together a work plan, including (a) deciding which of the alternative approaches makes the most sense for the region; and (b) selecting the Community Transportation Coordinator for the region.

With respect to the alternatives, any of the three alternatives presented in this chapter would be a positive step for coordinating community transportation in the MRCOG region. However, given the upside potential of Alternative 3, we recommend that this strategy be pursued.

Alternative 3 also fits in well with both the overall framework for coordination that we have recommended for the state and the logic behind MRTD, as a regional entity, serving as the regional CTC and then retaining a broker to undertake the day-to-day coordination of trips purchased through the brokerage by various participating sponsors.

The most important element of this approach is buy-in from the participating sponsors. This will require an inclusive *process*, initiated by their participation on the RCC, and a brokerage design that will ultimately lead to savings and/or other benefits accruing to each participating organization. And hence, an immediate objective will be to include on the RCC – and as potential sponsors – most, if not all, of the community transportation programs identified in the Task 2 Technical Memorandum.

For ABQ Ride, participation in the brokerage may provide a way to more efficiently accommodate the growing demand for ADA trips, which is presenting itself as a challenge. However, it also means relinquishing direct control of the reservations and scheduling functions, and possibly the dispatch functions as well. While the service quality standards that must be met (as well as compliance with all applicable laws, especially the ADA) will be clear in the contract that ABQ Ride has with the CTC or broker, ABQ Ride may find itself

uncertain as to whether it wishes to “let go” of these functions, despite the many successful examples of coordinated systems across the country.

Discussions with representatives from the NMHSD-MAD and the three MCOs will be required to answer the second question. The likelihood of NMHSD-MAD participating in the brokerage would appear to be higher than the MCOs since the MAD purchases service directly from providers. In contrast, the MCOs have long-standing relationships with their transportation managers. That is not to say that it wouldn't be possible. For example, if the MCOs went out with a competitive procurement, the broker may be able to offer more competitive rates than the current providers because of economies of scale.

Yet another, perhaps longer-term, scenario would be for NMHSD-MAD to carve out transportation from their MCO contracts, and vest this responsibility with regional transportation coordinators (the brokers) as has been done in many states. Realistically, the likelihood of MCO participation in the brokerage is probably doubtful without such an action. Because of the potential affect on regional savings and savings to the NMHSD-MAD in particular resulting from “full” inclusion of all Medicaid NEMT trips, we recommend that the NMHSD-MAD give this approach serious consideration.

## Cost Allocation Alternatives

### Introduction

In Chapter 2, it is noted that the Federal Inter-Agency Coordinating Council on Access and Mobility (CCAM), in concert with Executive Order 13330, issued a policy statement concerning the coordination of resources used for transportation services. This policy states that “Federally-assisted grantees that have significant involvement in providing resources and engage in transportation should coordinate their resources in order to maximize accessibility and availability of transportation services.” Indeed, the CCAM notes that the federal government does not prohibit but supports the shared use of vehicles as long as the cost is equitably shared. The CCAM also provides accompanying examples reflective of this policy.

One example involves local human service agencies purchasing transportation service for their clientele from a local organization operating door-to-door van service. In this example, cost-sharing arrangements meeting current Office of Management and Budget (OMB) regulations are used to ensure that there is equitable and non-duplicative sharing of costs for trips (sponsored by different agencies) that are co-mingled.

This example illustrates one of the challenges in implementing a coordinated transportation system - how to properly allocate the cost of trips so that that no one agency is paying more than its fair share of the cost.

## Calculation of Fully Allocated Costs

Prior to discussing how costs should be allocated, it is important to stress that any unit cost of service that is part of any allocation method must include fully-allocated costs, including all operating and maintenance costs (e.g., reservations, scheduling, dispatching, service delivery, and road supervision functions), all administrative and support costs (e.g., management, clerical, billing, driver/staff training), and all capital costs (e.g., the amortized cost of equipment/vehicles, based on the useful life of the capital equipment). Thus, an effort to calculate/estimate the fully-allocated cost of service must be the first step in any allocation policy.

Conversely, basing allocations on unit rates that are established by sponsoring agencies but have no connection with actual costs often results in (1) one sponsoring agency paying more than its fair share or (2) the operator not meeting its costs, neither of which is acceptable.

In this section, we will be using hypothetical examples to illustrate how the fully-allocated cost of service might be allocated between/among trips that are either dually-eligible or are co-mingled. For some of these cost-allocation methods, we will assume that the responsible entity (whether could be an human service agency or transit agency operator) has either (1) determined that its administrative costs plus the cost of contracted service works out to \$45.00 per hour or \$2.25 per mile; and (2) researched its in-house cost of providing service, including all the costs listed above, and based on its operating experience has determined that these costs and the service output have unit costs of \$45.00 per hour or \$2.25 per mile.

## Trips Eligible for Multiple Funding Source

In many communities there are individuals who are eligible under more than one program for community transportation trips. It is not unusual, for example, for an older, disabled, and low-income adult to be eligible for a non-emergency medical trip from:

- (1) an ADA paratransit service provider that is partially funded by FTA funds;
- (2) a Medicaid-sponsored non-emergency medical transportation provider, paid with funding attained though Title XIX of the Social Security Act; and
- (3) a senior transportation service funded under Title IIIB of the Older Americans Act.

In this section, we will consider cost allocation methods using the following hypothetical example.

An individual who meets the above description calls ABQ Mini Ride's call center for a non-emergency medical trip to an appointment, which is covered by Medicaid. In this example,

- Who should pay for the trip?

- What is the fairest method for allocating the cost of this trip?

As the request comes into the central call center, one of the first steps is to identify whether or not there is more than one agency or funding source that can pay for the trip. In this coordinated system, when a trip is requested, the computer screen would display the client's name, the trip purposes for which s/he is eligible, and the agency that can pay for each eligible trip. In DuPage County, Illinois, the version of Trapeze PASS (a paratransit scheduling software product) used there provides a drop-down list of sponsors for trips based on the origin and destination (but not based on trip purpose). In manual systems, such information is kept on 3" x 5" index cards.

After identifying the agencies or sponsors that can pay for the trip, the second step is to determine if each agency/sponsor has more than one funding source that can be used to pay for the trip. In DuPage County, the decision rule is customer-centric. The billing for the cost of the trip is sent to the agency program that offers the customer the lowest out-of-pocket fare. For example, there are many cases in DuPage County where an individual eligible for an ADA paratransit trip sponsored by Pace (the local transit agency) is also eligible for local, Dial-a-Ride service co-sponsored by Pace and a partnering municipality. The trip request comes into the same call center that schedules both ADA trips and Dial-A-Ride trips onto the same fleet. As the Dial-A-Ride program usually offers the lower fare, the trip is assigned to the Dial-A-Ride service. This decision rule not only favors the customer, but also favors Pace, as the trip is diverted from a program where Pace is responsible for fully-subsidizing the net cost to a program where Pace's net subsidy per trip is less, thereby stretching the ADA funding dollar. With such a decision rule, the co-sponsoring municipality winds up sponsoring more trips; however, because Pace is also a sponsoring partner for these Dial-A-Ride trips, the municipality's funding still goes farther than if Pace were not involved at all.

In Illinois, a reimbursement system is also being proposed that may circumvent some of these obstacles, but still provide for a fairer coverage of costs between two sponsors. In September 2005, the State Department of Healthcare and Family Services (HFS) submitted a state plan amendment to the federal Centers for Medicare and Medicaid Services (CMS). The amendment requests approval to change the portion of the Illinois Medicaid Plan that addresses reimbursement amounts for Medicaid providers. This change would allow publicly funded Medicaid providers (health departments, transportation districts and others) to be reimbursed a greater portion of the costs they incur in providing Medicaid-covered services.

Pace, the transit agency that is now responsible for ADA paratransit service in the entire Chicago region, estimated that approximately 15% of all ADA paratransit trips in the region are for medical purposes, while determining that between 40% and 50% of paratransit riders in the region are enrolled in Medicaid. For purposes of planning, Pace thus estimates that between 6.0% and 7.5% of ADA trips are taken by Medicaid enrollees to Medicaid-covered services (i.e. from 40% of 15% up to 50% of 15%). In reality, it is very possible that Medicaid enrollees take more than 15% of their ADA paratransit trips for covered

services. However this will not be known until procedures are in place that can establish eligibility for each trip.

While not exactly sure how the reimbursement would work, Pace guesses that it would be reimbursed either (1) 50% of local public cost; or (2) a rate equivalent to the usual NEMT provider rates plus 50% of local public costs not covered by those rates. Based on the first more conservative reimbursement scheme, Pace estimates that net savings could total \$2.4 million annually if this policy is put into place. As of February 2007, however, CMS has not yet approved the state plan amendment. In the meantime, Pace has applied to HFS to be approved as an NEMT provider. Although the application has not yet been approved, it is expected that it will be.

**Recommendation:** The State of New Mexico may wish to explore a similar plan amendment. The important concept here is that NMDHS-MAD and the MCOs should be paying for at least their share of the fully-allocated cost of service and not just for the fare. In the meantime, there would be nothing to preclude the CTC/broker, in the recommended design, from applying to become a NMDHS-MAD and MCO vendor with rates that conform to other NEMT carriers. In addition, we recommend that the brokerage adopt the “DuPage County” decision rule as a simple, customer-friendly way to assign sponsorship without further complicating already-complex administrative reporting.

**Allocation of costs between/among co-mingled trips sponsored by different organizations**

Under the recommended brokerage approach, it would not be unusual to have co-mingled trips, that is, two or more trips sponsored by different organizations that are carried in a vehicle at the same time.

Among coordinated systems, there are typically three ways to allocate costs for shared trips that are sponsored by different organizations and funding streams.

**Hourly-based cost allocation.** This method involves tracking the live travel time of each trip (100% sample), and splitting the time of co-mingled trips between/among the respective sponsoring agencies based on the time shared. In this case, the fully-allocated rate per hour would be based on “live time” (defined as any time when at least one passenger is on board), and does not use deadhead time.

<b>Example 1: Hourly-Based Cost Allocation</b>		
	<u>Pick-Up Time</u>	<u>Drop-Off Time</u>
Trip 1:	8:00 am	8:35 am
Trip 2:	8:15 am	9:00 am

In Example 1, two trips, sponsored by different sponsoring organizations (A and B) are co-mingled on the same vehicle from 8:15 to 8:35 am. At a fully-allocated cost of \$45 per live-hour, each sponsor is assessed as follows:

$$\text{Sponsor A (Trip 1) allocation: } (15/60 * \$45) + [(20/60 * \$45)/2] = \$18.75$$

$$\text{Sponsor B (Trip 2) allocation: } [(20/60 * \$45)/2] + (25/60 * \$45) = \$26.25$$

Note that  $\$18.75 + \$26.25 = \$45$ , which makes sense given the vehicle provided one hour of live service.

Central to this methodology is a software product that combines with an MDT/AVL system to “time stamp” and “location stamp” each arrival at each stop, and an application that automatically calculates the rate for each trip.

**Mileage-based cost allocation.** This is exactly the same as the hourly-based allocation, except that the base rate to be allocated is based on live miles. Like the hourly-based method, this method of allocation relies on a 100% sample and specialized equipment. The Outreach system in San Jose, for example, uses this method, and a customized version of Trapeze PASS, to pay its vendor.

[Note: in cases where MDT/AVL equipment is not in place, ride times can be derived from the scheduled times – or actual pick-up times as reported by the drivers, while trip mileages can be derived either from software-calculated trip lengths or odometer readings as reported by drivers.]

<b>Example 2: Mileage-Based Cost Allocation</b>		
	<u>Pick-Up Odometer</u>	<u>Drop-Off Odometer</u>
Trip 1:	10010	10021
Trip 2:	10014	10030

In Example 2, the odometer readings of the same two trips from Example 1 are recoded by the driver at the arrival of each stop. The full-allocated rate per mile for the system is set at a rate of \$2.25 mile. At this rate, each sponsor is assessed as follows:

$$\text{Sponsor A (Trip 1) allocation: } (4 * \$2.25) + [(7 * \$2.25)/2] = \$16.88$$

$$\text{Sponsor B (Trip 2) allocation: } [(7 * \$2.25)/2] + (9 * \$2.25) = \$28.12$$

Note in Example 2 that the amounts assessed to the two sponsors also total \$45.00.

**Allocation based on sponsor-specific trip rate.** This method is the simplest of the three, and is the easiest to administer. Either the first or second method can be used with a statistically

relevant sample of trips to calculate an average per trip rate for each sponsor. This sample is analyzed annually and becomes the de facto trip rate (again, different rates for each sponsor) for the ensuing year. Thus, monthly invoicing is very simple; for each sponsor, the amount owed is their rate times the total number of trips for the month. The only shortcoming of this method is that there is no data for the coordinated system upon which to calculate the initial year's rates. Thus, these rates for the first year would need to be worked out between each sponsor and the CTC/broker. This is the cost allocation method that is used for the ACCESS program in Pittsburgh. With respect to whether hours or miles are used as the basis for calculating the rate, we recommend that hours be used as the basis as most of the cost structure is hourly-based. That being said, using either hours or miles is reasonable, and if the majority of sponsors are more used to paying mileage-based rates, then a mileage-based calculation may be more agreeable to them.

This third allocation method works best in cases where there is no MDT/AVL equipment, and hence where trip/stop data from the scheduling software or driver sheets must be used for the sample.

A variation of this, for areas with very homogeneous trip patterns and lengths is to have a system-wide per trip rate.

**Recommendation:** Until the CTC/broker acquires such sophisticated software that with the help of MDT/AVL systems installed in all vehicles can enable 100% sampling we recommend that the CTC utilize the third allocation method. In addition, because the region will include sponsors with very diverse trip patterns, we recommend that sponsorship rates be established for each sponsor, as opposed to one system-wide sponsorship rate. Following this course, it will also not be necessary to also establish different rates for different types of trips (e.g., ambulatory trips vs. non-ambulatory trips) for each sponsor because the sponsor rates will already reflect the weighted difference in costs in the sample.

# **APPENDIX A**

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## **NATIONAL BEST PRACTICE CASE STUDIES**



# Appendix A National Best Practice Case Studies

This appendix looks at a number of best practices in transportation coordination, divided into 4 categories as follows:

1. Innovative State Funding
2. Incentive Funding
3. Service Delivery Coordination
4. Best Practices in Other Aspects of Coordination

## 1. Innovative State Funding

### **Pennsylvania – State Lottery Funding**

The Pennsylvania Lottery is required to contribute 30% of proceeds (before prizes) to programs to benefit seniors. The funds support property tax and rent rebates, shared-ride and free-ride public transportation, pharmaceutical assistance, and Area Agencies on Aging and Senior Centers. In 2003-04, of \$825 million devoted to programs, \$116 million was dedicated to the shared-ride and free transit programs, both administered by PennDOT.

- The Shared-Ride program offers door-to-door specialized transportation services (vans and mini buses) at a reduced fare. Shared-Ride is demand response, typically door-to-door, service. People who participate in this service must pay 15% of the Shared-Ride fare. The 15% can either be paid by the customer or reimbursed by a third party or sponsoring agency. The 85% discount is available to seniors at any time that the demand response service is available to the general public. The first fare-paying passenger in a sequence of trips can not refuse to share the ride with the next passenger.
- The Free Transit program provides rides on scheduled fixed-route public transit services for free during off-peak hours on weekdays and all day weekends and holidays. As of 2006 there were 59 carriers that provided Free Transit services in all 67 counties in the state. Each county is free to provide transit services or designate a carrier or carriers for the program. Every major urban area participates in the program and many small urban and rural communities also provide transit services for their seniors under this program.

The Shared-Ride Program funding is provided by means of grant applications that are submitted by the participating counties. The grant proceeds are provided directly to the

participating systems, which in turn either contract out transit services or provide transit service directly. In some instances, communities have joined together to form a regional transit system which operates and manages all modes of transportation and transit services including Fixed Route, ADA Paratransit, and Demand Response.

The Free Transit and Shared-Ride Programs pay participating systems on a per trip basis. This is a major concern for the Shared-Ride Program participants because there are times when actual trips are less than budget. Occasionally, when trip demand is below budget the provider has uncovered fixed costs. This has led some providers and local communities to rethink their approach to managing and operating under the program.

Operators in both programs include transit authorities, private taxis, paratransit operators, human service agencies, county governments, and nonprofit transportation providers. In 1986 regulations designed to improve coordination was adopted. This has led to a reduction in the number of carriers from 97 to 60. Local governments were encouraged to identify single coordinators to become program grantees.

The services subsidized by the Shared-Ride Program are often used by other programs, including the Persons with Disabilities Program (PwD), Welfare to Work Program (W2W), Medical Assistance Transportation Program (MATP), Mental Health and Mental Retardation (MH/MR) programs, the Department of Labor and Industry's Office of Vocational Rehabilitation, and many other human service agencies and at times the general public. There is an 85% discount for the PwD Program, which is covered by grants from the state's General Fund. Fare structures for other users of the services are based on program authorizations, program features and budget structure.

## **New Jersey – Casino Revenue Funds**

New Jersey's use of Casino Revenue Funds dates back to 1978 when voters approved legislation that levied taxes on certain types of casino revenue. An 8% tax is levied on the gross revenue of all casinos and is deposited into the Casino Revenue Fund. The Casino Revenue Fund is used to benefit senior citizens and the disabled. In 2004, the fund took in \$595 million in revenue, \$25 million of which went to transportation for older adults and persons with disabilities, as administered by NJ Transit.

Specifically, the legislation states that the transportation element of the program shall be known as "The Senior Citizen and Disabled Resident Transportation Assistance Program (SCDRTAP)." The program has been designed to assist all counties within the state with the following:

- Developing and providing accessible feeder transportation service to accessible fixed-route transportation services where such services are available.
- Providing accessible local transit service for senior citizens and the disabled, which may include but not be limited to door-to-door service, fixed route service.

- Assisting with local fare subsidies, and user-side subsidies, which may include but not be limited to private rides or taxi fare subsidies.

NJ Transit coordinates the activities of the various participants in the program by providing administrative support and management services for the counties.

In addition to directly funding transportation services for seniors and the disabled, SCDRTAP can also be used to provide and maintain capital improvements that afford accessibility to fixed route and other transit services in order to make the various services and modes of transportation accessible to seniors and the disabled. The SCDRTAP can also be used for capital improvements that enhance accessibility under the NJ Transit's ADA Paratransit program such as the purchase of mobile data terminals, AVL and IVR systems, and other software/hardware items that improve accessibility.

To be eligible to participate in programs funded by SCDRTAP, one must be at least 60 years old or at least 18 year old with a documented disability. Documentation of legal age is strictly adhered to. State ID's, Medicaid ID's or State driver's licenses are acceptable for establishing age. Each county, however, has been given the flexibility to establish and document disability status. Some counties have established a more formal eligibility determination process whereby the person must submit physician and medical documentation in addition to submitting to an on-site examination. Other counties take a more liberal approach by allowing some self-certifying of disabled status.

SCDRTAP Funds are awarded to the counties based on a formula that uses the US Census, specifically the total county population and the number of eligible seniors and disabled who reside within the county. All eligible counties receive at least \$150,000 during a fiscal year, except that during the first fiscal year that a county participates in the program that county shall receive a minimum of \$50,000 but not more than \$150,000.

Each eligible county that receives Casino Revenue Funds must establish a committee or board consisting of 51% seniors and disabled citizens. This group must be allowed to make recommendations as to the merits of the proposed transportation services. Quarterly hearings are held to allow the public the opportunity to comment on the appropriateness of the county's transportation services prior to application submittal. All applications must be in the form of a proposal for transportation assistance and specify the degree to which the proposal meets the purposes of the program.

Additional key points concerning the Casino Revenue Fund's SCDRTAP Program are as follows:

- This program is separate and apart from the NJ Transit's ADA Paratransit service in terms of funding, operations and administration.
- Counties are free to determine who and how SCDRTAP services are provided.
- Counties are free to determine fare policies and procedures.

Casino Revenue Funds allocated to NJ Transit for use in SCDRTAP are distributed in the following manner: 85% is allocated to eligible counties; 15% is provided to NJ Transit to fund program support to the counties. Two thirds of the proceeds allocated to NJ Transit (10%) will be used to cover general administration costs. One third of the proceeds allocated to NJ Transit (5%) will be used to administer the counties' SCDARTAP programs and for: 1) rendering technical assistance and conducting planning studies; and 2) developing, providing and maintaining NJ Transit capital improvements that afford accessibility for seniors and the disabled.

Additional activities administered by NJ Transit under the SCDRTAP are as follows:

- Annual application review – requires a local public hearing and advisory committee input.
- Monitor operations - site visits.
- Review vehicle specifications/inspect equipment as necessary.
- Verify reimbursement requests.
- Attend local citizen advisory committee meetings during the year.
- Provide driver and management training.
- Promote best practices.

Besides the Casino Revenue Funds, counties have a variety of other funding sources to support transportation. In 2004, the counties expended about \$53.4 million for transportation services. This was an increase of \$1.9 million over the year before. The single largest funding source for SCDRTAP transportation services on average, statewide, is state lottery proceeds (for 2004, \$21.7 million or 41% of all county transportation budgets, up \$1.1 million or 1% from the year before). The trend of about 40% of funding for county transportation services stemming from lottery proceeds is expected to remain relatively constant in the short-term.

## **Oregon – Cigarette Tax**

The Special Transportation Fund for the Elderly or Disabled (STF) was created in 1985 by the Oregon Legislature to help finance transportation services for elderly and people with disabilities. The Public Transit Division of the Oregon Department of Transportation administers this program for the State of Oregon. The funds are principally derived from cigarette taxes and are used for the purpose of financing and improving transportation programs and services for the elderly and disabled residents of each recipient jurisdiction. Eligible recipients include mass transit districts, transportation districts, Indian tribes and counties.

The governing body of each STF recipient is required to appoint an advisory committee to advise on the use of funds. Permitted uses of STF include:

- Maintenance of existing transportation programs and services for the elderly or disabled.
- Expansion of such programs and services.
- Creation of new programs and services.
- Planning for, and development of, access to transportation for elderly and disabled individuals who are not currently served by transportation programs and services.

The funds are not limited to supporting ADA paratransit. For example, in the Portland area, the funds support a wide variety of programs operated by small towns and non-profit organizations.

The STF program is now 20 years old and has grown from its modest beginnings. The original and still primary source of funding was a \$.01 tax on each pack of cigarettes. In 1989 the Oregon Legislature increased the cigarette tax to \$.02 per pack to further improve and expand services. Currently, the full tax rate on cigarettes is \$.059 per cigarette or \$1.18 per pack of 20 cigarettes. The \$1.18 per pack is distributed as follows: \$.22 goes to the General Fund, \$.87 to the Oregon Health Plan, \$.02 to cities, \$.02 to counties, \$.02 to the Oregon Department of Transportation (the Special Transportation Fund), and \$.03 to the Tobacco Use Reduction Account.

Originally, the STF was allocated entirely by formula based on population. When the cigarette tax funding was increased in 1989, a discretionary program started. In 1999, in response to the growing need for transportation services, the Legislature contributed an additional \$9 million in state general funds for the 1999-2001 biennium. In 2003, the general funds were replaced with two other funds: Transportation Operating Funds (TOF) contributed by the Department of Transportation and the excess revenues from the sale of DMV identification cards. At this time Indian tribes with members residing on tribal lands were added to the list of STF recipients. In 2005, the program revenues from the cigarette tax, TOF and ID card revenues brought about \$18 million per biennium to the program. Of this about \$14 million was allocated by population and about \$4 million through discretionary grants.

One reason for adding other funds to the STF is the nature of cigarette sales as a source of revenue. Cigarette sales per capita have fallen somewhat since 1999, although total revenue has been roughly constant due to population growth.

## 2. Incentive Funding

### **Community Transportation Program and Human Service Transportation Management Program – North Carolina**

The North Carolina Department of Transportation (NCDOT) consolidates FTA Section 5310, Section 5311, and several state funded programs into one community transportation service block grant. Known as the Community Transportation Program (CTP), this block grant supports capital and project administration activities for local coordination projects.

North Carolina also has coordination incentive grants under its Human Service Transportation Management (HSTM) Program, a state funded program to help assist local agencies interested in coordination to hire a transportation coordinator or manager to direct planning and implementation activities. HSTM funds can be used to pay for staff to support human service transportation systems in their coordination efforts. Lead agencies identified by locally adopted transportation development plans are the designated recipients for HSTM funds, which can be used for up to 75% of the cost of the salary and benefits of a fulltime coordinator.

### **Ohio Coordination Program – Ohio Department of Transportation**

The Ohio Department of Transportation (ODOT) has historically worked with the Ohio Departments of Aging, Jobs and Family Services, Mental Retardation and Developmental Disabilities, Mental Health, Education, and the Rehabilitation Services Commission to increase transportation services available to people with disabilities, and the elderly and low-income individuals. ODOT developed a manual of steps to create successful statewide transportation coordination programs titled “A Guide to Implementing Coordinated Transportation Systems,” recognized nationally as one of the best sources on the topic by other state transportation departments.

For the last 10 years ODOT has been providing coordination grants. The primary goal of the Coordination Program is to enhance and expand transportation through coordination in Ohio's counties with no public transportation system. This is done through an annual competitive bid, with grants up to \$80,000 supplied to winning applicants. Prioritization for these grants is first given to counties with no public transit, then counties with public transit systems that cover only a limited area, and then other counties with a broader public transit service area but that still have unmet demand. Applicants are typically counties, but also include cities and transit boards. All projects must demonstrate some level of interagency coordination in their local area to be eligible for funding. All projects must designate a lead agency to administer day-to-day operations, execute memoranda of understanding with all participating agencies, have a full time coordinator and commence the project within 90 days of contract award. While the awardees are sometimes the municipality itself, PNP agencies like senior centers are more commonly the designees. Eligible project expenses

are limited to operating expenses only. The total funding available for these grants in FY 05 is \$1.3 million. Over the years, ODOT has supplied \$6.3 million in grants to 37 projects for the coordination of transportation services. Under the department's leadership, the number of counties with no public transit and/or coordinated services has decreased from 42 to 14.

### 3. Service Delivery Coordination

#### **Dakota Area Resources and Transportation Services, West St. Paul, MN**

DARTS is located in Dakota County, MN, one of the "ring suburban" counties surrounding Minneapolis and St. Paul. DARTS was formed to provide various services (and especially transportation) to seniors in Dakota County. However, over the years, its transportation services have broadened to include (1) other contracts (notably a contract with Metro Mobility, the regional public agency responsible for ADA paratransit), as well as (2) several transportation-related services to other public and private-non-profit community transportation operators. With its 37-vehicle fleet, DARTS now provides demand-responsive service to:

- Metro Mobility customers making ADA paratransit trips in Dakota County.
- Senior residents of Dakota County.
- Clients of human service agencies that purchase service from DARTS.

DARTS is a best practice model for a variety of reasons, some of which are described below along with the economic benefits derived. In all, DARTS saved over \$78,000 through these aspects of coordination, while additional savings to the other regional providers totaled over \$453,000. It should be noted that DARTS received a United We Ride award for its innovative practices in coordination.

- **Shared Resources/Co-Mingling** – In Dakota County (and indeed through the ring suburban counties of the Twin Cities, co-mingling of compatible trips sponsored/purchased by different organizations (and with different funding streams) happens at the vendor level (DARTS). The credit can also be attributed to the sponsoring organizations (Metro Mobility, Dakota County, and various human service agencies) all of which have agreed to allow DARTS to co-mingle "their" respective trips. In return, DARTS can offer each sponsoring agency a lower rate (because of the increased productivity). In a MnDOT United We Ride study, Nelson\Nygaard estimated that Metro Mobility saved \$185,000 or 8% of its payments to DARTS because of this.
- **Shared Resources/Vehicle Leasing** – Four churches lease vehicles from DARTS and tap into DARTS' volunteer driver network. Not only do the churches save money (an estimated net savings of \$39,000 if they were to have retained private carriers), DARTS received \$3,900 in revenue from the churches plus \$6,000 in in-kind services (including free parking).

- **Shared Resources/Vehicle Sharing** – DARTS shares a 5310 vehicle with other organizations in the area. DARTS put up 100% of the local match, and in return, gets to use the vehicle 4 days per week.
- **Collaboration/Maintenance Provision** – DARTS established a Vehicle Maintenance Services (VMS) subsidiary that maintains more than 470 vehicles for 80-90 organizations in the metro area. DARTS received over \$53,000 in maintenance fees, while these organizations collectively have saved \$193,000 annually compared to if these organizations had to purchase maintenance from for-profit maintenance vendors.
- **Collaboration/Software Rental** – DARTS has a multiple-site license of Trapeze PASS, a paratransit scheduling system. An organization, The Elder Ride, rents Trapeze PASS from DARTS, thus avoiding a \$60,000 license fee and \$11,500 per year maintenance fees. Based on the useful life of the software, it was estimated that annual savings to Elder Ride totaled \$20,000. In addition, DARTS rental revenue totals \$3,500 per year.
- **Collaboration/Joint Software and Hardware Purchase** – DARTS orchestrated the joint purchase of Trapeze upgrades and new hardware for several of its counterparts serving other suburban counties. DARTS estimates that the hardware savings for DARTS alone totaled over \$20,000, while regional savings totaled over \$56,000. Meanwhile, regional software cost savings due to the joint purchase totaled \$9,000.

## **Central New Hampshire Transportation (CNHT), Concord, NH**

This is a partial brokerage managed by Concord Area Transit (CAT), a division of the Community Action Program serving Belknap and Merrimack Counties in central New Hampshire. CAT's paratransit service serves ADA paratransit trips and senior trips. Other participants in the brokerage include the Red Cross Volunteer Network (with about 30 volunteers), Granite State Independent Living Center, operating six vehicles, and River Bend Community Mental Health, operating two vehicles. In this brokerage, anyone in the area can call CNHT for a ride, and if there is a hole in any of the vehicle schedules, CNHT will accommodate the request, as described below.

While each of the agency operators provides transportation services for their own respective clients/customers, the agency operators make "holes" in the schedules available to CNHT. The CNHT has access to the daily schedules of each of the vehicles, and knows when and where the vehicles are available to provide additional services. Anyone in the Concord area may call CNHT for a ride. The fare structure is set up as a zone structure and is sensitive to rider type. For example, a trip up to 7 miles in length is \$1 for seniors, \$2 for persons with disabilities (under 60), and \$4 for the general public (under 60). Fare is collected by the drivers and is submitted to their agency. This revenue is deducted from what CNHT owes the agency operator for taking the trip. This is based on a negotiated hourly rate and the loaded passenger minutes, which are tracked by the CNHT dispatcher. Funding for this program comes from various grants. Trip purposes include health care appointments, work,

meetings, shopping, and social engagements. Trips are scheduled on a space-available basis, and must be requested 1 to 5 days in advance. Same day changes and issues are handled via radio dispatch; CNHT dispatchers are radio linked to Granite State vehicles and River Bend vehicles.

In this setting, the simplicity of this system works to match people needing a ride with operators who have room. This basic model will soon be expanded to a newly-formed transit authority serving the Salem-Derry region of New Hampshire.

### **Dispatch-A-Ride, Norwalk Transit District, Norwalk, CT**

A less dynamic variation of the Concord model has actually been in place in Norwalk Connecticut since the 1980's. Norwalk Transit District's paratransit system, called Dispatch-A-Ride has a base paratransit fleet that NTD operates directly. NTD also has subcontracts with several different human service agency operators in the area. Each of the agencies provides services to NTD during hours when they are otherwise not providing transportation services to their customers. Hence, during those "off" hours, the agencies make their drivers and vehicles available to NTD. NTD thus schedules trips onto these mini-runs in much the same way that it schedules trips onto its own vehicles. By employing this strategy, NTD has been able to minimize its own fleet growth. In essence, NTD has elected to first utilize the agency operator resources in the community before expanding its own fleet.

### **Montachusett Area Regional Transit Authority Human Services Transportation Brokerage, Fitchburg, MA**

In Massachusetts, the state-level Executive Office of Transportation and Construction (that oversees public transit provided by Regional Transportation Authorities) and the Department of Human Services developed a plan in the mid 1990s whereby the various divisions of DHS would re-design their regions with the same boundaries to better coordinate compatible trip-making, and would coordinate regional transportation needs with the RTAs in those regions. Over time, the second part of this plan did not evolve as designed. Instead, certain RTAs with a more entrepreneurial spirit began to win human service agency contracts in other regions.

Chief among them is Montachusett Area Regional Transit (MART) in central Massachusetts. In this case, MART has a fairly modest fixed route and ADA paratransit service area, but at the same time is responsible for brokering human service agency trips in 60% of the state, including Boston and Worcester, the state's largest cities. Actual service delivery of the human service agency trips is performed by hundreds of vendors – some very small – under contract to MART. The revenue brought in from human service agency transportation services offsets to a certain extent the administrative cost and infrastructure for providing public transit and ADA paratransit services.

While not particularly exemplary in terms of optimizing the regional coordination of public transit and human service transportation services (as was originally designed), the MART

example does serve to illustrate an important point: that public transit agencies can have dual missions (public transportation and human service agency transportation), and that the service area for the latter does not have to be congruent with the former. Thus, in areas where there is a strong or dominant public transit provider, that agency can have a broader role in the region if it is willing to re-visit and expand its mission statement. This point is also exemplified by the following case study.

## **Tri-Met Brokerage, Portland, OR**

Tri-Met is the fixed route transit operator for the Portland, Oregon metropolitan region. Tri-Met provides bus and light-rail services that straddle three counties. Through its accessible transportation program, Tri-Met provides three community transportation services:

- ADA Paratransit service
- Medicaid NEMT
- Other Human Service Transportation

**ADA Paratransit Service** – The LIFT Program is a share ride paratransit program that fulfills the requirements of the Americans with Disabilities Act (ADA) in that it provides complementary services for persons whose disability prevents their use of fixed route service. The LIFT Program exceeds ADA minimal requirements in that it provides door-to-door services, and exceeds the minimally required service hours. Tri-Met owns all the vehicles used in the LIFT Program, but contracts with First Transit for call center management for the reservations, scheduling, and dispatch for ADA paratransit service, and has operations contracts with MV Transportation and Laidlaw for three distinct service areas. Tri-Met staff determines eligibility for the LIFT program. Approximately 1.2 million paratransit trips are provided annually.

**Medicaid NEMT Brokerage** – Under contract to the State of Oregon’s Department of Health and Human Services, Tri-Met also is responsible for Medicaid NEMT in the entire three-county region. The State provides client eligibility to Tri-Met on a daily basis. Tri-Met is responsible for verifying the client’s eligibility, verifying the trip eligibility, arranging for the trip, and providing any reporting information required by the state. As with the LIFT program, Tri-Met retains First Transit to perform the reservations and scheduling functions. However, First Transit has two separate call centers for Medicaid NEMT because the service demands are much more complex; first focusing on the recipients’ individual needs, noting that level of service is generally door-through-door and sometimes include oxygen or stretcher car service. Tri-Met contracts with about 55 separate transportation providers that include private non-profit agencies, private for-profit carriers, taxi companies, etc. Between 600,000 and 660,000 Medicaid NEMT trips are provided annually; about 30% of these trips are taken on fixed route transit through the provision of bus passes. Recently, the brokerage expanded its program to include non-medical related trips for Medicaid eligible persons as well. In order to prevent institutionalization and enable at-risk persons to live in their own homes, Medicaid will authorize non-medical trips in some cases, which the brokerage also arranges.

**Coordination between LIFT and Medicaid Transportation** – Medicaid clients who are also LIFT eligible can take their medical rides on LIFT, with the LIFT program being reimbursed at a competitive rate. In this case the rides are billed to the State just like rides from other providers. Otherwise, there have been attempts to group rideshareable LIFT and Medicaid trips; however, because of the uncertain timing of medical appointments and the differing level of services (door-to-door vs. door-through-door), it has been a challenge.

**Other Human Service Agency Transportation** – Tri-Met also provides (1) client-specific trips for developmentally disabled persons under contract to the Multnomah County Department of Mental Health and Developmental Disabilities (MHDD), and (2) pre-authorized senior trips for any trip purpose under contract to the Multnomah County Aging and Disability Services Department (ADSD). Requests for these trips come through the LIFT call center. All rides sponsored under these two programs can be co-mingled with ADA trips on vehicles operated by MV or Laidlaw. Annually, approximately 166,000 MHDD rides are provided and approximately 60,000 ADSD rides are provided.

Thus, like MART, Tri-Met illustrates how a transit agency has broadened its mission to include arranging for human service agency transportation throughout an area broader than its ADA paratransit service area. This case also serves to illustrate how a transit agency, through centralized reservations and scheduling, can co-mingle rideshareable trips sponsored by different funding streams.

## **ACCESS, Pittsburgh/Allegheny County, PA**

ACCESS is an administrative, decentralized brokerage that has been providing coordinated, shared-ride, advance-reservation, door-to-door paratransit service in Pittsburgh and the rest of Allegheny County, which totals 775 square miles and has a total service area population of 1.35 million. While ACCESS is open to the general public, the program primarily serves person with disabilities, seniors, and clients of human service agencies. ACCESS is sponsored by the Port Authority of Allegheny County (the regional public transit provider), which contracts with a for-profit company, ACCESS Transportation Services, Inc. (a subsidiary of Veolia Transportation) to manage the service.

ACCESS has achieved a large measure of success in coordinating ADA paratransit, senior shared services, and human service agency transportation services, with trips sponsored by multiple funding streams co-mingled. In 2005, ACCESS served about 1.9 million trips per year, and about 7,000 trips per average weekday. The system-wide productivity for 2005 was 2.35 trips per revenue vehicle hour. On-time performance was 94.6%, while the complaint rate was 5 per 10,000 trips.

**Section 504 and ADA Paratransit Service** – ACCESS was developed and implemented under a Services and Methods Demonstration grant from the Urban Mass Transportation Administration in 1978-1982, with service beginning in 1979. The project was designed to test the concept of utilizing a broker to provide specialized transportation service in a large urbanized area, and to respond to the Rehabilitation Act's Section 504 requirement to

provide alternative public transportation for people with physical disabilities. In 1982, the Port Authority assumed complete financial responsibility for ACCESS. ACCESS continues to meet the obligations of Section 504, and since the advent of the Americans with Disabilities Act in 1990, has served to meet the Port Authority's ADA complementary paratransit obligations. The program actually exceeds the minimum requirements in a number of different ways:

- Service Area – service is available county-wide, and not just to and from the ¾ mile transit route corridors
- Fares – the base ADA fare is equivalent to the fixed route fare
- Service Days and Hours – service is provided from 6 am to 12 midnight, 7 days a week, regardless of the shorter operating hours of specific fixed routes
- Same-day service – available on a space-available basis
- Will-call return service – offered for appointments with non-predictable ending times
- Eligibility – convenience fares enable ADA conditionally eligible customers to ride at twice the ADA fare (for other trips for which the conditions do not apply) on a space-available basis

**Senior Shared-Ride Program** – In Pennsylvania, there is state program under Section 203 which utilizes state lottery proceeds to fund 85% of the cost of shared-ride services for seniors. In Allegheny County, ACCESS (through the Port Authority) is also the “vehicle” for the provision of shared-rider services funded by Section 203.

**Human Service Agency Transportation Programs** – ACCESS provides service for clients of 121 different human service agencies including the Medicaid recipients whose non-emergency medical transportation is sponsored through the state's Medical Assistance Transportation Program.

**System Design and Service Delivery** – ACCESS is an administrative, decentralized brokerage, a fairly unique model that draws on the skills and resources of the private sector, avoids duplication of effort, and offers a high degree of accountability and flexibility. The general design includes a management firm, contracted by the Port Authority, that serves as the broker responsible for coordinating ADA paratransit trips, senior trips, and client trips of sponsoring human service agencies. Functions performed by the service carriers include reservations, scheduling, dispatching, operations and maintenance. The service carriers also provide their own vehicles, fuel, insurance, and software. The broker is responsible for ADA eligibility certification (aided in part by a contractor), performance monitoring, and reporting, travel training, customer service and advocacy functions, public participation, and scrip sales, as well as establishing contracts with human service agencies wishing to transport their clients through the ACCESS program. On the service delivery side, the broker is also responsible for organizing Allegheny County into service zones and selecting, contracting with, and providing technical assistance to carriers that serve those service zones. Initially, the zones were designed to first reflect and take advantage of service areas

served by non-profit agency operators; then, the remainder of the County was divided up to take advantage of local for-profit carriers – mostly taxi companies. While some of the service zone boundaries have changed over the years, this basic design has remained intact for 25 years. Currently, ACCESS service providers include two non-profit operators, and six for-profit carriers. Service providers are selected through a yearly competitive bid and negotiation process. Service area assignments are not all exclusive; in some of the more populated areas, customers have a choice of service provider. The system remains competitive, with service area assignments based on demonstrated performance and cost. All together, the carriers operate about 430 vehicles all of which are dedicated to the program.

**Decentralized Reservations; Cash-less Fare System** – To request service, customers call the one carrier (or where there is a choice, one of the carriers) serving the area in which the customer lives. ADA paratransit customers and seniors pay fares. Fares are based on a fare zone matrix that has remained intact since the service began, and are paid through scrip that the broker sells to customers at a discount. Clients of human service agencies do not pay a fare; these trips are billed to the sponsoring agency based on a per-trip rate that approximates the previous year's average actual cost of providing service for each sponsoring agency.

With its ongoing efforts to improve and maximize ride-sharing opportunities and shared administrative costs, ACCESS has been able to achieve significant cost efficiencies over the years through economies of scale while also achieving strong local support for the program. ACCESS has received numerous national awards for coordination, and is perhaps the best known example of administrative, decentralized, and coordinated brokerage in the US. Part of its initial success (and, indeed, its design) was based on the volume of trips from participating sponsors, and the existence of several carriers – both for-profit and non-profit – from the private sector, many of whom continue to be a part of the system. If these carriers had not been present, the design of ACCESS might have been very different.

## **Outreach, San Jose/Santa Clara County, CA**

To manage its ADA paratransit service in San Jose and Santa Clara County, California, the Santa Clara Valley Transportation Authority (VTA) contracts with a broker, Outreach, Inc., a non-profit company which has provided transportation services in the area for 30 years. Similar to the brokerages in Portland and Pittsburgh, Outreach also serves as a broker for human service agency transportation programs. One interesting distinction is that Outreach, Inc. is a private, non-profit organization, whereas the brokerages in Portland and Pittsburgh are managed by national transportation management/operations companies.

**ADA Complementary Paratransit Service** – The VTA is responsible for ADA compliance, setting paratransit program policies and paratransit fares, overall program oversight, community relations, planning, and budgeting. The VTA also contracts out the ADA customer certification function to Orthopedic Hospital. Outreach directly performs reservations and scheduling functions, and performs part of the dispatch function. For the

latter, Outreach provides staff to field same-day issues from customers, and oversees carrier dispatchers who are located in the Outreach facility. This provides an interesting aspect of service design: decentralized dispatching but in a centralized fashion. Outreach also maintains all the client records, controls a pre-paid fare account for each customer (another interesting design component) that is debited when a customer uses the system, and otherwise oversees quality assurance. Outreach conducts competitive procurements for vendors, negotiates and administers vendor contracts, pays vendors according to the quantity of service they provide, assesses liquidated damages, and pays bonuses per contract provisions. VTA reviews and approves vendor bid content, including key aspects of the vendor contracts such as duration, extension options, payment/reimbursement methodologies, as well as DBE/SBE requirements and award criteria. The vendors are responsible for providing operating facilities, vehicles, drivers, maintenance, and related supervisory staff. ATC carries approximately 93% of trips, and Yellow-Checker carries about 7%, concentrated largely in South County where it has an operating base. During 2004-05, a total of 903,000 paratransit trips were served.

**The Guaranteed Ride Program** -- This program is available for participants enrolled in California's welfare reform program known as California Work Opportunity and Responsibility to Kids (CalWORKs), and specifically for participants engaged in employment-related activities. The program supports the individual's ability to work by providing a free Guaranteed Ride for work or training related transportation needs, like when they must stay late on the job, attend job training or interviews, or leave because of sick children or other family emergencies. This demonstration program is jointly funded with federal Job Access and Reverse Commute (JARC) funds and the County of Santa Clara, and delivered in cooperation with VTA. For Fiscal Year 2005-06, a total of 40,600 trips were provided. Guaranteed Ride Home programs are occasionally provided on the same vehicles with other (ADA) passengers, but not always. Outreach will co-mingle the trips if possible in order to maximize efficiencies, noting that Outreach's "customized" version of Trapeze PASS takes care of tracking each customer to his/her funding source and generates sponsor specific reports and invoices.

**Give Kids a LIFT – After-School Transportation for Children** – After-school transportation is provided for low-income children from school to day-care, after-school programs, neighborhood and community programs, and other supervised locations as selected by the family. Rides are provided Mondays through Fridays, and flexible schedules are accommodated. All rides are pre-scheduled and are within 5 miles of the pickup location. This demonstration program is jointly funded with JARC funds, local state transportation funds, and the County of Santa Clara, and delivered in cooperation with VTA. For FY 2005-06, a total of 13,000 trips were provided.

**Senior Transportation** – Senior Transportation is provided primarily to non-ADA seniors with funding provided by the City of San Jose, the countywide Council of Aging (using federal Title IIIB funds), VTA and the County of Santa Clara. The program provides taxi rides, discounted fixed route passes, and limited fare subsidies for the disabled elderly using the ADA paratransit program. A total of 47,000 trips were provided or subsidized last year,

including some trips provided on fixed route services. These trips are both provided separately and in conjunction with ADA trips, depending on the arrangement with the vendor.

**Jump Start** – Outreach administers a car repair program for low-income and CalWORKs participants, which is funded with JARC and County of Santa Clara funds.

The Outreach brokerage is noteworthy because (1) the brokerage is managed by a non-profit entity, (2) the brokerage oversees ADA, senior, JARC, and other transportation programs, and (3) it incorporates in its service delivery design three important concepts: the centralization of carrier dispatch staff, pre-paid fares, and the use of taxis to improve the cost-efficiency of the system.

## 4. Best Practices in Other Aspects of Coordination

### **Cost Allocation for Contract Service**

#### **Tri-CAP Transit Connection – Benton and Stearns County, MN**

Tri-CAP Transit Connection provides contract service as part of its Section 5311 service in Benton and Stearns County, MN. The contract rate is over and above the regular fare and takes into consideration the total cost to provide the service, including labor, fringes, fuel, maintenance, insurance, etc. For this contract rate, Tri-CAP not only schedules and provides service to the contracting agency's clients, but also tracks and invoices the agency by the hour for the time transporting those passengers. Tri-CAP estimates that it captures 70% of its total expenses. This revenue then becomes part of the required match for MnDOT Section 5311 grants.

### **Cost Sharing for Dual-Eligible Riders**

#### **Pace – Chicago Metropolitan Area -- ADA and Medicaid Dual Eligibility**

Beginning some time in 2007, it is likely that Pace will be able to begin receiving reimbursement from the Illinois Department of Healthcare and Family Services (HFS) for transportation provided for Medicaid recipients to access Medicaid-covered services. Pace staff estimates between 6.0% and 7.5% of ADA trips are to be taken by Medicaid enrollees to Medicaid-covered services.

It has not yet been determined what administrative procedures will be required in order to obtain reimbursement. Most likely, it will be possible to submit claims electronically, and it should not be necessary to obtain prior approval for each trip. It has also not yet been determined what procedures will be necessary to verify the agency's cost to provide services. Only local public costs, i.e. excluding federal and private funding, will be

reimbursable. In the worst case, it is expected that reimbursement would be 50% of local public cost. This would represent the amount that the state is reimbursed by the federal government, so that local sources would, in effect, be providing the remaining 50% that is normally a state expense. Another reimbursement alternative would be for Pace to charge HFS according to the usual rates for providers of non-emergency medical transportation (NEMT), plus 50% of local public costs not covered by those rates. Under the worst case scenario, it is estimated that Pace may be able to “recoup” between \$2.2 and \$2.5 million per year in reimbursement.

## **Technology – Cost Allocation Technology**

### **Outreach, San Jose, CA**

In the description of the Outreach brokerage, there is mention of a customized version of Trapeze PASS that handles cost allocation of co-mingled rides that are sponsored by different funding sources. Most of the paratransit scheduling systems on the market, including Trapeze PASS, RouteMatch, and StrataGen, can allocate a particular trip to a particular funding source, and can handle a variety of different types of ridership rate structures. The customized version of Trapeze PASS in San Jose allocates between/among sponsors the cost of delivering shared rides based on the “live” mileage which is shared between/among the riders.

## **Technology – Smart Card Technology**

### **Alliance for Transportation Research Institute / University of New Mexico**

The State of New Mexico is among the first states in the nation to implement Smart Card technology in a rural setting. The Alliance for Transportation Research Institute (ATRI), a research entity affiliated with the University of New Mexico, has developed a web-based software program, known as Client Referral, Ridership, and Financial Tracking (CRRAFT) that tracks the scheduling, ridership, and financial data which transit providers input daily. CRRAFT is able to track clients and clients’ use of multiple funding streams for agency transportation services.

The next “frontier” for use of this technology involves the interface of an electronic farecard to track a variety of funders to interface with CRRAFT. The Smart Card Technology was developed for use in rural communities; currently it is being used by 27 municipal entities. Those entities in the four-county study area using this technology are Los Lunas Transit, the City of Moriarty, and Laguna Pueblo. The card is used both as a fare instrument, and also to track the number of rides provided and other ridership information.

In its current capacity, the Smart Card is intended for use in rural communities, for systems that provide 5,000 or fewer trips per month. Ultimately, this system is designed to piggyback on the State of New Mexico’s Electronic Benefits Transfer (EBT) Card.

## **Insurance Coverage**

When two or more agencies decide to work together cooperatively to transport their mutual customers/clients, inevitably one of the first questions asked is, "How will coordinating transportation services affect my insurance coverage?" Some exemplary programs that mitigate adverse impacts on insurance cost or coverage are described below.

### **Common Risk Management Policies - Licking County, OH**

The Licking County Transit Board Coordination Project in Newark, Ohio is a coordinated effort that involves human service agencies working together to provide transportation service for member agency clients. Member agencies developed a Service Brochure and a Transportation Policy and Procedures Manual that include uniform procedures that address risk management and have enabled member agencies to obtain competitively priced insurance coverage.

### **Insurance for Agency Transportation – Washington State**

Senate Bill 5869, which passed overwhelmingly, allows non-profit corporations to form a self-insurance risk pool with other non-profit corporations or a local government entity for property or liability risk. The Non-Profit Insurance Program (NPIP) was formed in August 2004 and administers a Joint Insurance Purchasing program wherein members pool their losses and claims. Through the program, NPIP members also jointly purchase insurance and other services including claims adjustment, risk management consulting, and loss prevention. The primary benefits to the members are lower insurance premiums, stable access to the insurance market, and increased availability of risk management and loss prevention services.

### **Insurance for Volunteer Drivers -- North Carolina and Vermont**

The North Carolina Act to Remove Barriers to Coordinating Human Service and Volunteer Transportation allows human service agencies to purchase insurance for people who provide volunteer transportation.

Vermont goes one step further and has obtained a statewide insurance policy that covers volunteer drivers that are part of regional coordinated programs.

### **Joint Purchasing – Iowa and Washington State**

In response to skyrocketing insurance rates, a group of transit agencies (collectively reflecting 300-500 vehicles) in western Iowa banded together to obtain fleet insurance through an insurance consortium at a competitive rate.

The Washington State Transit Insurance Pool (WSTIP), first formed by eight public transit systems in 1989 as a self-funded liability-only pool, now includes 18 public transit organizations and three associate members. WSTIP now provides insurance for auto

liability, general liability, errors and omissions, all risk property, crime, and boiler and machinery.

## **APPENDIX B**

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# STATEWIDE COORDINATING COUNCIL MOU AND BY-LAWS



# Appendix B Statewide Coordinating Council MOU and By-laws

## SCC Memorandum of Understanding

### **New Mexico Statewide Coordination Council for Community Transportation**

#### **Memorandum of Understanding**

*WHEREAS* there are several different transportation programs currently providing service within New Mexico to seniors, persons with disabilities, and human service agency clients;

*WHEREAS* there are significant unmet needs for individuals requiring such transportation services;

*WHEREAS* this service gap is anticipated to grow significantly in the next twenty years due to demographic trends;

*WHEREAS* coordination efforts have been shown to result in increased service through improved cost efficiency, elimination of duplication, and access to additional funding; and

*WHEREAS* there is a need – and an opportunity – to create a balanced network of diverse transportation services and options by coordinating transportation in New Mexico,  
BE IT KNOWN THAT

\_\_\_\_\_ intends to participate in the establishment and functioning of the New Mexico Statewide Coordination Council for Community Transportation (herein after referred to as the Council or the SCC). This Memorandum of Understanding documents this intent and the organization's commitment to the primary mission of the Council.

The primary mission of the Council is to:

- Help develop, implement, and provide guidance to the coordination of shared ride transportation options within New Mexico so that (1) seniors and persons with disabilities can access local and regional transportation services; and (2) municipalities, human service agencies and other organizations can purchase such shared ride coordinated transportation services for their citizens, clients, and customers; and

- In support of this goal, the Council will set statewide coordination policies, help establish Community Transportation Regions and Regional Coordination Councils (and assist regional efforts as needed), secure and distribute funding to help establish and sustain Regional Transportation Coordinators, and monitor the results of statewide coordination.
- The SCC will oversee the final decisions of the Regional Coordination Councils regarding their designations for Regional Transportation Coordinators, in order to ensure that the agencies chosen will be able to meet any federal or state requirements associated with major funding streams.

In signifying this intention and commitment, \_\_\_\_\_  
pledges to:

- Designate one representative (and/or up to two alternate representatives) to the Council, and ensure that the representative attends regularly scheduled meetings of the Council and is active in the functioning of the Council and Committees.
- Provide meeting space for the Council and/or Committees, as needed

Signing this Memorandum of Understanding does not signify a commitment of funding at this time.

Either party may cancel this Memorandum of Understanding with 14 days written notice.

*IN WITNESS WHEREOF*, indicates its support and intent:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

*ACCEPTANCE BY:*

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## SCC By-Laws

### **New Mexico Statewide Coordination Council for Community Transportation:**

#### **By-laws**

##### **Article I: Name**

The name of the Council shall be the New Mexico Statewide Coordination Council for Community Transportation (hereinafter called the Council or SCC). These bylaws shall provide the procedures for conduct of business of the Council.

##### **Article II: Purpose**

Established by its founding members, the Council is organized to:

- Help develop, implement, and provide guidance to the coordination of shared ride transportation options within New Mexico so that (1) seniors and persons with disabilities can access local and regional transportation services; and (2) municipalities, human service agencies and other organizations can purchase such shared ride coordinated transportation services for their citizens, clients, and customers; and
- In support of this goal, the Council will set statewide coordination policies, help establish Community Transportation Regions and Regional Coordination Councils (and assist regional efforts as needed), secure and distribute funding to implement and sustain Regional Transportation Coordinators, and monitor the results of statewide coordination.
- The SCC will oversee the final decisions of the Regional Coordination Councils regarding their designations for Regional Transportation Coordinators, in order to ensure that the agencies chosen will be able to meet any federal or state requirements associated with major funding streams.

##### **Article III: Membership of the Council**

###### *III.1 Membership Eligibility Criteria*

Any of the following organizations are automatically a member of the Council upon formal adoption of the Council's Memorandum of Understanding by that governmental unit or organization, and formal acceptance by the Council:

1. Any public or private non-profit organization based in New Mexico which currently funds, arranges or provides such transportation services for its citizens,

clients or customers;

2. Organizations representing groups of consumers and constituents that would be positively affected by such mobility and access improvements in New Mexico.

Each organizational member shall designate one representative and up to two alternate representatives to the Council.

### *III.2 Rights and Responsibilities of Membership*

Each member is afforded one full vote on any decision put to a vote. Each organizational member's vote can be cast by his/her representative or alternate representative.

To be in "good standing," a member (1) must attend at least 75% of the regular monthly meetings, and miss no more than two consecutive regular monthly meetings in a calendar year; and (2) must participate in some facet of the Council's work program. The Chair may determine if a missed meeting is excused; an excused miss shall not count as non-attendance.

### *III.3 Annual Membership Dues*

There may be annual membership dues to cover the administrative costs and other business of the Council, the amount to be determined annually.

## **Article IV: Officers of the Council**

### *IV.1 Officers and Terms of Office*

The Officers of the Council shall be as follows:

- Chair
- Vice Chair
- Treasurer
- Secretary

The term of each officer shall be one year. Officers may serve multiple terms.

### *IV.2 Election of Officers and Operating Year*

The Council's operating year shall begin at the regular \_\_\_\_\_ meeting.

Officers will be elected by majority vote on an annual basis at the Council's regular \_\_\_\_\_ meeting.

Nominations for officers must be given to the Secretary no later than at the Council's last regular meeting of the calendar year.

#### *IV.3 Responsibilities of the Officers*

The Chair, or in the event of his/her absence, the Vice Chair, shall preside at all meetings of the Council; but neither shall be deprived of his/her right to vote.

The Chair or Vice Chair shall have such other powers and perform such other duties as may from time to time be voted by the Council, including the establishment of committees and appointment of committee members as may be necessary or convenient for carrying out the business of the Council.

The Treasurer shall be responsible for collection of annual dues (*if any*) and disbursement of funds for the conduct of Council business.

The Secretary shall be responsible for disseminating information to Council members, writing Council correspondence, keeping meeting attendance records, and taking minutes of meetings. It is not required that the Secretary be a member of the Council.

Collectively, the Chair, Vice Chair, and Treasurer shall comprise the Executive Committee. The Chair, Vice Chair, and Treasurer must be members in good standing.

#### *IV.4 Vacancies*

If an officer vacates an office for any reason (non-attendance, resignation), the Chair (or Vice Chair if the vacancy is the Chair) shall declare the vacancy at the next regularly scheduled meeting. The Chair (or Vice Chair if the vacancy is the Chair) can wait until the next nomination/election period or may accept nominations from the floor at the meeting at which the vacancy has been declared. If nominations from the floor are accepted, voting will take place at the next scheduled meeting.

#### *IV.5 Removal of Officers*

Members, by 2/3 vote of members present, may remove an officer. An officer under consideration for removal should have the opportunity to be advised and be able to speak to the concerns of the membership. Such matters and discussions should take place in an executive session. The officer under consideration for removal may be given a 30-day period to correct any deficiencies before the vote is taken.

## **Article V: Meetings of the Council**

### *V.1 Regular Meetings*

The Council shall meet monthly on the \_\_\_\_\_ from \_\_\_\_ to \_\_\_\_ or on another date and/or at another time at the call of the Chair. The Council may vote at a prior meeting not to hold the next regular monthly meeting. The Chair may also cancel a regular monthly meeting.

At the regular meetings, the Council may take such actions, pass such resolutions, or conduct such other business as are on the agenda or may otherwise be properly brought before it.

### *V.2 Special Meetings*

The Chair, or in the event of his/her absence, the Vice Chair may call a special meeting of the Council as required and shall call a special meeting at the request of one-third (1/3) of the members. Business at special meetings shall be limited to the subjects stated in the call for them.

### *V.3 Information Meetings*

The Chair may call an informational meeting as may be required for the presentation and dissemination of reports, analyses, or other data, and for the informal discussion thereof by the Council. No formal action by the Council shall be taken at such meetings. Resolutions may be introduced and discussed at such meetings, but formal debate and action on such resolutions may take place only at future regular or special meetings.

### *V.4 Meeting Notice and Agenda; Open Meetings*

Not less than seven days advance notice in writing of regular or informational meetings shall be given to all members. Not less than three business days advance notice in writing of special meetings shall be given to all members. Such notices shall contain the time, place, proposed agenda, proposed resolutions on substantive matters, and the substance of any matter proposed to be voted on.

All meetings of the Council shall be subject to the open meetings act.

All meetings of the Executive Committee shall be posted three business days in advance, and shall be open to all Council members in good standing.

### *V.5 Quorum*

Fifty (50%) of the membership constitutes a quorum.

### *V.6 Structure and Conduct of Meetings*

Parliamentary discretion for the conduct of meetings shall be vested with the Chair. Council procedures shall provide an opportunity for all members to be heard on any given issue and for the efficient conduct of business.

### *V.7 Public Participation at Meetings*

Any person is welcome to attend all regular and special meetings of the Council, excluding any required executive sessions, and be permitted to address the Council under direction from the Chair.

There shall be two separate opportunities for public comment in these meetings – the first shall be specific to agenda items, the second specific to other business. The Chair shall dictate when these opportunities shall occur in the agenda. Each public comment shall be limited to 3 minutes. This limit may be extended at the discretion of the Chair.

Prior to these meetings, any person wishing to comment at the meeting must first provide a written synopsis of the comment, along with his/her name, address, and contact information to the Secretary, who in turn will submit these written synopses to the Chair.

## **Article VI: Voting**

No vote on a substantive matter shall be taken unless the issue to be voted on has been listed in the proposed agenda, and timely notice (see Article V.4) has been given to all members. Election of Officers and Citizen Members are considered to be substantive issues. Dues payments or financial commitments of Council members are also considered substantive issues. A quorum must exist before any formal vote is taken (see Article V.5).

Each member is afforded one vote on any decision put to a vote and must be present to vote. In the absence of a voting organizational member representative, a designated alternative may cast the vote if present at the meeting. Otherwise, no proxy voting is permitted.

All decisions put to a vote, with the following exceptions, require a majority vote of all members present to pass. The exceptions which require a 2/3 vote of all members present to pass include changes or amendments to these by-laws (see Article VIII) and officer removals (see Article IV.4).

## **Article VII: Committees of the Council**

On an annual basis, Council shall establish or continue standing committees as may be necessary or convenient for carrying out the business of the Council. Standing committees will be chaired by members of the Council but can include non-Council members. Additional standing committees can be established if deemed necessary or convenient to

conduct the business of the Council. These committees can be established upon the affirmative vote of the majority of the Council members present at a regular or special meeting.

The Chair, or in his/her absence, the Vice Chair, shall establish ad-hoc committees and appoint committee members as may be necessary or convenient for carrying out the business of the Council. Non-members, because of their special expertise or association with particular issues, and at the discretion of the Chair, may be appointed to ad-hoc committees.

### **Article VIII: Amendments**

These by-laws may be amended by the affirmative vote of 2/3 vote of the Council present at a regular meeting thereof, if the notice of such meeting has contained a copy of the proposed amendment. Amendments are considered a substantive issue.

### **Article IX: Effective Date**

These by-laws will become effective upon adoption by 2/3 vote of the Council present.

## **APPENDIX C**

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# REGIONAL COORDINATING COUNCIL MOU AND BY-LAWS



# Appendix C Regional Coordinating Council MOU and By-laws

## RCC Memorandum of Understanding

**Region** \_\_\_\_\_

### **Regional Coordination Council for Community Transportation: Memorandum of Understanding**

*WHEREAS* there are several different transportation programs currently providing service within (description of region) to seniors, persons with disabilities, and human service agency clients;

*WHEREAS* there are significant unmet needs for individuals requiring such transportation services;

*WHEREAS* this service gap is anticipated to grow significantly in the next twenty years due to demographic trends in this region;

*WHEREAS* coordination efforts have been shown to result in increased service through improved cost efficiency, elimination of duplication, and access to additional funding; and

*WHEREAS* there is a need – and an opportunity – to create a balanced network of diverse transportation services and options by coordinating transportation in this region,  
BE IT KNOWN THAT

\_\_\_\_\_ intends to participate in the establishment and functioning of the Region \_\_ Regional Coordination Council for Community Transportation. This Memorandum of Understanding documents this intent and the organization’s commitment to the primary mission of the Council.

Region \_\_\_\_ includes \_\_\_\_\_.

The primary mission of the Council is to:

- Help develop, implement, and provide guidance to the coordination of shared ride transportation options within the Region \_\_ so that (1) seniors and persons with disabilities can access local and regional transportation services to get to locations within the regions and between regions; and (2) municipalities, human service

agencies and other organizations can purchase such shared ride coordinated transportation services for their citizens, clients, and customers.

- To recruit, select (with approval from the SCC), guide, assist, monitor, and if necessary replace the Regional Transportation Coordinator, an organization which will be responsible for the day-to-day coordination of community transportation in the region.
- Provide feedback to the State Coordinating Council for Community Transportation relative to the policies that this Council has established.

In addition to actual service delivery options, the focus of the Council's mission will encompass transportation options such as mileage reimbursement, subsidy programs, volunteer driver programs, and vehicle sharing, as well as related functions such as travel training, information referral, call center functions, vehicle procurement, insurance and maintenance, training, and technological support.

In signifying this intention and commitment, \_\_\_\_\_ pledges to:

- Designate one representative (and/or up to two alternate representatives) to the Council, and ensure that the representative attends regularly scheduled meetings of the Council and is active in the functioning of the Council and Committees.
- Provide meeting space for the Council and/or Committees, as needed

Signing this Memorandum of Understanding does not signify a commitment of funding at this time.

Either party may cancel this Memorandum of Understanding with 14 days written notice.

*IN WITNESS WHEREOF*, indicates its support and intent:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

ACCEPTANCE BY:

Name: \_\_\_\_\_

Title: \_\_\_\_\_

Organization: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## RCC By-Laws

**Region \_\_\_\_**

### **Regional Coordination Council for Community Transportation: Bylaws**

#### **Article I: Name**

The name of the Council shall be the Region \_\_ Regional Coordination Council for Community Transportation (hereinafter called the Council or RCC). These bylaws shall provide the procedures for conduct of business of the Council.

#### **Article II: Purpose**

Region \_\_\_\_\_ includes \_\_\_\_\_.

Established by its founding members, the Council is organized to:

- Help develop, implement, and provide guidance to the coordination of shared ride transportation options within the Region \_\_ so that (1) seniors and persons with disabilities can access local and regional transportation services to get to locations within the regions and between regions; and (2) municipalities, human service agencies and other organizations can purchase such shared ride coordinated transportation services for their citizens, clients, and customers.
- To recruit, select (with approval from the SCC), guide, assist, monitor, and if necessary replace the Regional Transportation Coordinator, an organization which will be responsible for the day-to-day coordination of community transportation in the region.
- Provide feedback to the State Coordinating Council for Community Transportation relative to the policies that this Council has established.

In addition to actual service delivery options, the focus of the Council's mission will encompass transportation options such as mileage reimbursement, subsidy programs, volunteer driver programs, and vehicle sharing, as well as related functions such as travel training, information referral, call center functions, vehicle procurement, insurance and maintenance, training, and technological support.

## **Article III: Membership of the Council**

### *III.1 Membership Eligibility Criteria*

The Council shall be composed of organizational and citizen members as follows:

- Organizational members – Any of the following organizations are automatically a member of the Council upon formal adoption of the Council's Memorandum of Understanding by that governmental unit or organization, and formal acceptance by the Council:
  - Any public, private non-profit, or for-profit organization based in Region \_\_\_ which currently funds, arranges or provides such transportation services for its citizens, clients or customers;
  - Any regional public transportation agency or state/regional agency involved in the planning or provision of public/passenger transportation in Region \_\_\_;
  - Organizations representing groups of consumers and constituents that would be positively affected by such mobility and access improvements in Region \_\_\_.

Each organizational member shall designate one representative and up to two alternate representatives to the Council.

- Citizen members – Citizen members must be residents of New Mexico and take an active interest in improving mobility for seniors and persons with disabilities. There shall be at least 1 citizen member on the Council. The maximum number of citizen members on the Council shall equate to no more than 10% of the total organizational members. The term of each citizen member shall be two years. Citizen members may serve multiple terms, but must submit an application at the end of each term. Applications to be a citizen member must be submitted to the Secretary no later than the Council's regular \_\_\_\_\_ meeting. Appointed by the Chair, the Membership Committee will review the applications and recommend the appropriate number of citizen members, to be voted upon by the council at the Council's regular \_\_\_\_\_ meeting. Citizen members have voting rights but do not have the right to designate an alternate.

### *III.2 Rights and Responsibilities of Membership*

Each member is afforded one full vote on any decision put to a vote. Each organizational member's vote can be cast by his/her representative or alternate representative. Citizen members must be present at meetings to vote; proxy votes for citizen members will be not be permitted.

To be in "good standing," a member (1) must attend at least 75% of the regular monthly meetings, and miss no more than two consecutive regular monthly meetings in a calendar year; and (2) must participate in some facet of the Council's work program. The Chair may

determine if a missed meeting is excused; an excused miss shall not count as non-attendance.

### *III.3 Annual Membership Dues*

There may be annual membership dues to cover the administrative costs and other business of the Council, the amount to be determined annually. Membership dues for any citizen member may be waived per the vote of the Council.

## **Article IV: Officers of the Council**

### *IV.1 Officers and Terms of Office*

The Officers of the Council shall be as follows:

- Chair
- Vice Chair
- Treasurer
- Secretary

The term of each officer shall be one year. Officers may serve multiple terms.

### *IV.2 Election of Officers and Operating Year*

The Council's operating year shall begin at the regular \_\_\_\_\_ meeting.

Officers will be elected by majority vote on an annual basis at the Council's regular \_\_\_\_\_ meeting.

Nominations for officers must be given to the Secretary no later than at the Council's last regular meeting of the calendar year.

### *IV.3 Responsibilities of the Officers*

The Chair, or in the event of his/her absence, the Vice Chair, shall preside at all meetings of the Council; but neither shall be deprived of his/her right to vote.

The Chair or Vice Chair shall have such other powers and perform such other duties as may from time to time be voted by the Council, including the establishment of committees and appointment of committee members as may be necessary or convenient for carrying out the business of the Council.

The Treasurer shall be responsible for collection of annual dues (*if any*) and disbursement of funds for the conduct of Council business.

The Secretary shall be responsible for disseminating information to Council members, writing Council correspondence, keeping meeting attendance records, and taking minutes of meetings.

Collectively, the Chair, Vice Chair, and Treasurer shall comprise the Executive Committee. The Chair, Vice Chair, and Treasurer must be members in good standing. It is not required that the Secretary be a member of the Council.

#### *IV.4 Vacancies*

If an officer vacates an office for any reason (non-attendance, resignation), the Chair (or Vice Chair if the vacancy is the Chair) shall declare the vacancy at the next regularly scheduled meeting. The Chair (or Vice Chair if the vacancy is the Chair) can wait until the next nomination/election period or may accept nominations from the floor at the meeting at which the vacancy has been declared. If nominations from the floor are accepted, voting will take place at the next scheduled meeting.

#### *IV.5 Removal of Officers*

Members, by 2/3 vote of members present, may remove an officer. An officer under consideration for removal should have the opportunity to be advised and be able to speak to the concerns of the membership. Such matters and discussions should take place in an executive session. The officer under consideration for removal may be given a 30-day period to correct any deficiencies before the vote is taken.

### **Article V: Meetings of the Council**

#### *V.1 Regular Meetings*

The Council shall meet monthly on \_\_\_\_\_ from \_\_\_\_\_ to \_\_\_\_\_ or on another date and/or at another time at the call of the Chair. The Council may vote at a prior meeting not to hold the next regular monthly meeting. The Chair may also cancel a regular monthly meeting.

At the regular meetings, the Council may take such actions, pass such resolutions, or conduct such other business as are on the agenda or may otherwise be properly brought before it.

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The Chair, or in the event of his/her absence, the Vice Chair may call a special meeting of the Council as required and shall call a special meeting at the request of one-third (1/3) of the members. Business at special meetings shall be limited to the subjects stated in the call for them.

### *V.3 Information Meetings*

The Chair may call an informational meeting as may be required for the presentation and dissemination of reports, analyses, or other data, and for the informal discussion thereof by the Council. No formal action by the Council shall be taken at such meetings. Resolutions may be introduced and discussed at such meetings, but formal debate and action on such resolutions may take place only at future regular or special meetings.

### *V.4 Meeting Notice and Agenda; Open Meetings*

Not less than seven days advance notice in writing of regular or informational meetings shall be given to all members. Not less than three business days advance notice in writing of special meetings shall be given to all members. Such notices shall contain the time, place, proposed agenda, proposed resolutions on substantive matters, and the substance of any matter proposed to be voted on.

All meetings of the Council shall be subject to the open meetings act.

All meetings of the Executive Committee shall be posted three business days in advance, and shall be open to all Council members in good standing.

### *V.5 Quorum*

Fifty (50%) of the membership constitutes a quorum.

### *V.6 Structure and Conduct of Meetings*

Parliamentary discretion for the conduct of meetings shall be vested with the Chair. Council procedures shall provide an opportunity for all members to be heard on any given issue and for the efficient conduct of business.

### *V.7 Public Participation at Meetings*

Any person is welcome to attend all regular and special meetings of the Council, excluding any required executive sessions, and be permitted to address the Council under direction from the Chair.

There shall be two separate opportunities for public comment in these meetings – the first shall be specific to agenda items, the second specific to other business. The Chair shall dictate when these opportunities shall occur in the agenda. Each public comment shall be limited to 3 minutes. This limit may be extended at the discretion of the Chair.

Prior to these meetings, any person wishing to comment at the meeting must first provide a written synopsis of the comment, along with his/her name, address, and contact information to the Secretary, who in turn will submit these written synopses to the Chair.

### **Article VI: Voting**

No vote on a substantive matter shall be taken unless the issue to be voted on has been listed in the proposed agenda, and timely notice (see Article V.4) has been given to all members. Election of Officers and Citizen Members are considered to be substantive issues. Dues payments or financial commitments of Council members are also considered substantive issues. A quorum must exist before any formal vote is taken (see Article V.5).

Each member is afforded one vote on any decision put to a vote and must be present to vote. In the absence of a voting organizational member representative, a designated alternative may cast the vote if present at the meeting. Otherwise, no proxy voting is permitted.

All decisions put to a vote, with the following exceptions, require a majority vote of all members present to pass. The exceptions which require a 2/3 vote of all members present to pass include changes or amendments to these by-laws (see Article VIII) and officer removals (see Article IV.4).

### **Article VII: Committees of the Council**

On an annual basis, Council shall establish or continue standing committees as may be necessary or convenient for carrying out the business of the Council. Standing committees will be chaired by members of the Council but can include non-Council members. Standing committees may include:

- Advocacy Committee
- Consumer Liaison Committee
- Design/Operations Committee
- Executive Committee
- Finance Committee
- Land Use/Transportation Planning Committee
- Marketing/Public Information Committee
- Membership Committee

- **Regulatory/Policy Committee**

Additional standing committees can be established if deemed necessary or convenient to conduct the business of the Council. These committees can be established upon the affirmative vote of the majority of the Council members present at a regular or special meeting.

The Chair, or in his/her absence, the Vice Chair, shall establish ad-hoc committees and appoint committee members as may be necessary or convenient for carrying out the business of the Council. Non-members, because of their special expertise or association with particular issues, and at the discretion of the Chair, may be appointed to ad-hoc committees.

**Article VIII: Amendments**

These by-laws may be amended by the affirmative vote of 2/3 vote of the Council present at a regular meeting thereof, if the notice of such meeting has contained a copy of the proposed amendment. Amendments are considered a substantive issue.

**Article IX: Effective Date**

These by-laws will become effective upon adoption by 2/3 vote of the Council present.

## **APPENDIX D**

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## GLOSSARY OF TERMS



## Appendix D Glossary of Terms

### **Accessibility**

The extent to which facilities, including transit vehicles, are barrier-free and can be used by people who have disabilities, including users of wheelchairs and other mobility devices. Accessibility also refers to making information available in alternative formats for persons who are visually impaired.

### **Administration on Aging (AoA)**

The agency within the U.S. Department of Health and Human Services that oversees the implementation of the Older Americans Act, including senior nutrition programs, senior centers and supportive services for elders.

### **Americans with Disabilities Act (ADA)**

Passed by Congress in 1990, this act mandates equal opportunities for persons with disabilities in the areas of employment, transportation, communications and public accommodations. Under this Act, transportation providers are obliged to ensure their fixed-route vehicles (and key rail stations) are accessible for persons in wheelchairs. Public transit providers also must supplement their fixed-route services with ADA Complementary Paratransit Services for those persons unable to use fixed-route service because of their disability.

### **ADA Complementary Paratransit Service**

Specialized demand-responsive service provided for people who cannot use fixed-route transit or rail service due to a disability, and meeting specific requirements as established under the Americans with Disabilities Act. The service is considered “complementary” because it is provided, at a minimum, where and when the fixed route service is provided, and because it complements fixed-route service in providing service needed to make the entire system usable by people with disabilities.

### **Brokerage**

A transportation brokerage provides a point of transportation access for one or more sponsoring funding organizations and purchasers of service. The broker also manages a complex service delivery network, assigning trips – either directly or indirectly (by way of service design) – to carriers.

Brokerages generally fall into three categories:

- (1) “Administrative” brokers, where all operational functions (including reservations, scheduling, and dispatching) are performed by the operations carriers; in these cases,

the broker establishes carrier service areas or otherwise controls the design such that certain customers call certain carriers, such as if that carrier handles a specific trip type.

- (2) “Operational” brokers typically perform the reservation-intake functions, and usually the scheduling function as well, and in some cases, the dispatching function. Such a broker might schedule onto one or more dedicated fleets, and also assign other “unscheduled” trips to one or more non-dedicated providers. Operational brokers can be distinguished from “call-center managers” based on the contractual relationships with the operations contractors. Operational brokers contract with the carriers. Call-center manager do not; in this arrangement, the same agency that contracts with the call center manager also contracts with the carriers.
- (3) “Partial or “hybrid” brokers which are operational brokers that also operate a portion of the service.

Brokers may also perform or be responsible for additional functions more typically associated with funding agencies, such as eligibility determination, trip ticket/scrip sales management, carrier/service monitoring, and carrier invoice processing.

### **Capital Costs**

Refers to the costs of long-term assets of a public transit system such as property, buildings and vehicles.

### **Community Transportation Service**

Specialized, demand-responsive services that are available to the general public, specific populations (e.g., older adults, persons with disabilities, and/or persons on limited income), and/or clients of sponsoring human service agencies. Community transportation services are typically categorized into two groupings:

- (1) ADA complementary paratransit services or municipal-sponsored dial-a-ride services for the general public or for target populations mentioned above; and
- (2) Human service transportation programs

### **Consolidation**

Restructuring transportation services to serve the same market with fewer service providers (and sometimes only one provider).

### **Coordination**

A process through which two or more organizations interact jointly to accomplish transportation objectives that benefit each participating organization, usually for the purpose

of achieving greater cost-efficiencies in service provision through economies of scale, and/or eliminating or reducing duplication of services. Participating organizations are able to stretch their funding dollar in order to accommodate under-served demand and/or expand service to address service gaps. Coordination models vary from very simple to very complex efforts. Some examples include joint purchasing; shared use of facilities, training or maintenance, co-mingling trips on common contracted carriers, brokerages, and consolidated transportation service providers.

### **Cost Efficiency**

Cost efficiency for demand-responsive systems is usually measured in terms of average cost per trip, although it can also be measured in terms of cost per mile, and for

**Dedicated Service**, cost per hour. The lower the cost per trip, the more cost efficient the system. **Service Productivity**, typically measured as average trips per hour, can serve as a surrogate measure for cost efficiency but is usually only for **Dedicated Service**.

### **Co-Mingling of Trips**

Typically refers to clients of more than one agency sharing a single vehicle, or ride-sharing of trips sponsored by different funding sources.

### **Cost sharing**

A funding arrangement where more than one agency financially supports the direct provision of transportation or other supportive services.

### **Curb-to-Curb Service**

A level of service or passenger assistance for **Demand-Responsive Service**, in which pick-ups and drop-offs are performed at the curbside or roadside nearest their origin and destination. Passenger assistance is not provided other than for actual boarding and alighting.

### **Dedicated Service**

This is a transportation service in which the vehicles in operation are exclusively used to transport customers of the transportation program (or coordinated set of programs) during a specified period of time.

### **Demand-Response Service**

A type of transit service where individual passengers can request transportation from a specific location to another specific location at a certain time. Transit/paratransit vehicles providing demand-response service often do not follow a fixed route, but travel throughout

the community transporting passengers according to their specific requests. These services usually, but not always, require advance reservations.

### **Deviated Fixed Route Service**

This type of transit is a hybrid of fixed-route and demand-response services. A bus or van passes along fixed stops and keeps to a timetable, but can deviate from its course between two stops to go to a specific location for a pick-up or drop-off that is requested (typically in advance). In some systems, deviations may be requested by any rider; in other systems, only by specific populations (such as older adults or persons with disabilities). The area (and sometimes, times) allowed for deviations is often limited

### **Dial-a-Ride Service**

A name that is commonly used for demand-responsive service. It is most often used to describe a demand-responsive service that is available to the general public.

### **Door-to-Door Service**

A form of demand-responsive service that includes passenger assistance between the vehicle and the door of his or her home or other destination. Door-to-door service provides a higher level of assistance than curb-to-curb service, yet not as much as “door-through-door” service, in which the driver actually provides assistance within the origin or destination. This term is sometimes used loosely as a synonym for demand-responsive service.)

### **Federal Transit Administration (FTA)**

A component of the U.S. Department of Transportation that regulates and helps fund public transportation. FTA provides financial assistance for capital and operating costs and also sponsors research, training, technical assistance and demonstration programs.

### **Feeder Service**

This includes fixed-route, flex-route, and/or demand-responsive service that provides service to/from stops on a trunk bus line or rail service. ADA complementary paratransit service may be used as feeder service for ADA paratransit trips.

### **Fixed-Route Transit Services**

Transit services in which vehicles run on regular, pre-designated, pre-scheduled routes, with no deviation. Typically, fixed-route service is characterized by printed schedules or timetables, designated bus stops where passengers board and alight and the use of larger transit vehicles. Entities that operate fixed-route public transit are obligated to also provide ADA complementary paratransit service.

### **Human Service Agencies (also called Social Service Agencies)**

A public or private, not-for-profit organization that provides services for essential needs such as medical care, income support, housing, education, training, and public health, typically targeting populations such as older adults, person with disabilities, and/or individuals with limited incomes.

### **Job Access and Reverse Commute Program (under FTA Section 5316)**

A federal funding program for work-related transportation for low-income individuals, originally authorized in the TEA-21 transportation funding act, and reauthorized through SAFETEA-LU. The purpose of this grant program is to develop transportation services designed to transport welfare recipients and low income individuals to and from jobs and to develop transportation services for residents of urban centers and rural and suburban areas to suburban employment opportunities. Valid trip purposes not only include jobs themselves, but educational and/or training sites that directly lead to employment. SAFETEA-LU requires that the distribution of funds under Section 5316 be coordinated with the distribution of funds under Section 5310 and 5317 through a locally-coordinated planning process.

### **Medicaid**

A health care program for low-income and other medically needy persons, jointly funded by state and federal governments. The Medicaid program pays for transportation to non-emergency medical appointments if the recipient has no other means to travel to the appointment. In New Mexico, Medicaid-sponsored non-emergency medical transportation (NEMT) is accomplished through one of three Medical Care Organizations or, for Medicaid recipients who do not belong to an MCO, through the New Mexico Department of Human Services-Medical Assistance Division.

### **Managed Care Organizations (MCOs)**

These are private for-profit health care organizations. In New Mexico, they include Presbyterian Health Plan, Molina Healthcare of New Mexico, and Lovelace Community Health Plan. MCOs contract with the New Mexico Department of Human Services to provide medical care for Medicaid recipients. In some cases, this also includes transportation to and from the covered medical appointment. MCOs contract with private carriers and/or brokers to arrange to manage their Medicaid NEMT services.

### **Metropolitan Planning Organizations (MPO)**

The organizational entity designated by law with lead responsibility for developing transportation plans and programs for urbanized areas of 50,000 or more in population. MPOs set coordination standards and manage processes for selecting projects to be funded through federal transportation programs. In the Albuquerque metropolitan area, the MPO is the Mid-Region Council of Governments.

## **MRCOG – The Mid-Region Council of Governments**

The Mid-Region Council of Governments is one of seven economic development and planning districts in New Mexico. These districts are subdivisions of the state and are governed by a board of directors, which is comprised of representatives from their respective member governments. The MRCOG provides technical services for its member governments, which are located within Sandoval, Bernalillo, Valencia, and Torrance counties. The MRCOG is the metropolitan planning organization (MPO) for this region's urban area and it is the regional planning organization (RPO) for the nonurbanized area of the region. The MRCOG is also responsible for the operations of the New Mexico Rail Runner Express (commuter train service).

## **New Freedom Program (under FTA Section 5317)**

A new program under the SAFETEA-LU federal transportation funding act, New Freedom is intended to provide capital and operating funding for service and facility improvements that go beyond those required by the ADA in addressing transportation needs of persons with disabilities. The New Freedom formula grant program aims to provide additional tools to overcome existing barriers facing persons with disabilities seeking integration into the work force and full participation in society. Examples of new public transportation services beyond the ADA include spatial or temporal expansion of service beyond what is required, the provision of same-day service; door-through-door service; vehicles and equipment that accommodate larger mobility aids; feeder services; accessibility improvements at non-key stations; and travel training. Examples of new *alternatives* include purchasing of accessible vehicles for new accessible taxi, ridesharing and/or vanpooling programs; administration of new voucher programs; supporting new volunteer driver/aide programs; and supporting new mobility management and coordination programs among public transportation providers and other human service agencies providing transportation.

## **State of New Mexico Departments and/or Agencies that Sponsor Human Service Transportation**

N.M. Department of Human Services- Medical Assistance Division  
N.M. Commission for the Blind  
N.M. Workforce Training & Development  
N.M. Department of Education—Division of Vocational Rehabilitation  
N.M. Department of Human Services — Income Support Division  
N.M. Department of Labor  
N.M. Aging and Long-Term Services Department  
N.M. Developmental Disabilities Planning Council

## **Non-Dedicated Service**

This is a transportation service in which the vehicles in operation are **not** used exclusively to transport customers of a transportation program (or coordinated set of programs). The drivers and vehicles of non-dedicated services are free to transport other riders, e.g., from

the general public or from other contracts. An example of non-dedicated service is taxis. Non-dedicated service can be used in conjunction with **Dedicated Service** to efficiently accommodate demand during peak periods and other situations where the use of additional dedicated vehicles may not be as cost efficient.

### **Older Americans Act (OAA)**

Federal law establishing a network of services and programs for older people. This network provides supportive services, including transportation and nutrition services, and works with public and private agencies that serve the needs of older individuals. Transportation funding available through the OAA is also known as Title IIIB funding.

### **Operating Assistance**

Funding that helps support the day-to-day costs of operating or providing services; in transportation settings, this category often includes driver salaries and operating staff expense, as well as fuel, and other routine, ongoing costs of having and operating a transportation service.

### **Operating Costs**

Non-capital costs associated with operating and maintaining a transit system, including labor, fuel, administration and maintenance.

### **Paratransit**

Types of passenger transportation that are more flexible than conventional fixed-route transit and as such are able to meet a variety of more specialized transportation needs. Paratransit includes demand-response transportation services, shared-ride taxis, carpooling and vanpooling, jitney services and other service models. This term is most often used to refer to wheelchair-accessible, demand-response van service.

### **Productivity**

A measure of the quantity of desired results produced per unit of resources applied. For **Demand-Response Services**, productivity is commonly measured as the average number of passenger trips per hour. Unfortunately, systems do not all define “passenger trips” and “hours” the same way. With some systems, passenger trips are defined as total (one-way) passenger-trips, including personal care assistants, companions, etc. In other systems, passenger trips include only trips made by program eligible passengers. As the denominator for the productivity calculation, most systems use “revenue vehicle hours” which the National Transit Database defines as the first pick-up to the last drop-off less breaks and not including deadheading to and from the vehicle storage facility.

## **Purchased Transportation**

A specific transportation service provided to a public agency by a public or private transportation provider based on a written contract.

## **Ridesharing**

The simultaneous use of a vehicle by two or more persons.

## **SAFETEA-LU**

The current federal funding act for surface transportation programs (including federal transit programs), providing funds over a six-year period through FY 2009. SAFETEA-LU requires that, as of FY 2007, projects funded with Section 5310, JARC and New Freedom Programs be derived from a Coordinated Public Transit-Human Services Transportation Plan.

## **Section 5307**

The section of the Federal Transit Act that authorizes grants to public transit systems in urban areas. Funds authorized through Section 5307 are awarded to states to provide capital and operating assistance to transit systems in urban areas with populations between 50,000 and 200,000. Transit systems in urban areas with populations greater than 200,000 receive their funds directly from FTA. However, for these urban systems, operating assistance is not available.

## **Section 5309**

The section of the Federal Transit Act that authorizes discretionary grants to public transit agencies for capital projects such as buses, bus facilities and rail projects.

## **Section 5310**

See also **Transportation for Elderly Individuals and Individuals with Disabilities Program**. This section of the Federal Transit Act authorizes capital assistance to states for transportation programs that serve the elderly and people with disabilities. States distribute Section 5310 funds to local operators in both rural and urban settings, who are either public or nonprofit organizations or the lead agencies in coordinated transportation programs.

## **Section 5311**

The section of the Federal Transit Act that authorizes capital and operating assistance grants to public transit systems in areas with populations of less than 50,000.

## **Section 5316**

The section of the Federal Transit Act that authorizes funding under the **Job Access and Reverse Commute Program**.

## **Section 5317**

The section of the Federal Transit Act that authorizes funding under the **New Freedom Program**.

### **Subscription Service (also called Standing orders)**

Recurring individual or group trips served on a “standing order” basis. This type of service is frequently used to transport human service agency clients to regular agency programs. Some systems set a minimum number of subscription trips per week. The common trait of subscription trips is that they go to and from the same origin and same destination at the same time of day. This might include a daily work trip, a trip to a congregate meal site, or a regular Monday/Wednesday/Friday trip to a dialysis facility.

### **Temporary Aid to Needy Families (TANF)**

Created by the 1996 welfare reform law, TANF is a program of block grants to states to help them meet the needs poor of families. It replaces AFDC, JOBS, Emergency Assistance and some other preceding federal welfare programs. Program funds are often used to pay for transportation, child care and other barriers to workforce participation.

### **Trip**

A one-way movement of a person or vehicle between two points. Many transit statistics are based on “unlinked passenger trips,” which refer to individual one-way trips made by individual riders in individual vehicles. A person who leaves home on one vehicle, transfers to a second vehicle to arrive at a destination, leaves the destination on a third vehicle and has to transfer to yet another vehicle to complete the journey home has made four unlinked passenger trips.

### **United We Ride**

A federal interagency initiative that supports states and their localities in developing coordinated human service delivery systems. United We Ride provides state coordination grants, a transportation coordination and planning self-assessment tool, technical assistance, and other resources.

### **U.S. Department of Health and Human Services (U.S. HHS)**

Funds a variety of human services transportation through the Administration on Aging (AoA), Head Start, Medicaid and other programs.

### **U.S. Department of Transportation (U.S. DOT)**

The principal direct federal funding and regulating agency for transportation facilities and programs. Contains the Federal Highway Administration (FHWA) and Federal Transit Administration (FTA).