

Chapter 5. Planning Process

Introduction

There are several planning and decision-making issues that will be addressed as part of this planning effort and are explored in this chapter.

- The proposed regulations for the FTA Section 5316, Job Access and Reverse Commute (JARC) program, and Section 5317, New Freedoms program, require that a designated recipient of these funds be identified for the urbanized area. The roles of the metropolitan planning organizations (MPO) and City of Colorado Springs (the designated recipient for FTA 5307 funds) in regards to 5316 and 5317 funding need to be determined.
- As part of the regional structure for transportation planning, the Specialized Transportation Advisory Subcommittee has been involved with preparing planning recommendations to the PPACG's Transportation Advisory Committee (TAC) and PPACG's Board of Directors for specialized transportation services. Is this structure still appropriate? Because of new federal requirements, the decision-making structure will need to:
 - Address the coordination of human service transportation and public transit within a boundary that covers the participating programs;
 - Include the JARC program; and,
 - Function as a "local coordinating committee" to support joint decision-making on issues of common concern and to participate in State level efforts to improve the coordination of transportation services.
- The draft federal regulations for coordinating services require that the metropolitan planning organization address selection criteria for projects funded through Federal Transit Administration (FTA) monies for several programs: 5310 – Elderly and Individuals with Disabilities; 5316 – Job Access and Reverse Commute; and 5317 – New Freedom Initiative. These criteria need to reflect local goals and regional planning activities.

Designated Recipient for 5316 and 5317 Program Funding

The proposed federal regulations assume that the designated recipient for Federal Transit Administration 5307 funds is both a provider and coordinator of transportation services. While this may be true in some parts of the country, this does not reflect the institutional and funding arrangements existing in Colorado. Due to Colorado's method of funding transit services with local dollars, it cannot be expected that what is in the best interest of coordination is also in the best interest of the city or agency serving as the designated recipient. Often the opposite is true as cities have an obligation to their

taxpayers to only use locally generated matching funds for local projects. Projects located in other Jurisdictions or that include crossing jurisdictional lines can be problematic.

The regulations state that either the existing recipient of FTA Section 5307 funds or another public body could be the recipient of the New Freedom and Job Access Reverse Commute funds. The designated recipient of funds does not need to prepare a coordinated plan, but does need to be responsible for the items listed in Figure 5-1. The proposed FTA regulations allow flexibility so, for example, a designated recipient and the MPO could enter into an agreement with one another for carrying out some requirements. For recipients of all FTA funds, participating in coordination activities for transportation services funded with all sources of federal funding is expected and assumed.

Figure 5-1 Planning and Grant Management Responsibilities

| Lead Planning Agency for Coordinated Transportation | Designated Recipient for JARC and New Freedom (5316 / 5317) |
|--|---|
| <i>The Designated Recipient for 5307, MPO, Area Agency on Aging or other public entity can serve as the lead planning agency for coordinated transportation and/or the Designated Recipient for 5316 / 5317 funds.</i> | |
| Prepares a coordinated Human Service and Public Transit Plan that: <ul style="list-style-type: none"> • Identifies services • Assesses needs • Identifies Strategies • Sets priorities for funding <i>This plan can instead be prepared by the designated recipient for 5316 / 5317 funds.</i> | Complies with all FTA requirements as described in a Project Management Plan for 5316 and 5317 funds. This plan addresses all elements of management (financial, project monitoring, etc.); implementation of all regulations and civil rights laws; public participation meeting FTA requirements; reporting; etc. |
| Identifies how the coordinated plan will be integrated into regional planning process and adopted. | Certifies the coordination plan includes all stakeholders. |
| Selects project evaluation criteria. | Conducts a competitive selection process for 5316 and 5317 funds that results in the selection of projects for funding. <i>(Can be contracted to MPO)</i> |
| | Certifies: <ul style="list-style-type: none"> • projects are derived from a coordinated plan • fair and equitable distribution of funds |
| | Enters into an agreement with each sub-recipient identifying the terms and conditions by which each project is undertaken and completed. |

In the PPACG region the choices for the lead agency are PPACG or the City of Colorado Springs. The decision on which serves as lead agency and designated recipient will be based on the role of these agencies in the planning and delivery of transportation services in the region, their mandate, what responsibility and role each agency is willing to take on, and the level of coordination planned for the region. Whether a full brokerage or a joint call and scheduling center is the recommended

alternative, there are different implications in terms of service area and boundary issues.

What is clear is that the amounts of funding are small enough that it does not make sense to have two agencies responsible for project oversight and management – there needs to be a unified approach to this task in order to reduce administrative expenses associated with running the programs. (The 2006 appropriation is about \$170,000 for JARC and \$95,000 for New Freedoms programs.)

Pros and cons of each organization fulfilling each of the roles of lead planning agency and designated recipient are listed in figure 5-2. Remember that one agency can serve both functions and that there is flexibility in assigning roles and contracting or otherwise integrating with another agency for some services.

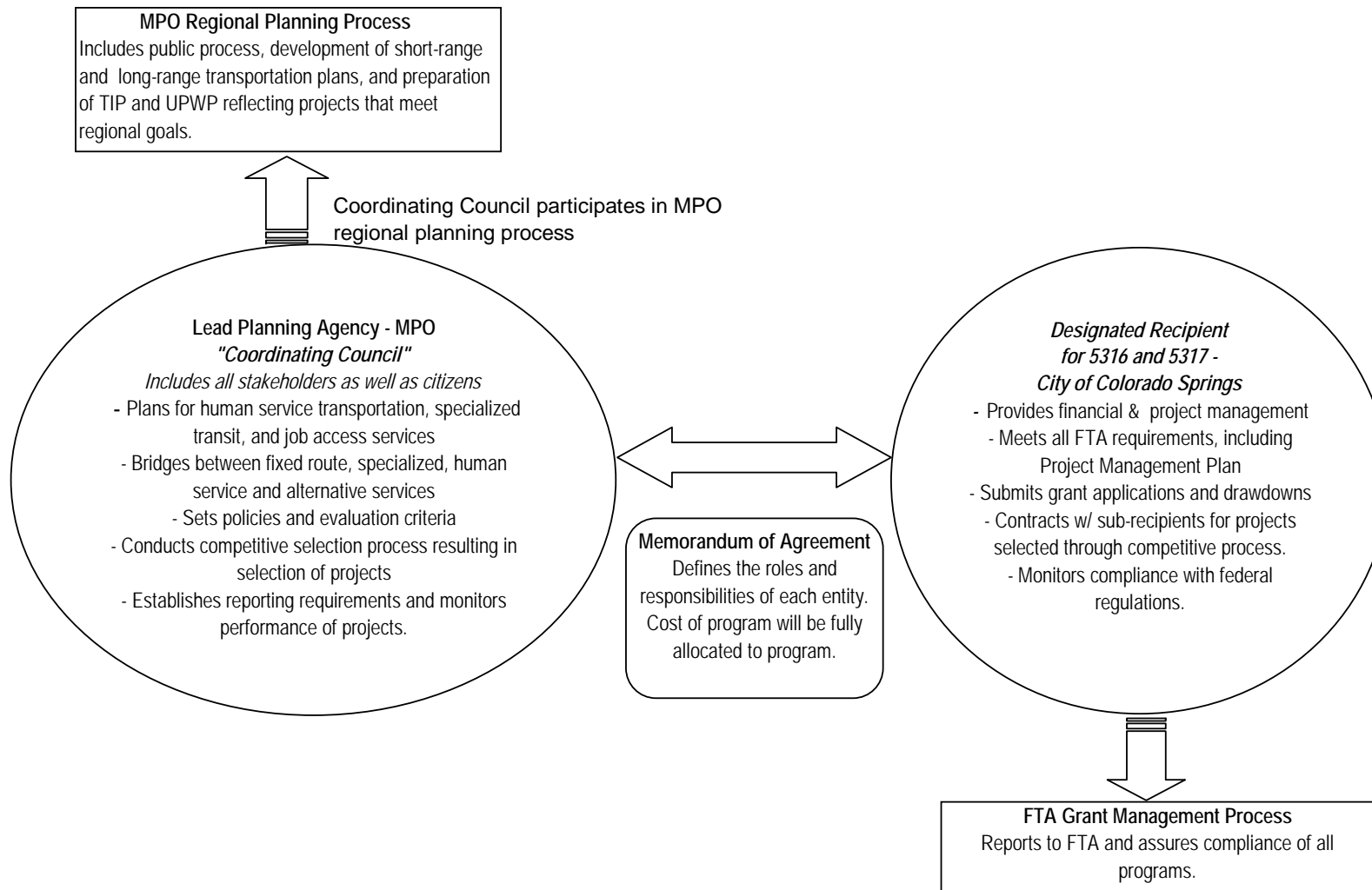
Figure 5-2 Considerations for Agency Roles and Responsibilities

| Agency | Serving as Lead Planning Agency | Serving as Designated Recipient for 5316 / 5317 |
|--------------------------|---|--|
| PPACG | <ul style="list-style-type: none"> • Meshes well with transportation planning responsibilities. • Agency also houses Area Agency on Aging. • Moderate ability to adapt to service area covering 2 counties. • Treads boundary between planning and operating functions. | <ul style="list-style-type: none"> • Might require contracting for grant management services and development of a Program Management Plan for the 5316 and 5317 programs. • Add to burden on MPO for federal program compliance – at present this is carried out only for planning programs, not operating programs. |
| City of Colorado Springs | <ul style="list-style-type: none"> • Would require integration and possibly contracting with PPACG for planning functions under existing Memorandum of Agreement. • A service area covering two counties does not fit well with a City organization, however the City now provides regional service. • A mechanism to provide objective decisions, separate from decisions made about City-funded projects, would be needed. • Would retain highest level of control over services the City funds within the region | <ul style="list-style-type: none"> • Already serves as designated recipient for 5307 funds • Has grant and program management expertise developed, but would need to develop a Program Management Plan for the 5316 and 5317 programs. • Would City be willing to take on responsibilities for these programs for other areas, and at what cost? • How would City interface differently than existing coordination with regional planning process? |

PPACG and the City of Colorado Springs will need to consider their willingness to assume the various responsibilities associated with these roles. The consultant’s recommendation is that PPACG serve as the Lead Planning Agency, the City of Colorado Springs serve as the designated recipient, and the Memorandum of Agreement between the two agencies be amended to identify the specific

responsibilities each agency will take on in implementation of the 5316 and 5317 grant programs and the coordination of transportation services, as illustrated in Figure 5-3.

Figure 5-3 Diagram of Regional Roles and Responsibilities



Planning and Decision-Making Structure

A structure for making recommendations to the PPACG's Board of Directors on transportation funding that will enable the region to meet the federal requirements and help the region to attain its coordination goals is needed. Considerations include the boundaries for the region, responsibilities, and integration into the regional planning process.

The options for a local coordinating council include one which:

- Takes the place of Special Transportation Advisory Subcommittee;
- Operates at a committee level (equivalent to the Transportation Advisory Committee) but takes some recommendations through the TAC; or,
- Operates with a different structure, perhaps more like the Area Agency on Aging's Regional Advisory Committee.

This group, which will be called the Coordinating Council in this report, pending the selection of an official name, will need to be responsible for developing recommendations on a variety of functions:

- Identify regional policies on coordination between public transit and human service transportation, service levels for specialized services, and alternatives for managing demand for specialized services.
- Recommend goals and objectives, project selection criteria, and funding priorities to the Board.
- Monitor progress towards meeting the goals and objectives.
- Reflect the concerns of a wide range of stakeholders and the riding public.
- Address local issues to improve transportation coordination between human service transportation providers, public transit services, and various volunteer programs.
- Address state and federal policy issues with the State Interagency Coordinating Council (SICC). This may involve developing policy positions at the regional level, taking issues to the SICC with the request that they be addressed on a statewide basis, attending meetings, and responding to issues raised by the SICC.

Vision, Mission, and Goals

The Vision, Mission, and Goals for the programs form a foundation for service standards and evaluation criteria. In addition, the FTA requires that evaluation criteria be established for each of their programs, so these are addressed after the vision, mission, and goals.

The vision, mission, and goals for this coordination plan have been integrated with the regional transportation planning process, and reflect the views of the stakeholders for specialized transportation services. The draft vision, mission, and principles for the **2008 - 2035 Regional Transportation Plan** are listed in the text box. The draft vision, mission, and goals developed for this coordination plan, as listed on the next page, support the draft Regional Transportation Plan principles. Of particular importance, the committee position is that the transportation service levels available for people requiring special needs transportation should reflect the regional vision for a “pre-eminent” transportation system.

A notation after each goal reflects the Draft principle from the 2008 – 2035 Regional Transportation Plan that it best supports. The vision, mission, and goals primarily address improving the mobility of people and doing so more efficiently.

2008 - 2035 Regional Transportation Plan

Draft Vision, Mission, and Principals

Draft Vision: Create a pre-eminent multi-modal transportation system that meets regional mobility and accessibility expectations as essential elements of the Pikes Peak Area’s quality of life.

Draft Mission: Plan multi-modal transportation facilities and services that efficiently move people and goods and support economic vitality while sustaining and improving the quality of life in the Pikes Peak Region.

Draft Principles:

1. Preserve the function of the existing transportation system.
2. Provide efficient transportation for people and goods.
3. Develop a multi-modal transportation system that provides access to employment, services, military installations, and other destinations.
4. Fully integrate connections within and between modes for people and for freight.
5. Increase the safety of motorized and non-motorized travel.
6. Increase the security of the multi-modal transportation system.
7. Support the economic vitality of the Pikes Peak Area.
8. Improve mobility of people and goods.
9. Protect and enhance the environment by implementing transportation solutions that are sensitive to natural and human contexts.

Human Services Transportation Coordination Study

Vision, Mission, and Goals

Vision: To provide mobility to individuals with specialized transportation needs, allowing them to live independently and participate in community life.

Mission: To establish the planning and service delivery structures that will enable the region to effectively and efficiently meet the diverse needs of individuals with specialized transportation needs.

Goals:

1. To strengthen the region's network of specialized transportation providers, maintaining and supporting the identity of each provider, in order to provide increased mobility in the region. (1, 2,7,8)
 - a. Establish a joint call and scheduling center. (2)
 - b. Develop common and accurate reporting. (2)
 - c. Develop joint service goals. (7, 8)
 - d. Identify and use fully allocated service costs in evaluating projects and service options. (2)
2. To provide for alternative services (mileage re-imbursements; volunteer drivers/vehicle sharing; mobility training; vouchers for gas or car repairs, etc.) in order to meet diverse human service transportation needs at the lowest cost. (2, 7)
3. To improve the overall condition of the providers' vehicle fleets so they are safe, cost-effective to maintain, and meet passenger needs, with adequate back-up vehicles to provide reliable service. (2)
4. To develop and implement common standards of driver training to provide for safe drivers who can be cross-trained for different services and clientele. (5)
5. To develop a simple, uniform system of eligibility for all services in the network. (8)
6. To develop common customer information that explains the range of service options and encourages rider responsibility for choosing the most appropriate and cost-effective option. (2, 8)

Service standards were identified by the Specialized Transportation Advisory Committee Working Group to illustrate the level of service that is viewed as necessary to meet the vision of providing the level of mobility that would enable people with specialized transportation needs to live independently and participate in community life. There needs to be significant development of the infrastructure for providing and increased funding to support specialized transportation services to attain these service standards.

1. Service will be reliable, so people can depend on the service showing up and getting them to their destination on time. A reliability standard of 95% is a goal.
2. All levels of service should be available to passengers, based on their needs, including curb-to-curb, door-to-door, and door-through-door, within El Paso County and Teller County.
3. Specialized services should be available seven days a week in the urban areas, from approximately 7 AM to 6 PM. The frequency of service within rural communities and between rural communities and major cities should be based on needs, and be between one and five days per week, daytime hours.
4. The providers will have a solid and well maintained vehicle fleet, with vehicles that match the passenger requirements. Vehicles will be in good condition and there will be adequate back-up vehicles.
5. The providers will have safe drivers with a common base of training.

Strategies

To achieve the overall goals, changes will be needed in how the region provides specialized transportation services and in the level of funding support for these services. The providers can immediately influence *the efficiency of service delivery* and *strengthen the ability of the network to serve a wide range of stakeholders* by working towards the identified goals. These actions will better position the region to then develop increased local support for specialized services. The following two draft strategies are key to achieving the goals and vision.

1. Develop a transportation brokerage that will be open to all agencies wishing to provide or purchase transportation services. The initial step will be the development of a joint call and scheduling center.
2. Take advantage of the larger allocation received by the State for the Section 5310 program and the new flexibility of this program and the new funds available through the New Freedom program to support the initial activities needed to implement the call center and brokerage.
 - a. The Coordinating Council will make a recommendation to PPACG's Board of Directors to help determine the balance between establishing the joint call center / brokerage and improving the vehicle fleet. Initial emphasis will be placed on the joint call center and brokerage because of its long-term potential to decrease the need for vehicles.
 - b. The Coordinating Council will determine the balance between establishing the joint call center / brokerage and other allowable uses of the New Freedom funds (i.e. improving specialized transportation services beyond that required by the ADA or improving access to transit services). Initial

emphasis will be placed on the joint call center and brokerage because of its long-term potential to improve mobility for individuals with disabilities.

3. Commitments to flexibility, paying fully allocated costs, and respecting the individual missions of participating agencies will be necessary to improve the provision of specialized transportation services for the region.

Draft Evaluation Criteria

The region has established criteria for the Section 5310 program, which is oriented to vehicles. With the development of the current vision, mission, and goals for transportation and changes in the Section 5310 program, the following draft criteria are proposed to address the FTA 5310, 5316, and 5317 programs. It should be noted that these criteria are proposed for a three to four-year period with the understanding that once the brokerage is established, that it is likely different criteria or different weighting will be needed.

Another important issue is that local matching dollars play a key role in the proposal and selection of projects: only those agencies with local matching dollars can apply. For the short-term, this will remain the case. Over time, as the region identifies the best way to provide services and participates in joint decision-making through the brokerage, some local matching funds may be pooled in projects that support more than one agency. Addressing the role of local matching funds will be important to assure that federal funds are used equitably throughout the region.

Section 5310 Funding

1. The top priority will be for vehicle replacements at the average level received in 2007. Funding beyond this level will be directed to establishing the joint call and scheduling center and brokerage. Once projects for the joint call and scheduling center / brokerage have been funded, any additional funds will go towards improving the quality of the vehicle fleet.
2. Threshold Criteria:
 - a. Agency participates in regional reporting efforts to assure that cost and service data are reported on a basis that allows comparison of data.
 - b. Agency participates in efforts to coordinate transportation
3. Specific criteria for vehicle replacements: based on age, mileage, vehicle hours per year, maintenance costs in most recent fiscal year, annual trips per vehicle, effects of not funding, purpose of requested funding, and inclusion in the Regional Transportation Plan. Specifics are listed in Figure 5-4.

**Figure 5-4 DRAFT Revisions for FY 2008-09 Funding Cycle:
Scoring Criteria FTA for Section 5310 Vehicle Prioritization**

| CRITERION | 3 POINTS | 2 POINTS | 1 POINT | 0 POINTS |
|------------------------------|--|--|--------------------------------------|-------------------------------------|
| Age of vehicle | 13 years or older | 9-12 years | 5-8 years | 4 years or less |
| Mileage of vehicle | 150K or more | 126-149K | 100-125K | Less than 100K |
| Vehicle hours/year | 3,000 or more | 2000-2999 | 1000-2999 | Less than 1000 |
| Annual trips per vehicle | 5,000 or more | 3000-4999 | 1000-2999 | Less than 1000 |
| Annual Maintenance Expenses | More than \$4,500 | \$3,000 - \$4,499 | \$1,500 - \$2,999 | Less than \$1,500 |
| Effect of Not Funding | Program shut-down (90 to 100% service cutback) | Severe service cutback (50 to 89%) | Moderate service cutback (10 to 49%) | No service cutback (less than 10 %) |
| Regional Transit Element | Already included in fiscally constrained element | Included in plan, but not the fiscally constrained element | Can be integrated into plan | Not compatible |
| Purpose of requested funding | - | Replacement | Expansion | - |

Section 5316 – JARC Funding

Evaluation criteria for the JARC projects were developed by the JARC working group. The JARC project development and decision-making process is more fully described in Chapter 7.

1. Meets identified needs
2. Operationally feasible
3. Financially feasible
4. Fits within current transportation service structure
5. Contributes to long term transportation solutions

Section 5317 New Freedom Funding

1. The top priority will be to establish a joint call and scheduling center. Once projects for the joint call and scheduling center / brokerage have been funded, any additional funds will go towards increasing service beyond the level required by the ADA or providing improved access to local transit services.
 - a. Prior to awarding funds for new services that are beyond the ADA, the Human Services Transportation Coordination Committee will identify priorities for expanded services (i.e. extended hours, services that operate further than the ¾-mile boundary, and services that provide door-through-door transportation,), improved access to transit stops, or other allowable New Freedom Program projects
2. Threshold Criteria:
 - b. Agency participates in regional reporting efforts to assure that cost and service data are reported on a basis that allows comparison of data.
 - c. Agency participates in efforts to coordinate transportation

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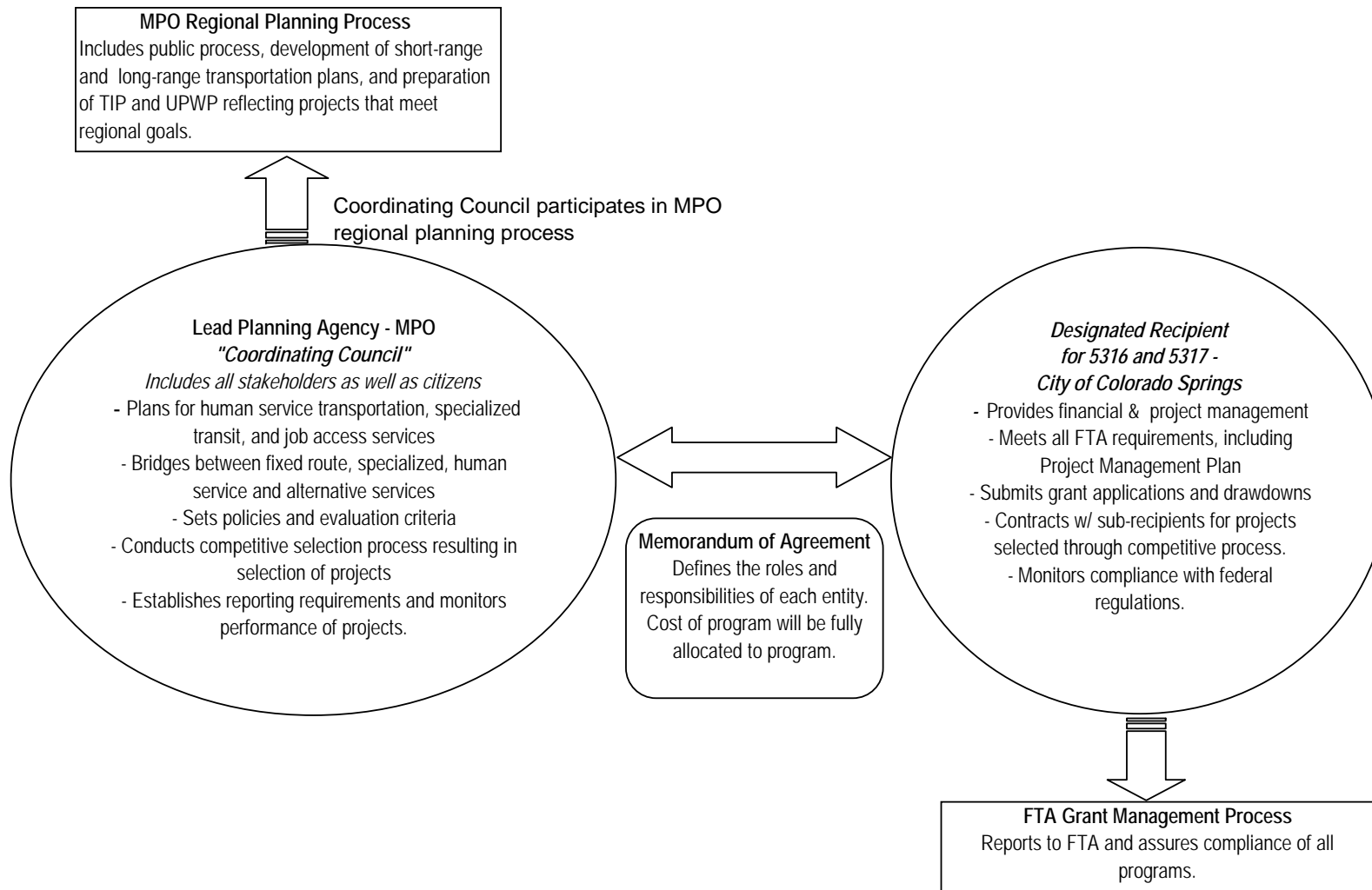
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Vision, Mission, and Goals

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A notation after each goal reflects the Draft principle from the 2008 – 2035 Regional Transportation Plan that it best supports. The vision, mission, and goals primarily address improving the mobility of people and doing so more efficiently.

2008 - 2035 Regional Transportation Plan

Draft Vision, Mission, and Principals

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Draft Mission: Plan multi-modal transportation facilities and services that efficiently move people and goods and support economic vitality while sustaining and improving the quality of life in the Pikes Peak Region.

Draft Principles:

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Human Services Transportation Coordination Study

Vision, Mission, and Goals

Vision: To provide mobility to individuals with specialized transportation needs, allowing them to live independently and participate in community life.

Mission: To establish the planning and service delivery structures that will enable the region to effectively and efficiently meet the diverse needs of individuals with specialized transportation needs.

Goals:

1. To strengthen the region's network of specialized transportation providers, maintaining and supporting the identity of each provider, in order to provide increased mobility in the region. (1, 2,7,8)
 - a. Establish a joint call and scheduling center. (2)
 - b. Develop common and accurate reporting. (2)
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 - d. Identify and use fully allocated service costs in evaluating projects and service options. (2)
2. To provide for alternative services (mileage re-imbursements; volunteer drivers/vehicle sharing; mobility training; vouchers for gas or car repairs, etc.) in order to meet diverse human service transportation needs at the lowest cost. (2, 7)
3. To improve the overall condition of the providers' vehicle fleets so they are safe, cost –effective to maintain, and meet passenger needs, with adequate back-up vehicles to provide reliable service. (2)
4. To develop and implement common standards of driver training to provide for safe drivers who can be cross-trained for different services and clientele. (5)
5. To develop a simple, uniform system of eligibility for all services in the network. (8)
6. To develop common customer information that explains the range of service options and encourages rider responsibility for choosing the most appropriate and cost-effective option. (2, 8)

Service standards were identified by the Specialized Transportation Advisory Committee Working Group to illustrate the level of service that is viewed as necessary to meet the vision of providing the level of mobility that would enable people with specialized transportation needs to live independently and participate in community life. There needs to be significant development of the infrastructure for providing and increased funding to support specialized transportation services to attain these service standards.

1. Service will be reliable, so people can depend on the service showing up and getting them to their destination on time. A reliability standard of 95% is a goal.
2. All levels of service should be available to passengers, based on their needs, including curb-to-curb, door-to-door, and door-through-door, within El Paso County and Teller County.
3. Specialized services should be available seven days a week in the urban areas, from approximately 7 AM to 6 PM. The frequency of service within rural communities and between rural communities and major cities should be based on needs, and be between one and five days per week, daytime hours.
4. The providers will have a solid and well maintained vehicle fleet, with vehicles that match the passenger requirements. Vehicles will be in good condition and there will be adequate back-up vehicles.
5. The providers will have safe drivers with a common base of training.

Strategies

To achieve the overall goals, changes will be needed in how the region provides specialized transportation services and in the level of funding support for these services. The providers can immediately influence *the efficiency of service delivery* and *strengthen the ability of the network to serve a wide range of stakeholders* by working towards the identified goals. These actions will better position the region to then develop increased local support for specialized services. The following two draft strategies are key to achieving the goals and vision.

1. Develop a transportation brokerage that will be open to all agencies wishing to provide or purchase transportation services. The initial step will be the development of a joint call and scheduling center.
2. Take advantage of the larger allocation received by the State for the Section 5310 program and the new flexibility of this program and the new funds available through the New Freedom program to support the initial activities needed to implement the call center and brokerage.
 - a. The Coordinating Council will make a recommendation to PPACG's Board of Directors to help determine the balance between establishing the joint call center / brokerage and improving the vehicle fleet. Initial emphasis will be placed on the joint call center and brokerage because of its long-term potential to decrease the need for vehicles.
 - b. The Coordinating Council will determine the balance between establishing the joint call center / brokerage and other allowable uses of the New Freedom funds (i.e. improving specialized transportation services beyond that required by the ADA or improving access to transit services). Initial

emphasis will be placed on the joint call center and brokerage because of its long-term potential to improve mobility for individuals with disabilities.

3. Commitments to flexibility, paying fully allocated costs, and respecting the individual missions of participating agencies will be necessary to improve the provision of specialized transportation services for the region.

Draft Evaluation Criteria

The region has established criteria for the Section 5310 program, which is oriented to vehicles. With the development of the current vision, mission, and goals for transportation and changes in the Section 5310 program, the following draft criteria are proposed to address the FTA 5310, 5316, and 5317 programs. It should be noted that these criteria are proposed for a three to four-year period with the understanding that once the brokerage is established, that it is likely different criteria or different weighting will be needed.

Another important issue is that local matching dollars play a key role in the proposal and selection of projects: only those agencies with local matching dollars can apply. For the short-term, this will remain the case. Over time, as the region identifies the best way to provide services and participates in joint decision-making through the brokerage, some local matching funds may be pooled in projects that support more than one agency. Addressing the role of local matching funds will be important to assure that federal funds are used equitably throughout the region.

Section 5310 Funding

1. The top priority will be for vehicle replacements at the average level received in 2007. Funding beyond this level will be directed to establishing the joint call and scheduling center and brokerage. Once projects for the joint call and scheduling center / brokerage have been funded, any additional funds will go towards improving the quality of the vehicle fleet.
2. Threshold Criteria:
 - a. Agency participates in regional reporting efforts to assure that cost and service data are reported on a basis that allows comparison of data.
 - b. Agency participates in efforts to coordinate transportation
3. Specific criteria for vehicle replacements: based on age, mileage, vehicle hours per year, maintenance costs in most recent fiscal year, annual trips per vehicle, effects of not funding, purpose of requested funding, and inclusion in the Regional Transportation Plan. Specifics are listed in Figure 5-4.

**Figure 5-4 DRAFT Revisions for FY 2008-09 Funding Cycle:
Scoring Criteria FTA for Section 5310 Vehicle Prioritization**

| CRITERION | 3 POINTS | 2 POINTS | 1 POINT | 0 POINTS |
|------------------------------|--|--|--------------------------------------|-------------------------------------|
| Age of vehicle | 13 years or older | 9-12 years | 5-8 years | 4 years or less |
| Mileage of vehicle | 150K or more | 126-149K | 100-125K | Less than 100K |
| Vehicle hours/year | 3,000 or more | 2000-2999 | 1000-2999 | Less than 1000 |
| Annual trips per vehicle | 5,000 or more | 3000-4999 | 1000-2999 | Less than 1000 |
| Annual Maintenance Expenses | More than \$4,500 | \$3,000 - \$4,499 | \$1,500 - \$2,999 | Less than \$1,500 |
| Effect of Not Funding | Program shut-down (90 to 100% service cutback) | Severe service cutback (50 to 89%) | Moderate service cutback (10 to 49%) | No service cutback (less than 10 %) |
| Regional Transit Element | Already included in fiscally constrained element | Included in plan, but not the fiscally constrained element | Can be integrated into plan | Not compatible |
| Purpose of requested funding | - | Replacement | Expansion | - |

Section 5316 – JARC Funding

Evaluation criteria for the JARC projects were developed by the JARC working group. The JARC project development and decision-making process is more fully described in Chapter 7.

1. Meets identified needs
2. Operationally feasible
3. Financially feasible
4. Fits within current transportation service structure
5. Contributes to long term transportation solutions

Section 5317 New Freedom Funding

1. The top priority will be to establish a joint call and scheduling center. Once projects for the joint call and scheduling center / brokerage have been funded, any additional funds will go towards increasing service beyond the level required by the ADA or providing improved access to local transit services.
 - a. Prior to awarding funds for new services that are beyond the ADA, the Human Services Transportation Coordination Committee will identify priorities for expanded services (i.e. extended hours, services that operate further than the ¾-mile boundary, and services that provide door-through-door transportation,), improved access to transit stops, or other allowable New Freedom Program projects
2. Threshold Criteria:
 - b. Agency participates in regional reporting efforts to assure that cost and service data are reported on a basis that allows comparison of data.
 - c. Agency participates in efforts to coordinate transportation

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Chapter 6. Coordination Alternatives

Overall Specialized Transportation Alternatives

The focus of this chapter is on alternatives for coordinating specialized transportation services, with an emphasis on those services operated by the City of Colorado Springs, Silver Key Senior Services, The Resource Exchange, Pikes Peak Partnership (Amblicab), and Fountain Valley Senior Services. There are a variety of other human service programs with varied funding, and it is the intention that these may participate as well once a structure is in place that would enable other entities to buy in to a unified system.

The framework for discussing and evaluating the coordination alternatives is based on four broad coordination alternatives:

1. Status Quo Alternative

- Each agency continues its current methods and level of coordination.
- The level of service may decline due to lower revenues in some agencies

2. Limited Coordination Alternative

- Implement those coordination activities that enable each entity to continue separate operations.
- Examples include putting out combined customer information materials, working with the 211 system, sharing driver training classes, and working together with agencies using vouchers to create a single voucher system.

3. Joint Call Center and Scheduling Alternative

- Establish a joint call center and joint scheduling as the foundation of a system that will aid in better utilizing resources.
- Other items included in alternative 2 would also be included as time allows.

4. Defined Plan for a Comprehensive Transportation Brokerage

- Define a step-by-step plan that will result in an active brokerage for transportation services that will:
 - Cover the service areas of all participating agencies.
 - Preserve the unique role in the community of each of the participating entities.
 - Provide a wide range of services (curb-to-curb; door-to-door; and door-thru-door) as needed for various client abilities.
 - Enable entities to purchase transportation if they wish to do so.
 - Provide for joint decision-making.
 - Build community support for additional resources for specialized transportation.

- The plan for the brokerage would include a joint call center and scheduling, sharing vehicles, joint training, and an array of other coordinated efforts.
- The brokerage would likely take five years to implement, with dedicated staff.

Within these broad alternatives, there are a wide range of specific coordination activities that can be included such as driver training, customer service and more. With the exception of the Status Quo Alternative, each of the broad alternatives includes one or more of the specific coordination activities as listed in Figure 6-1. The filled-in circles illustrate those activities that would be included in each alternative. The outlined circles are those activities that could be considered as participants are interested.

The focus of the Joint Call Center alternative is having a single center to take calls and schedule vehicles; other activities would be added as desired. The Comprehensive Brokerage Alternative would include a variety of functions as defined by the participants and implemented over time. It would be established with the authority to provide comprehensive mobility management and specialized transportation services.

The first item in Figure 6-1 addresses the joint decision-making that would be needed to implement the activities under each alternative. While a board would be necessary for the Comprehensive Brokerage alternative, a joint decision-making structure would also be needed for the Joint Call Center Alternative. For the "Limited Coordination" alternative, the existing STAS structure and informal meetings on a task basis could continue to work.

Figure 6-1 Activities Included In Four Alternatives

| Activity | Status Quo | Limited Coordination | Joint Call and Scheduling Center | Comprehensive Brokerage |
|---|------------|----------------------|----------------------------------|-------------------------|
| Establish collaborative decision-making process | | | ● | ● |
| Common customer information | | ● | ○ | ● |
| Driver training: some common courses | | ● | ○ | |
| Driver training: shared curriculum | | ● | | ● |
| Fleet: shared back-up vehicles | | ○ | ○ | |
| Fleet: combined fleet | | | | ● |
| Common reporting standards | | ○ | ○ | ● |
| Mobility management | | ○ | ○ | ● |
| Joint call center and common scheduling | | | ● | ● |
| Mileage re-imbursement | | | | ● |
| Common voucher system for transportation | | | | ● |
| Jointly funding and operating some services | | | | ○ |
| Joint contracting for services | | | | ● |

Which Alternative Is Right for the Community?

Deciding which alternative is right will depend on a variety of factors including:

- What the community wishes to accomplish to improve human services transportation services.
- The readiness of the community and its transportation agencies to make changes in how services are provided and how they are operated.
- The readiness of the agencies (staff and Boards) to implement various activities, and their interest in doing so.
- Financial requirements of various alternatives.

The stakeholders interviewed for this project (specialized transportation providers, human service agencies, and advocacy groups) came to consensus on the need for more service than is provided today (see Appendix E for Stakeholder Interview detail.) There was wide recognition that the services are not adequate to meet current needs, much less the needs of the future as the population grows and ages. This consensus is held by staff people in the human service and transportation industry, though not necessarily among the elected officials or general population. There is also a general consensus among staff that unless the agencies coordinate and effectively use the resources at their disposal today, it is not likely the community will fund services at a higher level.

Today, each agency makes decisions independently and many are competing for the same funding for similar services. Each Board is used to and comfortable with having control over their own resources, feeling as though once the dollars are awarded to their agency that they belong to the agency. To move towards a more coordinated system there will need to be a mechanism for jointly making decisions about the use of some resources – built on a foundation of shared policies.

Important factors affecting the readiness of each agency to make changes are:

- *City of Colorado Springs*: Has the largest budget of any of the entities and the most responsibility for providing service. As the designated recipient for FTA funds, the City has access to these federal dollars and responsibility for providing ADA paratransit services. The City now funds trips previously funded through Medicaid as many eligible riders have switched to Metro Mobility services. As the fixed-route provider, the City has the responsibility to meet all ADA paratransit requirements, even though that may impinge on their ability to provide fixed-route services. The City and its private provider for paratransit services have an immediate need for a new site for providing services (by April of 2007).
- *Silver Key Senior Services*: The management and organization is in transition. A new director is identifying the importance of and ways to improve various services provided by the organization. The Board will need to develop a new definition of how to best meet their mission with the change in management. An interim director is serving until a new director is chosen.
- *The Resource Exchange*: TRE is facing a variety of changes from the State on how services are funded and the level of funding provided. TRE is making reductions in the transportation services provided as their funding sources are being reduced. For TRE, finding additional dollars to fund transportation to clients outside the Metro Mobility service area is a high priority. TRE is motivated to participate in a brokerage that has the potential to expand availability of services. The short-term actions will not provide much relief for their most pressing problems.
- *Pikes Peak Partnership (Amblicab)*: PPP operates a limited transportation program. They feel the demand for expanded service based on calls received. There is support among stakeholders for the door-through-door service provided

through Amblicab, but there is not a clear community-wide policy on the level of door-through-door service that will be provided. At present the level of door-through-door service provided is based primarily on the funding from the City of Colorado Springs, The Pikes Peak Rural Transportation Authority (PPRTA) and additional revenues raised by PPP. Pikes Peak Partnership would like to see the amount of door-through-door service and door-to-door service increase. Maintaining a transportation program at the same level as today or increasing it is also important for PPP for the purpose of maintaining organizational stability.

- *Fountain Valley Senior Services*: Fountain Valley provides services in Fountain, the southern part of the metropolitan area, and is the provider for seniors in eastern El Paso County. Transportation services are primarily funded by the Area Agency on Aging and supported by El Paso County and PPRTA. Again, they face significant unmet need and no resources with which to meet these needs.

In order to understand the financial impacts on each agency, the coordination actions must be explored in more detail. In the following section, each type of activity is described. The description begins with a discussion of collaborative decision-making and then moves to the coordination activities. It starts with the simpler, easier-to-implement alternatives and then continues onto those activities at the heart of coordinated service: the joint call center / joint scheduling and a combined vehicle fleet.

Components of Alternatives

Collaborative Decision-Making

Collaborative decision-making is a critical component of improving coordination of transportation services. The level of collaboration needed will depend on the projects undertaken.

Key factors in joint decision-making include:

- Fostering a collaborative environment
 - All parties have a responsibility for effective, respectful and open communication
 - All parties have an equal role in decision-making
 - Rules of conduct are agreed to that provide a safe environment for discussion of a wide range of issues
 - Developing an understanding of the mission, roles, responsibilities, and constraints of all organizations in the collaborative
 - Building trust based on following through on commitments, accurately communicating messages between organizations and the collaborative, development of solid relationships between the boards of the collaborative partners, and similar actions

- Having decision-makers at the table – individuals with clearly defined authority to speak for their organizations
- Identification of commonly agreed upon goals and standards
- Accountability for performance

Collaborative decision-making will be a key for equitably allocating resources and assuring that services are provided in the most effective manner possible to provide the most services for available resources. This is a challenging task – arguably the most difficult activity involved with coordination. It will involve sharing resources and making decisions that are best for the community and not necessarily for individual organizations.

A basic level of collaborative decision-making will be needed for the joint call center and scheduling alternative. A board responsible for broad collaborative decision-making will be needed for the defined plan for a comprehensive brokerage.

Decision Making Structure

Decisions on who will participate in the decision-making process will again depend on the alternative being pursued. It is important to note that the activities involved with coordinating specialized transportation services may require different individuals than those involved in the PPACG planning process. PPACG's planning process will continue to facilitate coordinating services within their overall responsibilities for transportation planning, including project selection based on evaluation criteria and a public process.

For the Joint Call Center and Scheduling Alternative, the agencies represented need to be those participating in the joint call center and scheduling. This will be a narrow working group with representatives from each of the providers.

For the Comprehensive Brokerage, the participants in the decision-making process need to be individuals with authority to make commitments for the agency from each entity participating in the brokerage. Most commonly, a brokerage includes the actual participants supplying funds that can be used to purchase transportation services or be combined to provide an efficient scheduling or dispatch system. For specialized transportation, which has a good deal of cross funding, this distinction is important. This may be the same group of agencies as those participating in the Joint Call Center alternative, but some of the representatives might be different. In both cases, it is a smaller group than those participating in the PPACG transportation planning process.

Common Goals, Service Standards, and Reporting

An important basis for making joint decisions on services is having a common set of goals and service standards, developed by the participants in the process. The selected goals will reflect the coordination options selected.

Goals - What goals are most important and what are achievable? They will vary with the alternative selected.

- The group has been clear that increasing specialized transportation service availability is an important long-range goal. To achieve this will require commitment to a comprehensive brokerage. It is the only alternative that combines the efficiencies of smaller fleets with the ability of many organizations to leverage funding and a decision-making structure that will provide a transparent mechanism to allocate resources in a manner that is most effective and reflective of community values.
- Goal concepts that have been discussed, but not clearly defined have to do with equity: at present the service availability varies between different areas in the community and for different populations. From the standpoint of geography and demographics, what services should be available in different parts of the region so the community will feel resources are fairly allocated? From the standpoint of need, how should resources be allocated among residents with varying levels of either financial need or service options?
- Another key area for setting goals has to do with improving service quality. This includes ease of use for passengers, reliability, time scheduled for making trips, safety, and ability to schedule trips a reasonable length of time in advance. There are trade-offs: the more time allowed per passenger, the fewer passengers served; the more direct the passenger's trip, the fewer passengers served; the easier it is to find out about available services and to schedule trips, the more demand there will be for service. Setting goals requires finding the balance that the community will financially support.

Standards – At present, some standards have been developed by funding / contracting entities, and these can provide a starting point for discussions. For example, the City of Colorado Springs has a standard of carrying 2.2 passengers per service hour for its Metro Mobility service; TRE carries 4.5 passengers per service hour. The current City contract with Amblicab and Silver Key does not specify passengers per hour; however the agencies average 1.3 and 2.1 passengers per hour, respectively. Different standards are needed for different types of service. While these can be reflected in one standard that averages out the high and low, the consultant recommends setting clear and realistic standards for each type of passenger service and then requiring contractors to meet those standards so that loose scheduling does not get confused with very real passenger needs. Similarly, standards for quality of service, service area and service type can be identified. All standards must be easily measured and participating agencies must use the same definitions in tracking and reporting key information on services.

Accountability

Each participating agency must be accountable for providing services that meet quality and productivity standards; for operating within federal standards for such things as civil

rights, ADA, and equal employment opportunity; and for keeping adequate records to back up all reported information.

These services must be operated in a transparent manner so all participants and the community know what they are paying for and what service is being provided. Each agency can and should have different priority and goals – this is a key element of mission-driven agencies – that are respected and supported. When it comes down to budgeting for service, it is important that each agency pay for the services that are important for their clientele and that agencies do not look to others to pay for mission-driven services. This is a key area of conflict at present: most agencies do not have adequate funding to pay for services that they believe are important for the clients they serve.

Mobility Management

Mobility Management is a term used to describe a program which strives to match people with mobility needs with the resources that can meet their needs with the least cost. It includes everything from mileage re-imbursement (for trips it is less expensive for family and friends to provide than sending a bus out) to travel training to enable people to use the least expensive option for their travel and to know when a fixed-route bus might be available for their trip.

In the current transportation legislation (SAFETEA-LU), mobility management costs are covered as a capital expense. This provides entities with the ability to use federal dollars otherwise allocated for capital for this expense and the local match ratio is low. So, in addition to being a great way to increase mobility at a low cost, this alternative can be readily funded.

Two specific components that also fall under this category are discussed below.

Mileage Reimbursements can be more cost effective than sending a vehicle to outlying areas. Paying family or friends a set rate that covers out-of-pocket expenses for transporting a client can be less expensive than paying for a driver and fuel. This can be an effective means of serving clients in outlying areas, providing some measure of equity for residents who may be asked to financially support specialized services but otherwise receive very little value for their tax dollars.

Common Voucher System for Transportation. At present several human service organizations and faith-based organizations provide vouchers for transportation services, primarily for low-income clients. This action would involve having the mobility manager identify organizations using vouchers, work with interested agencies to identify the common characteristics and requirements of their vouchers, and see if a system can be developed that is easy to use and easy for approved vendors to identify.

Cost considerations include the cost of the mobility manager (a fulltime employee) as well as the cost of specific programs. The mileage reimbursement program would have hard costs associated with it; the common voucher system would primarily require staff

time. Other programs, such as travel training, would be a combination of staff time and hard costs.

Common Customer Information

Providing customer information for transportation services in the region or just those participating in the brokerage would make it easier for residents needing such services to navigate and use the system. It would also make it easier for human service program staff to understand what is available and how their clients can use the system. The downside of providing more clear communication is that it could increase demand for services. On the other hand, people who are “frequent riders” typically already know the numbers to call. Those individuals who only need limited service (either occasional trips or service for a short period of time) are the ones who may not understand what is available. Goodwill from family and friends may also result in support for increased funding for services. To the extent that the materials explain all the options, it may assist in getting people to the most appropriate option. Providing clear information on the objectives of coordination may also ease the transition for people who find they have been scheduled with a provider other than their own if joint scheduling is implemented.

The cost of preparing joint information would likely be in the range of \$5,000 per year for including all paratransit information along with information on other services. The cost would be substantially less if a simple brochure is prepared that explains overall services but refers passengers to other materials for details by agency.

Preparing joint information may also require a significant amount of staff time as the material would need to address concerns of all parties.

Joint Driver Training

Developing a common set of driver training standards and a training program would ensure that drivers are certified for the types of vehicles and clientele that they will be responsible for. Having a joint driver training program would result in a training plan that identifies the content of each course module, the modules needed for specific certifications, contract language to assure that contractors provide the appropriate training, and an ongoing evaluation mechanism to assure that (a) the training is being carried out and (b) the training is resulting in the desired service quality.

Combined Vehicle Fleet

This option assessed the total fleet requirements for the primary providers and also evaluated to potential for selected vehicles to be made available for joint use by participating agencies. Joint use of vehicles can affect the total fleet requirements. Joint use of vehicles should be considered separately from the Call Center concept where two or more agencies agree that their customers can ride on any of their vehicles based on scheduling and routing efficiency.

The potential benefits include:

- A reduction in fleet size that will allow for reduced overhead costs due to reduced insurance and registration costs.
- Provide an increase in the size of the spare fleet which can reduce future vehicle capital funding requirements.
- Provide extra vehicle capacity that can be used to increase the efficiency (productivity) of operations

The potential issues include:

- Peak hour demands resulting in no potential fleet reduction.
- Insurance and driver training requirements may limit the ability to jointly use vehicles or realize substantial cost savings.
- Less flexibility for agencies that reduce their vehicle fleets, with the trade-off being the cost of maintaining large fleets.

There are several ways for agencies to enter into joint use arrangements. The simplest situation is one where there is no time overlap between the scheduled runs for two agencies. If the end point of the first run and the start point of the second run are in close proximity and there is sufficient time available to maintain the schedules for both agencies, then one vehicle can be used to operate both runs. If the service associated with these runs is consistent over time, then one vehicle can be considered as an excess spare available for reassignment or temporarily taken off the road.

Another potential arrangement for joint use is the use of an underutilized vehicle as an extra vehicle by another agency, where the availability of the extra vehicle will allow for more efficient routing of all vehicles. One possible example is a situation where one agency has a few trips that are outside their area of concentrated operations, requiring them to set up some long runs to serve those customers. If an underutilized vehicle is nearby and available to serve those outlier trips, the efficiency (productivity) of that operation is very likely to increase.

Assessment of Potential by Agency

The Project Team conducted an assessment of the potential for joint use of vehicles. This assessment consisted of examining vehicle utilization data for Metro Mobility, Silver Key, Pikes Peak Partnership – Amblicab, Fountain Valley Senior Services and The Resource Exchange.

Metro Mobility

An analysis of operations data shows Metro Mobility's vehicles in service are well utilized particularly during the hours when there are a high percentage of subscription riders (60% to 80% of all trips) which typically occurs from 7:00 am to 9:00 am, with

another peak at 2:00 pm to 3:00 pm. The productivity during those periods is typically more than 2.5 passenger trips per revenue hour. From 9:00 am to 1:00 pm the productivity is in the range of 1.3 to 1.6 trips per revenue hour. During the off-peak time it may be possible to fit in additional trips from other agencies as long as those trips are within the area served by Metro Mobility. This would require an agreement between Metro Mobility and the other agency regarding the inclusion of such trips into the scheduling process.

In conclusion, there does not appear to be any significant underutilization of the vehicles that are placed into service, so there is no opportunity to use an active Metro Mobility vehicle in a joint use arrangement as an extra vehicle by another agency.

Silver Key

An analysis of Silver Key trip manifest and dispatch reports shows that they typically operate 13 vehicles out of their total fleet of 26 vehicles but on Wednesday, their peak day, they operate 19 vehicles. They could readily expand the amount of service provided if they had the drivers and the financial resources necessary to provide additional service. Alternatively, some of these vehicles could be made available for other services assuming a fair and equitable arrangement is made for such use.

If there is no immediate or near term use for these vehicles, it would be possible to take 4 vehicles (leaving 3 vehicles as spares, a 20% spare ratio) temporarily off the road and to make other vehicles available for back-up for other agencies on days other than Wednesday.

Assuming that there is no immediate or near term use for the 4 vehicles, they could temporarily be taken off the road. This could save approximately \$12,000 per year based on an estimated annual insurance premium of \$3,000 per vehicle. However, the savings may be less than that depending upon the insurance underwriter and the way that they evaluate risk. Since we are not reducing the number of vehicle miles operated or passengers carried, the actual reduction in premiums would have to be based on a quote from the insurance underwriter. For the purposes of this report we assume a savings in the range of \$1,500 to \$3,000 per vehicle for a total savings of \$6,000 to \$12,000 per year on insurance premiums.

In addition, there would be a significant savings in federal capital and local matching funds from maintaining a smaller fleet. At a cost of \$48,000 per vehicle and a useful life of 4 years, the capital savings are estimated to be \$12,000 per year per vehicle taken off the road, or \$48,000 for 4 vehicles. Of this amount, generally 80% would be federal and 20% would be local match funds.

The analysis also confirmed that the vehicles in service are being used efficiently with an average productivity of 2.43 passenger trips per hour, with a range from 1.75 to 3.7 trips per hour. This would suggest that there will be little opportunity to integrate trips from other agencies into the schedules for the Silver Key vehicles.

Pikes Peak Partnership - Amblicab

Amblicab has seven vehicles including 6 buses (5 with 4 ambulatory + 5 WC positions and one with 4 ambulatory and 3 WC positions) and a van (1 ambulatory + 2 WC positions). An analysis of the trip sheets for one week in July shows that they use at least 6 vehicles in their daily operations. Some days all 7 vehicles are on the road at the same time. This means that they operate with 1 or no spare vehicles, a sure indicator for problems with service reliability.

For the days examined, the productivity of the vehicles ranged from 0.8 to 1.65 passenger trips per revenue vehicle hour, with an average productivity of 1.15. This is a low productivity which can be explained in part by the need to transport a significant number of the passengers on a door-through-door basis, which takes more time than curb-to-curb or door-to-door transport. Interestingly, in a comparison of two days where the percentage of door-through-door trips varied from 23% to 39% of all trips, there was no variation in productivity (1.16 vs. 1.15). This suggests that low productivity may also be due to some combination of demand patterns and scheduling procedures.

Pikes Peak Partnership appears to be scheduling their Amblicab drivers in small time blocks to minimize the revenue service hours provided thereby increasing productivity. For example the three full time drivers had the following schedules on a typical day:

| Driver | Schedule | Total Hours |
|--------|---|-------------|
| 1 | 6:30 to 7:30; 9:00 to 11:30; 12:30 to 4:45 | 7.75 hours |
| 2 | 6:30 to 8:30; 9:30 to 10:30; 11:00 to 11:45; 1:45 to 4:45 | 6.75 hours |
| 3 | 6:30 to 9:30; 11:30 to 4:30 | 8.0 hours |

From the above, it is clear that there is no opportunity for use of the Amblicab vehicles in a joint use operation. It is also very clear that Pikes Peak Partnership could use one or two additional vehicles so that they have an adequate number of spare vehicles.

The Resource Exchange (TRE)

The TRE vehicle fleet consists of 10 buses:

8 with a 14 passenger capacity (12 + 2 WC or 14)

2 with a 21 passenger capacity (15 + 2 WC, 17 + 1 WC or 21)

TRE provided data for 7 subscription routes (May 2006) which included pick-up and drop-off times for each client at their residence address. These routes are set up for maximum efficiency, resulting in one-way maximum travel times that are approximately two hours. This may be a natural consequence of the fact that TRE has to provide service to clients who are located far from their program location, but it is likely that with

additional vehicles and drivers available it would be possible to construct routes that would reduce the maximum travel time significantly.

All of the bus routes are designed to have the bus loaded at or close to its maximum seating capacity (12 ambulatory passengers with 2 wheelchairs). As a result, the productivity of the TRE vehicles was estimated to be 4.5 passenger trips per vehicle hour based on the data examined.

Based on the above discussion, the TRE vehicles are fully utilized during the times that they are in operation. Several of the vehicles are not used between the hours of 9:00 am to 2:00 pm; therefore, they could be made available for use by another agency with trip needs in the same general geographic area, again assuming that a fair and equitable arrangement can be made between the agencies and a demand for the vehicles.

Fountain Valley Senior Services

Fountain Valley Senior Services has 9 vehicles, of which 2 are full sized vans, 1 is a minivan with a wheelchair lift, and the remainder are minibuses with wheelchair lifts. The vehicles are in use between 8 am and 4 pm on weekdays, driven by 4 part time drivers paid for by the County, and supplemented by a limited number of volunteer drivers. The Director notes that use of the vehicles is fairly evenly spread across the hours of operation.

Summary of Combined Vehicle Fleet Option Analysis

- **Overall the operators have somewhat more vehicles than needed for the level of service provided.** However, it is recognized that improved fleet maintenance will be necessary and that the overall demand for service is growing. Balancing the fleet size with operating revenues will provide for the most efficient use of resources. An estimated reduction of three vehicles appears possible, dropping 4 from the fleet of Silver Key and adding 1 vehicle to the Amblicab fleet.

Estimated costs for reducing the vehicle fleet size come from two primary areas: not insuring the excess vehicles and by not making such a large capital investment each year for replacement. For an overall fleet reduction of three vehicles, the estimated annual savings are:

| Item | Local \$ | Federal Capital \$ | Total Annual \$ |
|------------------------------------|--------------------------|--------------------|------------------------|
| Insurance ⁽¹⁾ | \$4.5K - \$9.0K | \$4.5K - \$9.0K | |
| Capital Replacement ⁽²⁾ | \$7.2K | \$28.8K | \$36K |
| TOTAL | \$11.7K - \$16.2K | \$28.8K | \$40.5K - \$45K |

1. Insurance is estimated at \$1,500 to \$3,000 per year per vehicle and assumed to be paid entirely with local funds..
2. Capital costs are based on an average annual savings of \$8,500 per vehicle

Savings have been divided into “Local” and “Federal Capital” dollars as they can be used for different purposes as coordination alternatives are considered.

The adjustments in fleet size could be made by:

- Not purchasing additional vehicles until the fleets are in line with the number of vehicles that are put on the street. The extra vehicles can be parked and not insured until needed while the agencies continue to dispose of other vehicles as they reach the end of their useful life.
 - Pikes Peak Partnership could enter into a joint use agreement with another agency for a back-up vehicle or could purchase a vehicle from the excess vehicles from Silver Key’s fleet. In purchasing a federally funded vehicle, only the local share of the depreciated value is paid and the federal interest is transferred to the new owner.
 - Vehicles could be transferred to a brokerage with only those vehicles needed by the brokerage actually transferred.
- ***There are not significant opportunities to reduce fleet size based on sharing of vehicles.*** The vehicles are generally fully booked in the peak periods and the openings that occur are in the mid-day. The only place where the joint use of vehicles has potential is for Pikes Peak Partnership to arrange for joint use of one back-up vehicle.

Operational Issues of a Combined Vehicle Fleet

If a brokerage with a combined fleet is established or if two or more agencies establish joint use of vehicles, there are important operational considerations including:

- Selection of drivers for joint use vehicles
- Dispatching considerations
- Insurance for joint use vehicles
- Passenger capacity and accessibility of joint use vehicles
- Reporting requirements and tracking by agency

Drivers of joint use vehicles need to be trained in the operation of the shared vehicle and the vehicle / driver must be appropriately insured. In a brokerage situation, one agency’s driver can provide all joint use operations. This requires that the driver must be cross-trained for serving the customers of both agencies and observing the service policies and procedures of the respective agencies when transporting their customers.

Assuming that joint use of vehicles is considered before implementation of the Call Center (or if it is considered as a stand-alone coordination concept), joint use of vehicles will require that the driver is under the control of the agency’s dispatcher whenever transporting agency customers. This will require that the joint use vehicle be

equipped with a communications system capable of reaching either dispatcher. Use of cell phones may be the least costly way of addressing this issue for limited vehicle sharing.

The insurance for joint use vehicles will be controlled by whichever agency has the highest liability coverage. For example, Metro Mobility requires that their Contractor provide a total combined primary and excess auto and general liability coverage (bodily injury and property damage) totaling not less than \$5 million – combined single limit (CSL). The joint use vehicle will have to be covered for the highest stated amount of coverage between two participating agencies. The insurance carrier will have to be made aware of the expansion of service to be provided by the vehicle so that they can quote the added premium to maintain the liability coverage. The insurance carrier will also maintain the same minimum qualifications for anyone driving the vehicle. Therefore, if another agency's driver will be operating the joint use vehicle, that driver will have to meet all of the insurance carrier's requirements.

Joint Call and Scheduling Center

This activity is the use of a unified call center for trip scheduling, cancellations, and other trip changes. The call center will produce performance and financial reports that meet participating agency reporting requirements.

The potential benefits are more efficient vehicle schedules/runs, a reduction in overall administrative and staffing costs, and improved customer service. Some of these are difficult to quantify. Customers would not need to call separate agencies to see how to best get their trip scheduled, reducing the number of calls and the number of trip cancellations. There are a variety of issues involved with setting up the call center and because of the challenges associated with maintaining a call center and individual operations, there would not be significant costs savings associated with setting up the call center. It is anticipated that more trips can be provided using the same vehicles – increasing mobility – but this is not a number that it is easy to pin down.

The joint call center is, however, the foundation for a brokerage system. It will provide the ability to grow in a coordinated manner in response to both the geographic expansion of the metropolitan area and the aging of the population. Further, it is a key step in building a system through which other programs with one or two vehicles or needing limited service can purchase services rather than purchasing their own vehicles.

Requirements

There are specific requirements for communication links, telephone lines, computer software, and radio communication, and reporting that must be specified. In addition, customer service standards, training requirements, and scheduling guidelines would need to be agreed to by all participants.

Trip Reservations/Scheduling Software

The software must be robust enough to accommodate participating agencies requirements with regards to:

- *Reservations and changes:* service area, service hours, advance reservation time, late cancellations, and customer data.
- *Trip scheduling:* assign trips to agency vehicles unless arrangements have been made for joint use of specific vehicles
- *Dispatching:* provide completed trip records with all data necessary to fulfill reporting requirements.
- *Billing:* assign costs and bill from multiple sources, including Medicaid.

These are some of the most complex coordination issues that have to be considered. The overall software system must have the capability to bring up the trip reservation/change policies of the participating agency once the customer has been identified by name or ID number.

The system should have the capability to flag trip requests that are outside the service policy standards. Customers that can have their transportation funded by two (or more) agencies must be identified as such and provisions made for deciding which agency will transport based on applicable criteria such as service area, trip purpose, lowest fare charged, etc. The software system must have the capability to produce reports that are specific to each agency and meet the requirements of their funding source(s).

The scheduling component of the software will only examine the time and geographic availability of a defined set of vehicles as it produces suggested routes for trip assignments during real time or batch scheduling.

The Trapeze software presently used by Metro Mobility can do most of this; the coordination transportation (CT) module of Trapeze would need to be added to support working effectively with multiple agencies and billing multiple fund sources for each agency.

Communications Requirements

A T-1 line is required to provide a constant communication connection between the Trapeze servers at the City and the work stations located at the Metro Mobility operations center. A DSL connection has been tried but it did not assure a constant connection. In an earlier experiment with using Trapeze for all entities, the network connections (CITRIX) also apparently could not provide the constant connection required between the servers and the workstations. Adequate network connections are also needed.

The cost of installing a T-1 line is dependent upon the availability of an optical fiber connection running between the two locations. According to Wendy Patterson, City

Transit IT Specialist, the cost of a T-1 line is approximately \$90,000 per mile when a new fiber line has to be installed. If the fiber is already available close to the site, the cost of T-1 wiring and related equipment for a facility is fairly reasonable – the cost for the existing Metro Mobility operations facility was \$35,000, and for a modular building located at the Mountain Metropolitan Transit facility the cost was \$15,000.

Telephone Lines

Adequate telephone lines are needed to provide incoming callers with a reasonable response time, prompt responses for cancellations or trip changes, and TDD and fax capability. Work stations and staffing appropriate to cover the telephone lines are also requirements.

The above items are minimal for smooth operation of a call center. There are also items that are optional and which may vary depending on the agencies that participate in the unified call center.

A variety of issues (communications, scheduling, staffing, and other) determine how a joint call center can operate as well as the viability and impact of the call center on participating agencies. In the following section, these issues are investigated.

Customer Communications

Consideration can be given to having a single number everyone calls or to having separate numbers for each participating entity. A single telephone number will ensure that all customers will be treated equally – first caller is served first. Separate phone numbers will allow for assignment of calls to specific personnel who can be trained to be more responsive to the particular agency's customers. Phone options are necessary when there is a large volume of calls such as those received by Metro Mobility. With separate phone numbers it will be possible for the participating agencies to decide on the use of phone options.

Telephone System

Considerations for the telephone system include the requirements for incoming telephone lines, staffing assignments for responding to phone calls and telephone response time performance standards.

The requirements for the number of incoming telephone lines will be based on the peak calling demand patterns (number of calls by time of day) and the average time for each phone call for each of the participating agencies, with some allowance for any expected growth in call volume. Staffing assignments will be based on maintaining a telephone performance standard, such as an average hold time (the time when the call is put in a queue until the time the customer speaks to the customer service agent) of 2 minutes or less, or 95% of all calls to be connected to a customer service agent within 2 minutes.

The existing lines at each provider are identified in Figure 6-2. Based on call volumes, it is anticipated that a total of nine lines would be needed, with one dedicated to TDD and Fax transmissions and one dedicated for cancellations or changes, a savings of three lines.

Figure 6-2 Existing Telephone Lines

| Type of Line | Metro Mobility | Silver Key | Ambli-cab | TRE | Fount'n Valley | Total |
|------------------------|----------------|------------|-----------|------------|----------------|-----------|
| Reservations / General | 5 | 3 | 2 | Shared | Shared | 10 |
| Cancellations | 1 | | | | | 1 |
| TDD / Fax | 1 | | | | | 1 |
| TOTAL | 7 | 3 | 2 | n/a | n/a | 12 |

Staffing Issues for Joint Scheduling

Based on overall call volumes, it is estimated that 4 full-time call-takers and schedulers would be needed for a joint system. Based on work demands, it may be necessary to have three full-time and two part-time staff members. While long-term the work could likely be completed with three full-time staff, in the transition period more staff will be needed and it is assumed that as volume increases the fourth position will be required.

The impacts on individual agencies vary. Metro Mobility cross-trains dispatchers, schedulers, and call-takers so all can pitch in where needed at peak times. Separating the dispatch function would remove some of this flexibility in staff resources.

Silver Key uses volunteers for part of this function so transferring the responsibility for scheduling would result in fewer dollar savings than one might expect. It is anticipated that the real reduction in savings that Silver Key would see would need to be transferred straight across to the joint call center. However, it would free up significant staff time for other responsibilities at Silver Key and relieve the agency of the need to purchase a transportation module for their new computer system.

Likewise, Pikes Peak Partnership would not be able to free up a staff person so they would not see direct cost savings. However, they would free up staff time to carry out other duties and might see minimal savings in other areas.

Functions

The Call Center takes trip reservations, changes and cancellations and prepares schedules and driver manifests for distribution to remotely located vehicle dispatchers and drivers at various operations facilities.

An important decision is whether the dispatch function would be included in the joint call center. From a technical perspective, a Call Center integrating call taking, scheduling

and dispatching in one facility is preferable. The major benefit is the ability for the dispatchers to enter information about changes that naturally take place in paratransit operations (late cancellations, no-shows, trip shifting due to vehicle breakdowns) directly into the computer records that will be used to compute system performance and efficiency. This allows for much simpler tracking and verification of changes that affect performance such as on-time performance and productivity, and leads to more accurate reporting. Co-location also makes the job of communicating information about last minute schedule changes between call takers, schedulers and dispatchers much simpler.

However, in smaller systems, the dispatch and supervisory function are often handled by a single individual. The consultant team concluded early in the study that each of the providers needs to continue operating independently for some time. There are many advantages to this, including leveraging agency resources (such as the volunteer program at Silver Key) to build public support for agency activities, being able to provide services attuned to the needs of a specific clientele, and maintaining continuity of services for existing riders. A disadvantage is that each system needs to maintain its own supervisory staff. To the extent that the dispatcher and supervisor are the same individual, there would be an increase in cost to have the dispatch function at the call center.

When the dispatchers are located at the individual providers' operations facilities, they will not be able to enter data directly into the computer system (presumably Trapeze) because they will not have the work stations available. This is due to the cost of providing the T-1 communication lines needed to support proper operation to remote locations. This means that the likely method of entering trip and schedule changes after the schedules have been finalized and driver manifests prepared is to deliver the marked up dispatcher and driver records to the Call Center for post-trip processing and reconciliation. Same day communications can be sent by fax or radio to the provider whose dispatcher communicates directly with the driver. Some systems use mobile data terminals to automate this communication.

The City of Colorado Springs plans to purchase mobile data terminals for its Metro Mobility vehicles in 2007. Providing mobile data terminals for the other providers would enable all communications to be entered directly and automatically. With the smaller operators, beginning on the basis of fax and radio communications and entering changes back into Trapeze would be workable for some time. Based on the number of vehicles operated by the smaller agencies, this is seen as more of an inconvenience than a major issue.

Facility Issues

A related issue is that the City of Colorado Springs is facing a major problem with regard to the facility used for Metro Mobility operations. The City has received an extension on its lease to no later than April 2007, and they have been actively looking for a replacement site for the past year without any success. The problem is a combination of the space requirements for vehicles and personnel, and the need to set

up a new T-1 line to the new facility. There is a lack of existing fiber availability in the heavy industrial areas of Colorado Springs that are most suited for vehicle operations and storage.

Under such conditions, it makes sense to consider a separate call center which handles all of the reservations and scheduling functions, and which can be located in close proximity to an existing fiber line to minimize the cost of installing T-1 communications.

The location of the operations facility can then be based on consideration of operating patterns for the vehicles and the requirements for vehicle servicing and storage. It makes sense to have the dispatching function at the operations facility to facilitate communication between the dispatchers and the drivers.

The City has considered and is open to the idea of separating the trip reservation and scheduling function from the vehicle operations facility. In the context of the current operating environment where the Contractor is responsible for all functions, there is some concern with regard to management and supervision of personnel at two different facilities, i.e., would the new setup require additional management or supervisory personnel. This could be addressed through a new contract arrangement for a Call Center to handle trip reservations and scheduling, and have the current Contractor continue to dispatch, operate and maintain the vehicles. The implementation of a separate Call Center for Metro Mobility could serve as the base for building up a Joint Call Center for all of the interested agencies.

The decision to purchase mobile data terminals (MDT) for all Metro Mobility vehicles (planned for 2007) will help to make the idea of a separate Call Center more feasible. The MDTs will be able to receive trip schedules and changes directly from the Call Center, and will capture and transmit driver-entered data regarding time of arrival at the pick-up point, boarding of the passenger and drop-off time. The AVL-equipped MDTs will also frequently transmit the exact location of the vehicle (latitude – longitude) and the corresponding time.

The MDTs will provide accurate data for computation of vehicle on-time performance, length of time on the vehicle for each passenger and other system performance measures. It will also make it easier to verify passenger complaints of late vehicle arrivals or claims made by passengers that the vehicle never arrived and counter claims by the driver that they were waiting at the pick-up point.

The availability of MDT data will also reduce the time and administrative expense associated with trip reconciliation – the process where the scheduled data is updated by a comparison of the marked-up driver manifest and the dispatch logs with the data in Trapeze (or missing data) and updating the records to reflect what actually happened during the operating day.

Communications with Drivers

A communications system providing reliable performance and allowing for clear communications between dispatchers and drivers throughout the service area is needed. Call center staff must also be able to communicate quickly with the dispatchers for each agency.

Dispatchers at individual provider agencies also must be able to communicate with all vehicles. Callers requesting the status of their ride (Where's My Ride calls) would come into the call center who then contacts the dispatcher who in turn must contact the driver to find out the status and location of the vehicle. Where mobile data terminals and automatic vehicle locators are used, this function would be automated.

In considering the communications equipment required, the first choice is a robust two-way radio communications system that can cover the whole service area represented by the participating agencies. If such coverage requires costly additions to the existing communications systems, then consideration can be given to the use of cell phones with built-in direct communications (push-to-talk) features. These cell phones will only be applicable for use in areas where the volume of calls between drivers and dispatchers is limited. The cell phones must provide reliable coverage in these designated areas.

Communications Equipment

Randy Bell, who is the radio expert from the City of Colorado Springs, provided up-to-date information on the City's radio communications system. The fixed-route system (Mountain Metropolitan Transit) is already on the county-wide radio communications system that has been set up for all public safety functions (fire, police, etc.). This is an 800 MHz trunked radio system that actually covers both El Paso and Teller Counties, plus somewhat beyond.

The City is in the midst of a major upgrade to their radio communications system (approximately \$6 million) that will provide for digital trunking and improved radio communications performance. The upgraded system is being supplied by Motorola as part of its XTL class of digital mobile radio systems.

The radio system for Metro Mobility is a UHF system with a single UHF repeater located in the middle of town. The coverage area is limited, which confirms staff observation that there are some dead spots in this radio coverage. The City is in the process of adding a second channel to the radio system in order to increase the reliability of voice communications. In order to increase the coverage area, they could install a second repeater at a cost of approximately \$15,000.

The City also supports the radio system which is used by Silver Key. This radio system is a VHF system which uses surplus radio equipment formerly used by Metro Mobility.

The approximate cost to switch Metro Mobility and Silver Key over to the county-wide system is \$3,500 per vehicle, for an approximate total of \$245,000. This would pay for

the cost of equipping each vehicle with the new compatible Motorola digital mobile radios. This would appear to be the best choice in the case where the Call Center would also involve centralized dispatching because there would be no concerns about coverage area if the vehicles are also involved in joint use arrangements.

A possible alternative for the two-way radios would be the use of Nextel cell phones which provide for Direct Connect (two-way radio communications) between all vehicles and base. The cost of service would be in the range of \$25 to \$50 per handset per month, for an approximate cost of \$21,000 to \$42,000 per year.

Amblicab uses Nextel phones for all communications with the drivers. These phones have the direct connect (two-way radio) feature. The Executive Director and the Program Manager also carry the Nextel phones so that they can assist in resolving any problems when the scheduler is not available. The drivers also communicate frequently and help each other with operational problems.

In this case, Amblicab uses the phones as both cell phones for office communications and as two-way radio units. It is estimated that the cost of this service is \$5,000 per year for 8 phones, or approximately \$50 per phone per month.

TRE had been paying approximately \$800 to \$900 per month for mobile radios used to communicate with drivers. They have just switched over to a cell phone system offered by Cingular which incorporates a direct connect (two-way radio) feature. TRE had to erect an antenna for \$2,000, but the monthly cost for 10 mobile units (2 pools of 5 phones) is only about \$200 per month, or \$20 per unit per month. They only use the phones for the direct connect feature and do not pay for regular cell phone service.

Fountain Valley Senior Services uses cellular phones to communicate between dispatchers and vehicles. They would prefer to use some other method as it is unsafe to have drivers answering the phone while driving, however they have not yet found a better means of communication within the bounds of what they are capable of maintaining. For now they are paying about \$60 per month. They do not use any AVL equipment.

Summary of Joint Call and Scheduling Center

The City of Colorado Springs is in the midst of making decisions that may impact a potential Call Center, and the direction taken may impact how a Call Center would be established. The City of Colorado Springs must decide if it will separate the call center function from operations and maintenance in the location of their new building for Metro Mobility. Based on the consulting team's evaluation, it appears that separating the dispatch function from the call-taking, reservations, and scheduling function will be the most practical initially.

If the City decides to separate the call center function, then this separate call center could be expanded into a Joint Call Center in the future. A separate call center would likely involve a competitive procurement, requiring the development of an RFP that

contains all of the requirements for the Call Center. In order to promote a smooth transition to a joint call center, it is recommended that the RFP be developed jointly by the parties that will participate in the unified call center and contain requirements for all participating agencies. It is recommended that the RFP requirements be performance-based whenever that is possible. For example, the proposals for the Call Center will have to describe the telephone system the Contractor plans to use based on actual and projected calling patterns and service standards that are established for telephone response time.

The establishment of a call center points out the importance of agencies deciding as early as possible if they wish to participate in either of the two coordination options (Joint Call Center or Brokerage). Independent decisions made by the key agencies have the potential to support the development of the call center or result in sunk costs that would support the continuation of completely separate services.

Summary Listing of Projects

Based on the alternatives outlined above, specific projects were developed. In the following pages, brief descriptions of each project are presented, including the expected cost and steps for implementation. The first of these projects is the hiring of a Mobility Manager – this is one of the most important steps because it will be this staff person who will be responsible for implementing the other projects described below.

At the end of this section is a chart summarizing the cost of each alternative and funding sources that may be used for these projects. Some of the major funding sources are the federal Section 5310 and 5317 (New Freedom) programs, which could be used to set up the brokerage and the Mobility Manager. Other funding sources include local funds and STP Metro funds. As a financially constrained plan is developed, a variety of funds may be used for the selected projects.

A. Mobility Manager

Concept: Provide a staff person or hire a contractor to implement the various coordination projects for the region. This would begin with the joint call and scheduling center and related customer information materials. Programs would expand as time, funds, and interest allowed. These programs could include brokerage development, joint driver training, strengthening volunteer driver program, working with faith-based community, mileage reimbursement program, or other activities.

Annual Cost: \$75,000, including benefits

Steps:

- Determine agency (or brokerage) that will house position.
- Develop funding arrangement.

- Arrange for work/office space.
- Prepare job description or scope of work and conduct, hiring process or Request for Proposals (RFP).

B. Define and Establish a Brokerage

Concept: Facilitate the development of a brokerage, defining functions, roles of participants, responsibilities, structure, funding, and any other issues. This project would enable participants to work through specific issues at a staff level and also at an agency level. The brokerage will be structured to include Medicaid coverage as a funding source.

Annual Cost: \$60,000 (one-time expense)

Steps:

- Define scope for RFP
- Procure a consultant and carry out study.

C. Joint Call and Scheduling Center

Concept: Jointly establish a call and scheduling center for those agencies that decide to participate. The City of Colorado Springs will relocate its Metro Mobility facility in 2007 and may separate the scheduling and call center function from the dispatch contract. If separated, the Coordinated Transportation module for the Trapeze dispatch system could be purchased, installed and tested. If separated, a contractor will need to be procured to run the dispatch center.

Costs: This project includes one-time capital costs and ongoing operating costs. Some costs are currently budgeted under the separate operations while others will be new. Total new capital costs may be in the range of \$80,000, which includes software, installation of a T-1 line, and furnishings, and an estimated \$430,000 in operating costs. The majority of this is presently covered through the separate scheduling centers for existing providers but some reflects one-time training costs.

Comments: A significant issue could spark the first step towards implementing the Joint Call and Scheduling Center. The City separating its call functions from operations is such an issue. The implementation of a Joint Call and Scheduling Center is described in more detail in Chapter 8.

D. Common Customer Information Materials

Concept: Develop common customer information materials that describe how to access specialized transportation services in the Pikes Peak Region and the joint call and scheduling center.

Costs: Program development is anticipated to require staff time from each participating agency and the allocation of approximately 80 staff hours to organize and implement the program.

Steps:

- As decisions are made on how telephone lines will be set up and answered, determine the messages that need to go out to clients.
- Revise current customer information to explain changes, options available, and to encourage the use of the most appropriate but least expensive mobility choice for trips.

E. Communications Equipment

Concept: A single dispatch system would be ideal, although two systems may be needed due to the rural and urban aspects of the region. Metro Mobility is purchasing AVL and radio equipment for their vehicles; this project would provide for equipping other agency vehicles in a joint fleet with similar equipment

Costs: Based on 53 vehicles for Silver Key, Amblicab, Fountain Valley Senior, and Community Intersections at \$3,000 per vehicle for Mobile Data Terminals, the cost would be \$159,000 for this project. In addition, Colorado Springs has \$207,000 budgeted for their fleet and this covers the equipment and connections that would be needed for the entire system.

If all 95 vehicles used for specialized transportation were transferred to the County network so that a single frequency with no dead spots was available, the cost would be \$332,500.

Comments: These projects are not critical to establishing the joint call center, but can be phased in over time. On the radio side, research would be needed to figure out the most cost effective way to achieve the end goals and an appropriate phasing schedule.

F. Common Driver Training Standards and Joint Training

Concept: Develop a common set of driver training standards and a training program that is tailored to driver responsibilities and whether the driver is paid or volunteer. The drivers could be certified to drive different vehicles or carry different clientele based on training.

Costs: This project includes one-time costs for developing the program and ongoing operating costs for implementation. Program development is anticipated to require staff time from each participating agency and the

allocation of approximately 300 staff hours to organize and implement the program. Estimated value of staff time is \$15,000.

- Steps:
- Compare training requirements for each provider, evaluating insurance implications
 - Identify “minimum” and “desired” standards for paid and volunteer drivers
 - Determine how to implement (by agency or by brokerage)

Figure 6-3 summarizes the anticipated costs for each project and identifies potential funding sources. Note that the FTA 5316 (JARC) funds are not included as they are used for the JARC projects in Chapter 7.

Figure 6-3 Summary of Project Costs and Funding Options

| Project | Costs | | Eligible Fund Sources | | | | Comments |
|-------------------------|-----------|-----------|-----------------------|------|-------|-----------|---|
| | One Time | Annual | 5310 | 5317 | Local | STP Metro | |
| Mobility Manager | | \$75,000 | ✓ | ✓ | ✓ | | Critical first step |
| Brokerage | \$60,000 | | ✓ | ✓ | ✓ | | Study w/ consultant |
| Joint Call / Scheduling | \$80,000 | | ✓ | ✓ | ✓ | ✓ | Project would take place over 1-1/2 yrs |
| | | \$430,000 | ✓ | ✓ | ✓ | | |
| Shared Customer Info | | \$5,000 | | | ✓ | | Use existing funding |
| MDT / AVL Equipment | \$159,000 | | ✓ | ✓ | ✓ | ✓ | |
| Radio Equipment | \$332,500 | | ✓ | ✓ | ✓ | ✓ | Refine project |
| Driver Training | \$15,000 | | | | ✓ | | Reflects staff costs |

Figure 6-4 provides information on anticipated FTA revenues under each of the major programs. It is important to consider the actual fund levels as the region constructs a constrained plan for coordinated transportation. The first half of the table identifies the amount of the Federal allocation and the matching funds that would be required. The second half of the table identifies what dollars would be available in January of each year.

Figure 6-4 Anticipated FTA and Local Matching Revenues for Pikes Peak Region

| Allocations for Federal Programs⁽¹⁾ | FFY 2006 | FFY 2007 | FFY 2008 | FFY 2009 |
|--|-----------------|---------------------|---------------------|---------------------|
| Federal Programs – Federal Share | | | | |
| Elderly and Disabled Ind. (5310) ⁽²⁾ | n/a | \$341,000 | \$369,000 | \$387,000 |
| JARC (5316) | \$169,456 | \$178,610 | \$193,494 | \$204,037 |
| New Freedom (5317) | \$94,964 | \$99,612 | \$107,606 | \$113,755 |
| Local Match for Federal Programs ⁽³⁾ | | | | |
| Elderly and Disabled Ind. (5310) | n/a | \$68,200 | \$73,800 | \$77,400 |
| JARC (5316) | \$169,456 | \$178,610 | \$193,494 | \$204,037 |
| New Freedom (5317) | \$18,993 | \$19,922 | \$21,521 | \$22,751 |
| When Funds will be Available for Coordination Activities and Estimated Amount | | January 2007 | January 2008 | January 2009 |
| E & D Individuals - Sec. 5310 Increase in allocation above 2007 vehicle awards | | none | \$28,000 | \$18,000 |
| New Freedom – Sec. 5317 | | \$194,576 | \$107,606 | \$113,755 |
| TOTAL FEDERAL | | \$194,576 | \$135,606 | \$131,755 |
| Local Match Requirements | | \$38,915 | \$27,121 | \$26,351 |
| TOTAL FUNDS AVAILABLE | | \$233,491 | \$162,727 | \$158,106 |

(1) Revenues are for the federal fiscal year, October 31 through September 30. For the JARC and New Freedom programs, both FFY 2006 and 2007 funds are available as none have yet been drawn down.

(2) Section 5310 revenues for 2007 are based on the awards previously received by the region based on applications submitted for 2006 and 2007. Estimations for 2008 and 2009 are based on a percentage increase to the 2007 allocation. The increase is proportional to the increase CDOT received in Section 5310 funds for the state over 2005 funding levels (pre-SAFETEA-LU). The amount received will be based on a statewide competitive selection for projects. 2008 awards will be announced in late September 2007.

(3) The local match is estimated to equal 20% of the Federal funds for Section 5310 and Section 5317. It is estimated at 50% of the 5316 program.

Conclusion

This report details issues and costs associated with the components of the four coordination alternatives. While they have been identified separately, as the individual components are combined, the overall advantages of coordination will build.

This is especially true as the population grows and the geographic area where coverage is needed expands over time. Already the areas on the north, east, and south sides of the urban area are experiencing increasing demand for specialized transportation services and the historical destinations are expanding, especially in the north. The travel patterns of existing service providers are not geared to serving these northern destinations efficiently. Developing new travel patterns to respond to the growth will be most efficient in a system using joint scheduling.

On a national basis, systems with low costs have several common characteristics:

- A high level of coordination.
- A variety of providers which provide a wide range of services – with different service types and levels of service so the least expensive while appropriate service level can be matched to riders needs.
- Access to a wide range of tools: from paratransit services to specialized transportation providers not bound by the legal requirements of the ADA; from mileage reimbursements to volunteer driver programs; from public sector services to private sector services, including taxi operations.
- Effective coordination at the planning and service delivery levels between fixed-route transit and specialized services.

Establishing a foundation that includes as many of these characteristics as possible will lead, over the long term, to the highest levels of mobility.

The challenges in coordinating services are real: the analysis in this chapter identifies key issues that will need to be addressed. The analysis shows that there are not large cost savings, although assuring the overall fleet size matches the operating expenditures and providing for a fleet in good condition will result in reducing both capital and maintenance expenditures. The ability to maintain appropriate fleet sizes over the long term will be highest with a coordinated system.

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Chapter 7. Job Access Plan

Introduction

Purpose

This chapter presents the Job Access and Reverse Commute (JARC) Transportation Plan for the Colorado Springs Urbanized Area. The JARC program was created to respond to the needs of low-income individuals traveling to work and work-related activities. It was created by Congress as part of the federal welfare reform initiative. The JARC Program is administered by the Federal Transit Administration (FTA).

The JARC Program was originally funded under Section 3037 of the Transportation Equity Act for the 21st Century, often referred to as “TEA-21.” The Section 3037 program required that an Area-wide Job Access and Reverse Commute (JARC) Transportation Plan be prepared as the basis for funding JARC projects. The Federal Register dated April 8, 2002, provided guidance for preparing JARC Transportation Plans. Based on that guidance, the following must be addressed.

- Geographic distribution of low-income individuals, including persons with disabilities
- Geographic distribution of employment and employment-related activities for low-income individuals
- Existing public, private, nonprofit and human service transportation providers
- Transportation gaps between residential locations and employment opportunities
- Activities and projects which address the identified gaps
- Prioritization of recommended projects

In FY 2003, the City of Colorado Springs received an appropriation of \$100,284 in Section 3037 JARC funding through a Congressional earmark. Those FY 2003 funds needed to be obligated by the Federal Transit Administration (FTA) by September 30, 2006. They were not applied for previously due to the unavailability of matching funds. A stand-alone JARC Plan was prepared to meet the planning requirements for the Section 3037 program in order that those earmarked funds could be used before they expired.

In August 2005, the national transportation reauthorization bill (SAFETEA-LU) was signed by President Bush. This bill changed the way the JARC program is administered. For federal FY 2006, and for future years, the JARC program is funded under a new Section 5316 program. Under this new program, JARC dollars are allocated on a formula basis, rather than through Congressional earmarks. The JARC planning requirements also changed. For FY 2006 and beyond a “Coordinated Public Transit-Human Services Transportation Plan” is required as the basis for selecting JARC projects.

JARC Study Process

This Job Access Transportation Plan was prepared for the City of Colorado Springs and the Pikes Peak Area Council of Governments (PPACG), the Metropolitan Planning Organization (MPO) for the Colorado Springs area. It focuses on the portion of the Colorado Springs area that lies within, and immediately surrounding, the service area of Mountain Metropolitan Transit, the public transit provider for the region.

Given the perceived need to obligate the \$100,284 in JARC funds provided for the City of Colorado Springs in the FY 2003 Congressional earmark by September 30, 2006, this plan was completed on a “fast track” basis. It was developed, initially, as a stand-alone report specifically to address the planning requirements for the Section 3037 program. However, it is now being included as a chapter in this Coordination Plan. In that capacity, it will serve as the basis for the selection of JARC projects to be funded under the new Section 5316 JARC program.

A JARC Planning Group was used to provide guidance in the development of the JARC component of this Coordination Plan. The JARC Planning Group included representatives of agencies who work with low income individuals on a daily basis, including low income people with disabilities, as well as representatives of employers in the Colorado Springs area. It was an input and advisory group to the Specialized Transportation Advisory Subcommittee to the Pikes Peak Area Council of Governments (PPACG). Members of the JARC Planning Group are presented in Appendix A.

JARC Plan Organization

Following this introduction and overview, the next section identifies gaps in existing transportation services for work and work-related activities for low income individuals living in the Colorado Springs area. The process in which human service agencies, low income individuals and existing providers were involved in this study is also presented in this section. The next section examines alternatives considered to address the transportation gaps. It also establishes priorities and identifies recommended JARC projects. The next section presents the selected service plan and includes a five-year financial plan. Information of the on the geographic distribution of low income individuals in the Pikes Peak Region, the geographic distribution of employment and employment-related activities, and information on existing transportation providers was presented earlier in this report.

Transportation Service Gaps

In order to identify transportation service gaps for low income job seekers, two types of analyses were conducted. First, the Pikes Peak Area Council of Governments (PPACG) analyzed demographic and employment data by traffic analysis zone (TAZ) and then compared that data with transit service coverage. Second, interviews were conducted

with representatives of agencies serving low income residents and with agencies representing study area employers.

Quantitative Data Analysis

Low Income Residents

PPACG used its geographic information system to analyze existing and future locations of low income households. The geographic distribution of low income households in 2005 is shown in Figure 2-5 in Chapter 2–Community Characteristics. While the data show a wide distribution of low income households in the area, there are concentrations in the central Colorado Springs area. This trend is projected to continue in the future. An analysis was also done on the location of individuals receiving support from the Temporary Assistance to Needy Families (TANF) program. The geographic location of TANF households is similar to that of the general low income population.

Employment Opportunities

PPACG's geographic information system also was used to identify concentrations of employment opportunities. The geographic distribution of total employees for 2005 is shown in Figure 2-9 in Chapter 2–Community Characteristics. Projections for 2035 are shown in Figure 2-10. Again, while employment opportunities exist throughout the metro area, concentrations are currently found in the central area and to the north. In the future, employment is projected to expand significantly in the north and east sections of the metro area, according to the PPACG socio-economic forecasting model.

Current and projected major employment areas are located along the following thoroughfares:

- Interstate I-25
- Academy Boulevard
- Nevada Avenue
- Powers Boulevard
- Garden of the Gods Road

The Colorado Springs Technology Center is also a major employment area as well as the new growth area north of Research Parkway. The expansion of Fort Carson Army Base is also significant both as a location of employment and as a trip generator for military spouses seeking employment elsewhere in the region.

Training Facilities

Low income job seekers frequently need to access training facilities. While much of the training provided is on-the-job training at individual employment sites, other training is

done at traditional training facilities. Major training facilities in the metro area are listed below.

- Colorado College
- Colorado Technical University
- DeVry University
- Regis University
- United States Air Force Academy
- University of Colorado-Colorado Springs
- University of Phoenix
- South Learning Center
- Pikes Peak Community College
- Rampart Range
- Military sites (Fort Carson, Peterson AFB)
- Maintenance Technology Center

Agencies which focus on pre-employment training for low income individuals include Good Will Industries, the Pikes Peak Workforce Center, Community Intersections, Carmel Training and Dungarvin Colorado.

Stakeholder Involvement

The Pikes Peak region has been involved in exploring options for Job Access and Reverse Commute (JARC) Transportation projects since 1999. However, due to the unavailability of local match, no JARC funding has been requested previously.

In 2006, interest in JARC funding was renewed and planning re-initiated given new local funding provided through the creation of a Rural Transportation Authority, and a 1cent sales tax increase. The availability of new local funding has caused the area to re-examine JARC possibilities.

Based on this renewed interest, a JARC Planning Group was re-established in 2006. Members of this group had met in previous years to investigate potential JARC funding. The purpose of the group was to assure that a collaborative process was used in identifying and selecting JARC projects and in developing this Job Access element of the Coordination Plan. The JARC Planning Group served in an advisory capacity to the PPACG Specialized Transportation Advisory Committee. The group met twice formally in mid-2006. There were also numerous e-mail communications among group members in selecting JARC projects and in finalizing this report. Members of the JARC Planning Group are listed in Appendix A. Meeting summaries are presented in Appendix D.

Numerous individual interviews were also held in the spring of 2006 with agencies representing low income individuals, as well as with agencies representing employers in the area. Specific JARC-related interviews were held with staff from the following agencies.

- El Paso County Department of Human Services
- Goodwill Industries of Colorado Springs
- Pikes Peak Workforce Center
- Colorado Springs Vocational Rehabilitation Office
- Greater Colorado Springs Economic Development Corporation
- Colorado Springs Chamber of Commerce
- City of Fountain, Department of Human Resources
- Catholic Community Services
- Rocky Mountain ADA and IT Center
- Community Intersections
- TESSA (Domestic Violence and Sexual Abuse)

Interview summaries are presented in Appendix E. These meetings provided information which supplemented that collected during previous planning efforts conducted since 1999 and information discussed during JARC Planning Group meetings in 2006.

Service Gaps

Based on the analysis of quantitative data by traffic analysis zone (Chapter 2), the assessment of existing transportation services (Chapter 3), and input from human service and employer stakeholders, the following service gaps were identified in early 2006.

- While low income individuals live in various locations throughout the metro area, stakeholders identified three primary areas of concentration: the south central and southeast portions of the City of Colorado Springs, the City of Fountain and the Security/Widefield area.
- While jobs are located throughout the area, there is high job growth in the east along Powers Boulevard and on the north part of the metro area, north of Research Parkway. More transit service is needed to the Powers Boulevard area. New transit service is needed to the growing area north of Research Parkway, where no existing transit service is provided.
- There is a need for transit service in off-hours, throughout the metro area.
- The need for daycare services by many low income job seekers makes using the current transit system unworkable in many instances.

- There is a need for low cost transportation services for individuals who are new hires and, therefore, moving off the welfare system. Many social service benefits end to individuals once a new job is found and they could use additional support to keep their newfound jobs.

Alternatives to Address Service Gaps

Five service alternatives were identified and evaluated through a collaborative process involving human service agencies, employers and transportation providers. The analysis of these alternatives is presented below followed by a prioritization of projects.

Alternatives Analysis

The following alternatives were identified and evaluated: Transit Voucher Program; Express Service to North Area Employers; Shuttle Service to North Area Employers; Late Night Fixed-route Service to the Powers Boulevard Corridor, and a Late Night Taxi Voucher Program.

1. Transit Voucher Program – Alternative #1

The Need – Representatives of human services agencies identified a need for some type of transportation program to help low income individuals after they become employed. Once they get jobs they lose many of their social service benefits and are mostly on their own. According to stakeholders, something as simple as low cost transit service could make the difference between keeping their new jobs and going back into the welfare system. Providing low cost bus service for 6-12 months after they gain employment could make a huge difference.

Solutions – Several human services agencies suggested a bus pass program, focusing on newly hired low income employees. While the Section 3037 JARC program does not allow for the purchase of bus passes per se as an eligible expense, it does allow for service agreements and the use of vouchers for transit service. The City of Colorado Springs could enter into service agreements with human service agencies to create a new Transit Voucher Program oriented to newly hired low income employees. These vouchers would then be distributed by the human service agencies to current clients and clients transitioning out of the welfare system.

The human services agencies contacted identified over \$400,000 in current annual expenditures for bus passes for their clients. However, all of these funds would not necessarily be available to be used as JARC match. For example, the passes purchased by the El Paso County Department of Human Services Child Welfare program are not necessarily used for work or work related activities. Similarly, the Human Services Department TANF program does not specifically identify bus pass purchase amounts separately from other transportation benefits they provide, such as gas vouchers and stipends for vehicle maintenance.

Also, one of the goals of the JARC program is to use new money on the human services side to match new JARC money. Care must be taken in developing a program that responds to these considerations. However, there are numerous changes occurring in funding for human services programs. For example, changes in the Workforce Development Act (WIA) allow for new creativity in how those funds are used. The development of a Transit Voucher Program could work well following new trends in program development. If the Transit Voucher Program is selected, it is recommended that it begin with a small, focused program in order to develop and test the specific nature of the service agreements, how vouchers would be distributed and how the program would be monitored.

Estimated Cost

Estimated costs for a \$200,000 program are shown below.

| | |
|-------------------------------------|------------------|
| #1 – Transit Voucher Program | |
| Vehicle needs: | \$0 |
| Other equipment needs: | \$0 |
| Annual administrative cost: | \$15,000 |
| Annual operating cost: | \$185,000 |
| Total annual cost: | \$200,000 |

Assuming \$100,000 could be used as match, an additional \$100,000 in JARC funds could be used for a \$200,000 total program, including \$15,000 in project management costs, paid for using JARC dollars. The program would focus on newly hired low income individuals but would also serve other clients going to training and other job readiness activities. Assuming \$185,000 is used for vouchers, at an average cost of \$35, approximately 5,300 vouchers could be provided. This would equate to approximately 440 individuals using vouchers every month.

Strengths:

- Improves use of the existing transit system (no additional service required)
- Creative development of multiple funding partners
- Moderate administrative costs
- High benefit for low income individuals
- JARC funding of \$100,280 for FY 2003 could be used

Weaknesses:

- Value limited by extent of existing transit system (service area, service frequency, service days and hours)

- Somewhat challenging administrative start-up with developing service agreements, vouchers, and monitoring program.

2. Express Service to North Area Employers – Alternatives 2A&2B

The Need – Extensive employment growth is occurring in the area north of Research Parkway, beyond the current service area of Mountain Metropolitan Transit. The Greater Colorado Springs Economic Development Corporation identified 21 employers with over 100 employees in the area (see Appendix F). The largest are listed below.

- Progressive Insurance – 13710 Struthers Road (1,098)
- Lockheed Martin – 9970 Federal Drive (1,000)
- Ford Credit – 9930 Federal Drive (638)
- Oracle Corporation – 12320 Oracle Boulevard (700)

Hewlett Packard, located on Rockrimmon Boulevard, has 2,098 employees.

Solutions – Two potential alternatives were identified to address this need.

Alternative #2A – North Employer Express: This option would provide a peak-hour employer express service from south central Colorado Springs (and/or Fountain) to employers north of Research Parkway. Two buses could be used, leaving from the Tejon Park-n-Ride in south central Colorado Springs at 6:45 AM and 7:15 AM (for example), arriving at selected employer stops at approximately 7:30 and 8:00 AM respectively. The buses could potentially pick up additional passengers at the Chapel Hill Transfer Station and/or Union Town Center. An employer match may be possible for this option, although funding may also be available through the Rural Transportation Authority.

Estimated Cost

| | |
|------------------------------|-----------|
| #2A – North Employer Express | |
| Vehicle needs: | \$200,000 |
| Other equipment needs: | None |
| Annual administrative cost: | \$ 20,000 |
| Annual operating cost: | \$218,400 |
| Annual operating cost: | \$238,400 |

If two vehicles operated six hours a day (total of 12 service hours per day), 260 days, at \$70 per service hour, the annual operating cost would be \$218,400, plus an estimated \$20,000 in marketing and administrative costs, for a total annual cost of \$238,400. Half of this cost would be covered by JARC funding (\$119,200) and half by employer or the

Pikes Peak RTA funding (\$119,200). Some of the needed funding could be reduced by rider fares. An additional transit vehicle would also be needed. No complementary ADA paratransit service would be required due to the peak-hour nature of this service.

Strengths:

- Provides service to currently un-served area/employers
- Uses existing transit service provider
- Involves employers in transit service provision and funding
- Potentially high benefit for low income individuals

Weaknesses:

- At least one new vehicle may be required
- Potential long travel times for riders
- Potential difficult challenges for employees to get to south terminus point
- The jobs available from north end employers may not be well suited for typical clients moving off welfare
- Sets a precedent for Mountain Metropolitan Transit extending service outside its service area
- Would require FY 2006 JARC funding in addition to the \$100,280 for FY 2003 which is currently available

Alternative 2B – North Employer Shuttle: A second option would be to operate an Employer Shuttle service to employers north of Research Parkway from selected Park-n-Ride lots and/or terminus points on the existing Mountain Metropolitan Transit system. For example, service could be provided from 6:45 to 8:45 AM and from 4:00 to 6:00 PM on weekdays. Passengers from Route 25, Route 92, Route 93 and Route E3 could be met at the terminal locations in the morning and returned in the afternoon. Potentially FREX riders coming from Fountain could also be served at the I-25/Woodmen Park-n-Ride lot. Thirty minute shuttle service could be operated for two hours each morning and afternoon, to service north area employers who are currently outside the service area. Ideally only one bus would be required.

Estimated Cost

| | |
|------------------------------|-----------|
| #2B – North Employer Shuttle | |
| Vehicle needs: | \$ 0 |
| Other equipment needs: | None |
| Annual administrative cost: | \$20,000 |
| Annual operating cost: | \$109,200 |
| Annual operating cost: | \$129,200 |

If one vehicle operated six hours per day, 260 days, at \$70 per service hour, the annual operating cost would be \$109,200, plus an estimated \$20,000 in marketing and administrative costs, for a total annual cost of \$129,200. Again this would be split as 50% JARC funding (\$64,600) and 50% in employer funding or PPRTA funding (\$64,600). The costs could be potentially be reduced through rider fares, although riders will have already paid a fare to get to the start-point for the shuttle service. It is assumed that an existing Mountain Metropolitan Transit bus could be used for this service.

Strengths:

- Provides service to currently un-served area/employers
- Uses existing transit service provider
- Involves employers in transit service provision and funding
- Potentially high benefit for low income individuals
- No new vehicle required, at least initially
- JARC funding of \$100,280 for FY 2003 could be used

Weaknesses:

- Potential long travel times for riders
- The jobs available from north end employers may not be well suited for typical clients moving off welfare
- Sets a precedent for Mountain Metropolitan Transit extending service outside its service area

3. Late Night Transit Service – Alternatives 3A and 3B

The Need – The Mountain Metropolitan Transit service currently ends at roughly 10:30 PM and service is limited on Sundays. Many low income workers have service sector jobs that require transportation outside conventional work hours.

Solutions – There are many potential options for this late night service alternative. A focused service approach will be required to control costs.

Alternative 3A-Late Night Fixed-route: One alternative, suggested during interviews with human service agency personnel, would be to provide a Late Night Route from the central Colorado Springs area to and along Powers Boulevard. One vehicle could operate hourly from roughly 10:30 PM to 6:00 AM.

Estimated Cost

| | |
|------------------------------|-----------|
| #3A – Late Night Fixed-route | |
| Vehicle needs: | \$0 |
| Other equipment needs: | None |
| Annual administrative cost: | \$ 20,000 |
| Annual operating cost: | \$145,600 |
| Annual operating cost: | \$165,600 |

If one vehicle operated eight hours a day, 260 days, at \$70 per service hour, the annual operating cost would be \$145,600, plus \$20,000 in marketing and administrative costs, for a total annual cost of \$165,600. However, unless this service operated on a route deviation basis, complementary ADA paratransit service would be required. This would roughly double the cost. Assuming some type of route deviation provision was included in the service, the total cost would be \$165,600. Of this amount, 50% JARC funding (\$82,800) could be used, plus 50% from other sources (\$82,800). Public funding is likely as it may be difficult to obtain matching funds from small employers. However, fare revenue could reduce the cost of the system.

Strengths:

- Provides service during late night hours when other transit service is not available
- Uses existing service providers
- Potentially involves employers in transit service provision and funding
- Potentially high benefit for low income individuals
- No new vehicle required, uses unused vehicle capacity
- JARC funding for FY 2003 could be used

Weaknesses:

- Late night service demand is untested
- If successful, may stimulate requests for other late night services, for which funding is not currently available

Alternative 3B-Late Night Taxi Voucher Program: This alternative was suggested during a meeting of the JARC Planning Subcommittee. It would provide a Late Night Taxi Voucher program. Metro Mobility currently uses a taxi voucher program as a backup for its ADA paratransit service. This program could be expanded as part of a late night taxi program, potentially as a pilot. Under this program, taxi service would be available to a tightly controlled client group for a period of one year to determine its effectiveness. The taxi voucher program would be available from approximately 10:30 PM to 6:00 AM, potentially within a narrow service area to further control costs.

Estimated Cost

| #3B - Late Night Taxi Voucher | |
|-------------------------------|-----------|
| Vehicle needs: | \$0 |
| Other equipment needs: | None |
| Annual administrative cost: | \$20,000 |
| Annual operating cost: | \$124,800 |
| Annual operating cost: | \$144,800 |

This program could be operated at a variety of levels. In order to provide a pilot and to control costs, assume 20 clients would use the program each month, as determined, at least initially, by human service agencies. If each client made ten trips per week, a total of 200 taxi voucher trips would be taken weekly. At an estimated cost of \$12 per trip, the weekly cost would be \$2,400. For a 52 week year, the cost would be \$124,800 plus administrative costs.

Assuming \$144,800 in total costs, 50% JARC funding would total \$74,200 and 50% from other sources would total \$74,200. Public funding is likely. Fare revenue could reduce the public cost of this program.

Strengths:

- Provides service during late night hours when other transit service is not available
- Uses existing private sector service providers
- Potentially involves employers in transit service provision and funding
- Potentially high benefit for low income individuals
- No new vehicle required, uses unused vehicle capacity
- JARC funding for FY 2003 could be used

Weaknesses:

- Late night service demand is untested
- If successful, may stimulate requests for other late night services, for which funding is not currently available
- Relatively high cost per trip
- Existing taxi company does not operate accessible vehicles.

Service Priorities and Recommended Alternative

At a meeting June 23, 2006, the JARC Planning Group met to review the alternatives. The consultant presented the following criteria to use in evaluating projects.

- Meets identified needs
- Operationally feasible
- Financially feasible
- Fits within current transportation service structure
- Contributes to long term transportation solutions

Based on a preliminary review of the alternatives at that meeting and at a subsequent meeting on July 18, 2006, the JARC Planning Group identified the following priorities.

1. Transit Voucher Program and Late Night Service
2. Focused Service to North Area Employers
3. Other alternatives to be developed for the long term based on operational experience with gained by implementing the initial service priorities

The Committee believed there was a definite need for a new voucher program to support low income people who were newly employed. The Transit Voucher Program appeared to be an alternative that would provide this type of transportation benefit for the area.

The Committee also strongly supported some type of service in off hours, potentially as a pilot project. Since the City of Colorado Springs has an existing written agreement with the local taxi operator for backup service for Metro Mobility, extending this to late evening service could be relatively simple. However, there have been reliability issues with the existing taxi operator and he is not willing, at this time, to purchase or operate wheelchair accessible vehicles. Therefore, the City proposed that it would operate a new Late Night Call-n-Ride service as a pilot project, using an accessible vehicle.

There was general agreement that transit service is also needed to growth areas on the north and east of the metro area where many new jobs are being created. However, it was stated that the specific identified north area employers do not typically hire low income people with the skill levels that the human service agencies normally work with. Many jobs are call-center jobs which are high stress and high turnover. These jobs don't well suit typical clients of the participating partner agencies. Therefore it was thought that while transit service is needed for the developing areas of the north and east, and that some low income individuals would benefit, other services would be a better focus for the use of JARC funding, at least initially. It was also mentioned that in addition to

the need to get low income people to north area jobs, equal consideration should be given to low income people living in Fountain who need better access to employment opportunities in the central Colorado Springs area.

In early July, it was learned that the Pikes Peak Regional Transportation Authority (PPRTA) was willing to provide the match for an initial JARC program for the Colorado Springs area. This would include the \$100,284 match needed for the FY 2003 federal earmark plus an estimated \$171,000 to match FY 2006 JARC funding. The total would be \$271,284 to match an equal amount in JARC funds, for a total first year program of \$542,568. Additional human service agency match, however, could also be used.

As a result, there appears to be considerable funding flexibility in selecting initial year JARC projects. However, it will still be important to: 1) select projects which can be sustained in the future (an estimated \$171,000 in JARC funds can be expected annually, starting with FY 2006), and 2) continue to effectively partner with existing human service agencies. That will include working within their program and matching fund requirements.

Selected JARC Projects

Two projects were selected by the JARC Planning Group as top priorities; the Transit Voucher Program and the Late Night Call-n-Ride Service. However, two issues arose in late summer, 2006, which caused the Transit Voucher Program to be removed from initial funding consideration. First, two of the three initial human service agency partners elected not to participate in the Voucher Program based on internal agency considerations. Second, the Federal Transit Administration (FTA) raised concerns which appeared impossible to overcome, at least in the short term. Therefore, the Late Night Call-n-Ride project was selected as the only project for which funding would be requested initially.

This section describes the selected Late Night Call-n-Ride project, which will be viewed as a pilot to initiate JARC-funded service in the Colorado Springs area. Initially, it will be funded using \$100,284 in FY 2003 Section 3037 funds. In future years, if successful, it will be continued and/or expanded using the new Section 5316 JARC program.

Project Description

Project Goals

In the past, JARC funding was not pursued in the Colorado Springs area primarily due to the unavailability of non-JARC matching funds. Given the passage of the Pikes Peak Rural Transportation Authority (PPRTA) funding initiative and new opportunities to use human service agency funding to match the JARC program, it was decided to move forward with additional transportation services for low income job seekers in the area.

One overriding goal, therefore, is to successfully begin new JARC-funded service in the area, as a precursor to future year projects and funding requests.

A Late Night Call-n-Ride project is proposed to initiate JARC service, as a pilot, in the spring of 2007. It will initially be funded through the FY 2003 Section 3037 Congressional earmark. The full \$100,284 in FY 2003 funding will be requested to support service operation in the first year of operation. It could begin as early as May or June of 2007. In the future, this pilot project, or its predecessor, will be funded under the new Section 5316 JARC program.

The Late Night Call-n-Ride Project will begin small, using one City wheelchair accessible vehicle operating in a demand response mode. The service will operate from approximately 10:00 PM to 6:00 AM six days a week. Much of the current Mountain Metropolitan Transit service ends at 6:45 PM and the remainder ends at approximately 10:30 PM. As a result, many low income individuals cannot use the transit system to go to work. This initial Late Night Call-n-Ride service will be used to test the market for late night bus service.

Initially, to control demand, riders will be pre-qualified by human services agencies, to utilize this advance reservation service. Priority will be given to re-occurring work-related trips. As the program develops the pre-qualification requirements may be reduced or eliminated. Eventually, it is hoped that the service will be expanded through a service agreement between the City of Colorado Springs and the local taxi operator. Currently, however, the taxi operator is not willing to operate wheelchair-accessible vehicles.

Due to the fact that this will be new service, a conservative estimate has been made for vehicle productivity. During the first year, an average of 4.0 riders per hour is projected. Assuming eight hours of service per day, six days a week, estimated annual ridership would be approximately 10,000 passenger trips. In the future, it is hoped that an average of 5-6 riders per hour, or more, can be obtained. At an average of 6.0 riders per hours, annual ridership would total 15,000 on this pre-scheduled service. If successful, this service could be expanded in the future, using JARC and/or other funds.

Project Cost

The Late Night Call-n-Ride Service is projected to cost \$290,000 in calendar 2007, \$230,000 in operating cost and \$60,000 in capital cost. A portion of the operating cost for the service will be funded using the \$100,284 of FY 2003 Section 3037 JARC dollars. The balance will be provided through a combination of Pikes Peak Rural Transportation Authority (PPRTA) and City funding. 80% of the estimated capital cost, \$48,000, will be funded through the new Section 5316 JARC program. The balance will be provided through a combination of Pikes Peak Rural Transportation Authority (PPRTA) and City funding. As the project develops in future years, it is hoped that matching funds from the City's human service agency partners will also be used to support operating costs of the project. Rider fares will reduce the overall cost of the

system or the local PPRTA match required, depending on how final program management decisions.

The \$230,000 annual operating cost is based on current Mountain Metropolitan Transit operating costs. One vehicle will operate eight hours a day, from roughly 10:00 PM to 6:00 AM, six days a week. Therefore, 312 service days will be operated annually. Given eight hour days, a total of roughly 2,500 annual service hours will be provided. At an average operating cost of \$70 per hour, the total annual operating cost will be \$175,000. Adding \$45,000 for dispatch and \$10,000 for marketing, the total annual cost to will be \$230,000.

The City of Colorado Springs will work closely with its new human service agency partners to determine the effectiveness of this new service. Ideally the program will be expanded in the future.

Use of Existing Operators

The Late Night Call-n-ride Service will utilize Mountain Metropolitan Transit, the existing public transit operator in the Colorado Springs area. Initially, the intent was to use taxi vouchers for the late night service program. However, due to concerns regarding service reliability and the unwillingness of the existing taxi operator to buy, or operate, wheelchair accessible vehicles, it was decided to utilize Mountain Metropolitan Transit accessible vehicles, at least during the first year.

Meeting Mobility Needs

The recommended project is designed to address mobility needs of low income residents in the Colorado Springs area. The Late Night Call-n-Ride Service will provide a new benefit for low income job seekers. There is currently no public transit service in the Colorado Springs area after 10:00 PM. The City's new human service agency partners indicated a high need for some type of transit service in the evening. Given the high cost of providing evening service throughout the Mountain Metropolitan Transit system, a small manageable demand responsive pilot program is being proposed. Riders will call at least 24 hours in advance to request the service. Initially the service will focus on riders authorized through human service agency partners. Based on operating experience, and as the system develops, the intent is to open the service to a broader clientele group, while retaining its focus on low income individuals going to work and work-related activities.

Although it is difficult to estimate demand, a goal has been established to serve an average of six passengers per service hour on this demand response service once it is in full operation. Assuming the need to build ridership over time, in the first year an average of four passengers per hour is a more realistic goal. Given service operating eight hours a day, six days a week, 312 days a year, a total of approximately 2,500 annual service hours will be provided. At an average of four passengers per service hour the first year, the total estimated first year ridership is 10,000 passenger trips.

Employer Services

There are no direct employer-related services associated with this project. However, the major employers in the area were involved in the development and review of alternatives. Two employer-focused alternatives were identified and evaluated as part of the study process. They will be reviewed again as future year JARC projects are developed.

As a result of this JARC planning process the Greater Colorado Springs Economic Development Corporation is surveying its members regarding transportation needs, potential solutions and the ability and willingness of employers to participate financially in the development of solutions. This information will assist in the development of future projects.

Three Year Funding Plan

Figure 7-1 presents an initial three-year financial plan for beginning Job Access service in the Colorado Springs area. It is assumed that the initial pilot Late Night-Call-n-Ride service will continue over the three-year period. However, the City and its human service agency partners are just beginning to work together in planning and developing transportation service options, so JARC services are expected to evolve over time.

The Late Night Call-n-Ride Program annual operating cost is projected to be \$230,000 for three years. During the first year \$100,284 in FY 2003 Section 3037 JARC program funding will be used to support operations. In future years the new Section 5316 JARC program will be used for operations. To support the program in the first year, an estimated \$48,000 will be used from the new Section 5316 JARC program to pay for 80% of capital costs. Initially, the non-JARC match for both operations and capital will be provided by the Pikes Peak Rural Transportation Authority (PPRTA) and the City of Colorado Springs. As the service develops, funding from the City's human service agency partners is expected. Rider fares will also be used to either reduce the net project cost or reduce the local match, depending on final management decisions by the City.

As the table shows, approximately \$330,000 in JARC-funded projects is proposed for the three year period, calendar 2007 through 2009, other than an additional \$60,000 in 2007 for capital. The service is anticipated to begin in mid-2007.

Figure 7-1 Three-Year Financial Plan

| Costs and Funding | Annual 2007-08 | Annual 2008-09 | Annual 2009-10 |
|------------------------|-------------------|-------------------|-------------------|
| Late Night Call-N-Ride | | | |
| Operating Costs (1) | \$230,000 | \$230,000 | \$230,000 |
| Capital cost (2) | \$60,000 | | |

| | | | |
|------------------------------|------------------|----------------|------------------|
| Total | \$290,000 | \$ 230,000 | \$230,000 |
| | | | |
| Funding | | | |
| JARC 3037 | \$100,284 | | |
| JARC 5316 (3) | \$48,000 | \$ 115,000 | \$115,000 |
| City/PPRTA (4) | \$141,716 | \$115,000 | \$115,000 |
| Pikes Pk. Workforce Ctr. (5) | | | |
| Goodwill Industries (5) | | | |
| CO Div. of Voc. Rehab.(5) | | | |
| Other | | | |
| Subtotal | \$290,000 | 230,000 | \$230,000 |

- 1) Assumes 2,500 annual services hours @ \$70 (\$175,000) plus \$45,000 for dispatch and \$10,000 for marketing
- 2) One wheelchair accessible small bus
- 3) Section 5316 JARC program pays 80% of capital cost
- 4) City and PPRTA provide capital and operating match
- 5) Anticipated additional funding partners

Future JARC Projects

The JARC program is new to the Colorado Springs area. Therefore, the first 2-3 program years will be used to test projects and determine the most effective long term projects for the area. Should the Late Night Call-N-Ride pilot project be deemed unfeasible, other projects which fit into the JARC grant guidelines may be considered instead.

This plan recommends that the City of Colorado Springs remains as the designated recipient of JARC funding for federal FY 2007 funds and Pikes Peak Area Council of Governments will serve as the lead planning agency. It is recommended that the two organizations work together with PPACG running the planning process, supporting the local coordinating council, and conducting the annual selection process, as described in Chapter 5. Updates to the Memorandum of Agreement between the two agencies will identify responsibility for announcing the program, disseminating guidelines, reviewing and selecting projects. The City of Colorado Springs would submit annual grant applications to the FTA.

The City of Colorado Springs, as the designated recipient for JARC funding for FY 2003 and FY 2006, is responsible for selecting and monitoring projects as well as submitting grants for those years to the Region 8 FTA office.

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Chapter 8. Proposed Implementation Plan

Introduction

This proposed implementation plan summarizes the study recommendations in each of the three major areas addressed in this plan:

- Planning Process
- Specialized Transportation
- Job Access / Reverse Commute (JARC)

It presents future scenarios for action, a suggested time schedule, and costs for each activity. These are presented as a guide and the timing will depend somewhat on agency approval, submittal and approval of projects, and the various activities involved with implementation.

Recommendations

Planning Process Proposals

The following proposals are made to enhance the planning process to enable the region to meet its human service transportation coordination vision, mission, and goals. The recommendations will be reviewed by the PPACG Board of Directors and the City of Colorado Springs and modified as needed.

1. That human service, specialized, and employment transportation be coordinated on a regional basis, covering El Paso and Teller counties. These efforts would be guided by the draft vision, mission, goals, service standards, and evaluation criteria presented in Chapter 5.
2. That the City of Colorado Springs continue to be the designated recipient for Federal Transit Administration 5316 (Job Access / Reverse Commute) funds and become the designated recipient for Section 5317 (New Freedom) funds.
3. That Pikes Peak Area Council of Governments (PPACG) serve as the lead planning agency for these programs, integrating the planning and project selection aspects into its regional planning activities.
4. That the City of Colorado Springs and PPACG define their roles for this process through an update to their Memorandum of Agreement.
5. That PPACG support the development of a brokerage for specialized transportation through:

- a. Providing oversight for the development of a brokerage and implementation of the various coordination projects. This could be accomplished through additional staff or consulting assistance.
- b. Transitioning the Specialized Transportation Advisory Subcommittee of the Transportation Advisory Committee to full committee status. As a “public transportation coordinating committee”, the group would be expected to take on a stronger policy recommendation and oversight role, support coordination efforts for specialized and job access transportation, and expand its stakeholders to include stakeholders with interests in human service transportation, job access, and specialized transportation services.

The brokerage for providing transportation services may spin off as a private non-profit organization, in which case a board to direct its activities would be required.

Proposed Specialized Transportation Coordination Efforts

The Joint Call and Scheduling Center Alternative for service providers is the recommended concept to address better coordination of specialized needs of human services transportation in this region. Further, the intention of potentially developing a human services transportation brokerage will be explored in more depth in 2007. A brokerage would enable coordination among a greater number of agencies and provide a wider range of services than the individual agencies now provide.

Future activities included in this alternative are:

1. Hire a Mobility Manager or obtain mobility management consulting services.
2. Establish a joint call and scheduling center in a three-step process.
 - a. Metro Mobility considers separating the existing call and scheduling function from the Metro Mobility contract.
 - b. Consider adding the Coordinated Transportation module to the existing Trapeze system (scheduling and dispatching software), setting it up for all providers and fund sources (including Medicaid), and testing the system so it is fully functional.
 - c. Transfer call and scheduling functions from participating agencies to the joint center.
3. Carry-out a study to further investigate the concept of a brokerage and determine what structure would be effective and functional for the Pikes Peak Region.

4. Implement ancillary activities to include acquiring communications equipment, preparing common customer information materials, and developing common driver training standards.
5. Support a well-maintained fleet that is matched in size to operating resources and demand for services.
6. Consider other innovative uses for 5317 New Freedom funds.

Proposed Job Access Reverse Commute Plan

Given the challenges over the past few years of developing JARC projects (difficulties in obtaining local match and developing JARC projects acceptable to FTA), for the initial years of the Coordination Plan a wide variety of projects will be considered. All submitted projects will be reviewed using evaluation criteria developed by the CCOST to assure the projects meet current CCOST goals.

Future Scenarios/Schedule of Activities

The proposed plan includes a variety of scenarios, some activities requiring adoption by the various agencies, some requiring funding, and some requiring action to implement within the framework of day-to-day business for the public and private non-profit agencies involved in providing transportation services in the region. Again these activities are listed by area. On page 8-6 is a schedule showing a suggested timetable.

Next Steps in the Planning Process

1. The following are the next steps to complete the Human Services Transportation Coordination Study and Plan and move forward with changes to the planning process to implement study recommendations. Approval of the Human Services Transportation Coordination Plan by the PPACG's Transportation Advisory Committee, the PPACG Board, and the City of Colorado Springs with recognition that it is a working plan which will become part of the 2008-2035 Regional Transportation Plan. PPACG will continue to solicit public comment through the 2008-2035 Regional Transportation Planning process with final adoption as part of the transit element of the 2008-2035 Regional Transportation Plan.
2. Re-structure the Specialized Transportation Advisory Subcommittee as a full committee of the PPACG. This will include expansion of membership and adoption of bylaws.
3. Adopt the evaluation criteria for 5310 (a modification), 5316, and 5317 programs as part of the PPACG planning process.

4. Designate the City of Colorado Springs as recipient for the FTA 5316 and 5317 funds.
5. Update the Memorandum of Agreement between PPACG and the City of Colorado Springs to document the roles of each agency in carrying out the FTA coordination regulations and joint planning responsibilities.

Proposed Specialized Transportation Coordination Efforts

1. Hire staff or obtain a consulting firm for Mobility Management services to oversee coordination activities. Prepare a job description or scope of work, advertise and interview.
2. Establish a joint call and scheduling center. This will begin by identifying the partners who will participate and having them work together on the following activities:
 - a. Refine Call and Scheduling Center Project. This includes refining activities, costs, and funding necessary to get this underway. It also includes defining how the transition year will be handled.
 - b. Develop and sign Intergovernmental Agreement (IGA) specifying roles and responsibilities of each partner.
 - c. Develop a Request for Proposal (RFP) for call and scheduling center services. The RFP will be for a call and scheduling center that includes the Coordinated Transportation (CT) module for Trapeze, testing and refining reports, and integration of other providers.
 - d. Locate a facility and arrange for T-1 line.
 - e. Procure CT Module for Trapeze.
 - f. Installation, training, and testing of CT Module with appropriate reports for all providers and fund sources.
 - g. Develop common customer information for new call and scheduling center.
 - h. Individual providers transition their call and scheduling functions to joint call and scheduling center.
3. Carry-out a study to further investigate the concept of a brokerage and determine what structure would be effective and functional for the Pikes Peak Region.
4. Collect information on specific driver training and insurance requirements, identifying steps necessary to develop common training standards and begin sharing vehicles between agencies.

5. Solicit innovative projects for the new 5317 New Freedom program, in addition to projects that directly support the development of a Joint Call and Scheduling Center.

Job Access / Reverse Commute

1. Conduct a workshop for potential applicants for JARC funding.
2. Solicit innovative projects for the 5316 Job Access funding during the initial years of the Coordination Plan.
3. Implement JARC-funded projects, evaluate them, and develop plans for future JARC service development.

Figure 8-1 Schedule of Activities

| <i>Planning Activities</i> | 2006 | | 2007 | | | | | | | | | | | | 2008 | | | |
|--|------|-----|------|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|-----|------|-----|-----|-----|
| | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr |
| Restructure STAS | | | | | | | | | | | | | | | | | | |
| Adopt Evaluation Criteria | | | | | | | | | | | | | | | | | | |
| Designated Recipient | | | | | | | | | | | | | | | | | | |
| Update Memorandum of Agreement | | | | | | | | | | | | | | | | | | |
| <i>Specialized Transportation Coordination Activities</i> | | | | | | | | | | | | | | | | | | |
| Job Description, Advertise and Interview Mobility Mgr. | | | | | | | | | | | | | | | | | | |
| Refine Call Center Project | | | | | | | | | | | | | | | | | | |
| Develop & Sign IGA | | | | | | | | | | | | | | | | | | |
| Develop RFP for Call Center | | | | | | | | | | | | | | | | | | |
| Locate a facility; obtain T-1 line access | | | | | | | | | | | | | | | | | | |
| Procure CT Module | | | | | | | | | | | | | | | | | | |
| Install, test, and train on CT Module and Trapeze | | | | | | | | | | | | | | | | | | |
| Common customer information | | | | | | | | | | | | | | | | | | |
| Other providers transition to joint center | | | | | | | | | | | | | | | | | | |
| Brokerage: Fund, write scope, and procure services | | | | | | | | | | | | | | | | | | |
| Brokerage: carry out study | | | | | | | | | | | | | | | | | | |
| Driver Training: collect information & refine project | | | | | | | | | | | | | | | | | | |
| <i>Job Access Plan Activities</i> | | | | | | | | | | | | | | | | | | |
| Obtain vehicle for Late Night Service | | | | | | | | | | | | | | | | | | |
| Refine and prepare for service | | | | | | | | | | | | | | | | | | |
| Implement service | | | | | | | | | | | | | | | | | | |

Project Costs and Funding

A four-year funding plan is identified in Figure 8-2. This plan is based on the level of revenues anticipated to be available. Some projects can be funded through more than one fund source. Based on applications received and final availability of funds, funding may be adjusted to reflect necessary changes.

Figure 8-2 Proposed Four Year Funding Plan

| ACTIVITIES AND COST ⁽¹⁾ | 2007 | 2008 | 2009 | 2010 |
|---|------------------|------------------|------------------|------------------|
| Mobility Manager | \$52,500 | \$80,000 | \$80,000 | \$80,000 |
| Joint Call & Scheduling Center | | | | |
| Trapeze CT Module | \$30,000 | | | |
| T-1 Line | \$50,000 | | | |
| Furnishings & Equipment | \$15,000 | | | |
| Training | \$15,000 | \$5,000 | | |
| Ongoing Operating Costs | \$415,000 | \$415,000 | \$415,000 | \$415,000 |
| Brokerage Study | \$60,000 | | | |
| Customer Information | \$5,000 | \$5,000 | \$5,000 | \$5,000 |
| MDT / AVL Equipment | \$159,000 | | | |
| Radio Equipment | | \$332,000 | | |
| JARC Late Night Service | | | | |
| Capital Expense | \$60,000 | | | |
| Operating Expense | <u>\$230,000</u> | <u>\$230,000</u> | <u>\$230,000</u> | <u>\$230,000</u> |
| | \$1,091,500 | \$1,067,000 | \$730,000 | \$730,000 |
| FUNDING | | | | |
| FTA 5310 | | \$64,000 | \$64,000 | \$64,000 |
| FTA 5316 JARC | \$148,284 | \$115,000 | \$115,000 | \$115,000 |
| FTA 5317 New Freedom | \$194,000 | \$99,000 | \$99,000 | \$99,000 |
| Other (planning and capital) ⁽²⁾ | \$148,000 | \$265,600 | | |
| Local Match ⁽³⁾ | <u>\$601,216</u> | <u>\$523,400</u> | <u>\$452,000</u> | <u>\$452,000</u> |
| | \$1,091,500 | \$1,067,000 | \$730,000 | \$730,000 |

Footnotes:

1. Estimates for a calendar year, although it was assumed in 2007 that the Mobility Manager would not be hired until near the middle of the year.
2. Other funds might include 5307, 5310, 5316, 5317 or other fund sources.
3. Local match may come from existing agency providers or other sources.

Additional detail was provided in Chapter 7 on the JARC Late Night Service Project. Additional detail is also provided on the costs and funding of the Joint Call and Scheduling Center, in Figure 8-3. The cost of purchasing the new software module, training, and furnishings would only occur in the first year. The remaining costs would be ongoing. This project will use existing revenue streams for most of the ongoing operating expenses.

Figure 8-3 Draft Budget for Call and Scheduling Center

| EXPENSES | Personnel Detail | Total Costs | |
|--|------------------|-------------|----------|
| | | Operating | Capital |
| <i>Staffing Costs</i> | | | |
| Manager | \$50,000 | | |
| Reservations Agents | \$190,000 | | |
| Scheduler | \$60,000 | | |
| | TOTAL PERSONNEL | \$300,000 | |
| <i>Telephone</i> | | | |
| | | \$8,000 | |
| <i>Reservations/Scheduling System</i> | | | |
| T-1 Line | | | \$50,000 |
| Current Trapeze system - City of CS owns | | | |
| Current Maintenance/Licensing on Trapeze | | \$60,000 | |
| Additional maintenance on new module | | \$10,000 | |
| Purchase new CT Module | | | \$30,000 |
| Training on New System | | \$12,000 | |
| <i>Facility Rent⁽¹⁾</i> | | | |
| | | \$40,000 | |
| <i>Furnishings and Equipment</i> | | | |
| TOTAL | | \$430,000 | \$95,000 |
| FUNDING SOURCES⁽²⁾ | | | |
| <i>Local Funding</i> | | \$331,000 | \$19,000 |
| <i>Federal Funding</i> | | | |
| 5310 Funding | | \$50,000 | \$76,000 |
| New Freedom | | \$49,000 | |
| TOTAL | | \$430,000 | \$95,000 |

(1) *Facility Rent*: Determine if space in a current facility can be used (and a T-1 Line installed at a cost effective level)

(2) *Budget Assumptions*

- Mobility Manager needed to see this process through (\$65,000 w/ benefits, funded by New Freedom and local match)
- All participants contribute what they do today, balanced out over a three-year period.
- Use "built-up" New Freedom funds and apply for 5310 dollars for initial costs - but these will take some time to receive.
- Current costs are projected to be covered by existing entities current budgets; new costs will use new funding sources.
- In calculating costs, the existing expenditures were used to determine maximum to be paid by each agency and the share allocated to each entity. the major current costs were for call takers and schedulers and for software costs.
- Over time, participants will adjust costs based on number of trips scheduled for each agency's vehicles.

(3) *Pikes Peak Partnership* will provide some inkind staffing support with their existing scheduler/dispatcher spending some shifts in call center, based on need for her in dispatch / supervisory role for Amblicab service.

Two items are worth noting. The funding projected for the FTA 5310 revenues are about \$40,000 higher than projected as the average award – and this does not count the amount generally received for vehicles. Also, funding for the federal share of the planning project, and MDT/ AVL and radio equipment has not yet been identified. This amounts to \$48,000 in planning funds and \$393,000 in capital funds.

Conclusion

This study was developed with the cooperation of many individuals and agencies. The results identify a workable means for improving coordination of public transportation services. It addresses the regional planning process and specific activities for coordination of specialized transportation and employment transportation to meet the needs of human service agencies.

This plan outlines an ambitious scope of work for the upcoming four years. The activities identified in this plan will provide a solid foundation for building a coordinated transportation network meeting the needs of human service agencies and the general public.

Implementation of this plan will require leadership and the continued cooperation of the many stakeholders in the region. It will take flexibility, respect for the missions of the varied agencies in the region, creativity, and patience as the partners work to implement this plan.

The next few years will bring challenges as the partners adjust the planning process to reflect the need for increased coordination, develop a joint call and scheduling center, and determine how a brokerage can be developed that will meet the region's needs.

With these improvements and new relationships developed between the stakeholders, the vision of an improved transportation network will be much more attainable.

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