Developing Public Transit in Your Community

Curriculum

and

Resource Guide

TABLE OF CONTENTS

Introduction

Why Get Involved In Public Transit?

Why do we need public transportation?

Transportation can be a particularly difficult barrier to work for Americans with disabilities. In 1997, the Director of Project Action stated that access to transportation is often the critical factor in obtaining employment for the nation's 25 million transit dependent people with disabilities. Today, the lack of adequate transportation remains a primary barrier to work for people with disabilities; one-third of people with disabilities report that inadequate transportation is a significant problem.

New Freedom Initiative, President George W. Bush

The lack of transportation is one of the most frequently cited problems of rural residents. Federal funds to support public transportation have historically been inequitably allocated between urban and rural areas. This inequity has a particularly significant impact on people with disabilities who live in rural areas.

Inequities in Rural Transportation, RTC/Rural, University of Montana, June 1999.

The percentage of people faced with transportation barrier is difficult to estimate, for several reasons. First, geographic location accounts for much of the variation. Transportation will be a barrier for a large percentage in the 40 percent of rural areas that have no public transportation system, but for a much smaller percentage in urban areas with inefficient transportation systems. Likewise, personal transportation varies substantially between rural and urban areas, with only 28 percent of rural households not owning a car but 57 percent of urban households not owning a car.

Ancillary Services to Support Welfare to Work: Inadequate Transportation, U.S. Department of Health and Human Services

Whether people can maintain independence in their communities as they age depends in part on their access to the goods, services, and social contacts necessary to a good quality of life. This access relies largely on their mobility –getting themselves to and from crucial goods, services and social interactions that are necessary to independent living.

The median number of trips by older drivers is three times that of older non-drivers. Regardless of age or sex, older drivers report taking more trips than older non-drivers

Eighty-six percent of non-drivers report that they do not use public transportation. Of the non-drivers who do not use public transportation, 33 percent say that they prefer to rely on rides from family and friends. Other reasons for not using public transportation include its lack of availability, inconvenience, and individual physical problems.

Community Transportation Survey, Audrey Straight, American Association of Retired Persons, 1997

The unmet demand for public transit exclusive of NICTD is quantified as 81,480,000 unmet trips and residents of 54 counties have no access to public transit.

Indiana Department of Transportation, Annual Report, 2001

All taxpayers are heavily subsidizing the use of the automobile through taxes and product pricing. In addition to the environmental costs of the automobile, we are paying for police costs, emergency services costs, insurance premiums, increased prices resulting from parking space maintained by business and industry etc. (Appendix E)

The negative impact of inaccessible transportation is a concern shared by the Indiana Governor's Planning Council for People with Disabilities since the 1970's. Transportation has long been recognized as vital to people with disabilities achieving the quality of life they desire. In 1976 the Indiana Governor's Planning Council for People with Disabilities decided that, regardless how impossible the problem may seem, it must be addressed.

Over the past twenty-five years numerous efforts have been organized to address the seemingly overwhelming task of fulfilling the dream of accessible, affordable transit services for the people of Indiana. Recent federal legislation TEA-21 increased the financial support for public transit, in a more flexible fashion and pushed for coordination. Over time, each county in the state has struggled to find ways to providing transportation for their most vulnerable citizens: people with disabilities, people who are elderly and low-income families.

The 5310 program, previously called Section 16 has purchased vehicles for purpose of transportation for the elderly and disabled individuals in their communities. Efforts like the visionaries at ACCESS Johnson County proved that with determination, creativity and friends, a transit system could begin to address the needs of the transit dependent. This local human service organization for people with disabilities developed a local collaboration initiative which brought together 5310, 5311, aging funds, Medicaid and vocational rehabilitation funds to provide fully accessible and inclusive public transit to people with disabilities and all other populations.

The Community Transportation Initiative was developed by the Indiana Governor's Planning Council to generate energy and creative ideas to promote an expanded transportation system in Indiana. The CTI project uses an academy model to train teams representing leadership in service, business, and government from local communities in the state. The model uses a series of steps to create a working plan specific to the needs of your community. The steps are based on the best practice, research and experience of current systems in a series of steps to be used independently or as training tool for a larger class comprised of multiple teams. The majority of the tasks were developed and created by Peter Schauer, Consultant. These steps and the associating tasks are part of a six month training academy funded through a grant by the Indiana Governor's Planning Council for People with Disabilities.

Through the experience of the CTI Academy class participants and sound community organizing techniques, the following steps provide the basis for the development of a coordinated transit system:

Step 1: Generate citizen involvement and identify stakeholders

Step 2: Organize a planning meeting

Step 3: Identify future vision – mission

Step 4: Jointly identify community needs

Step 5: Identify transportation resources

Step 6: Develop a transit plan

Step 7: Start thinking in transit terms

Step 8: Design detailed service and financial options

Step 9: Service plan preparation

Step 10: Measure performance, monitor and evaluate

At each of these steps, it is critical to include as broad a range of participants as possible. There are different transit operators in the community, agencies that have the responsibility for assisting clients with special needs in employment, education, health care, and a variety of other human services, members of the general public, members of the local political establishment and representatives of the local, State, and federal funding sources for transportation and human services.

Whether you are thinking about developing a new county-wide system or addressing the concerns of the existing system, it is necessary to plan and monitor for the efficient and effective delivery of services. Existing systems must decide whether to change or if remaining the same is sufficient. Ask yourself the following two questions to determine if a change is needed: Is your system meeting all of the needs in the services area? Is your system perfect in every way? If you answered "no", then a change should be considered to improve the performance.

New systems must set a path to determine what services will be provided, how they will be delivered, when services will be offered, and what price will be charged to passengers or the sponsoring agency. Ultimately, the development of a transit plan should lead you to capital requirements, operational structure, maintenance, and administrative structure. Your transit service should reflect the vision through the completion of the goals and objectives you developed.

All of us have heard, "but we have always done it this way" or "we tried that 10 years ago and it didn't work". Others will caution you against starting up a system or developing a new service, "because there is no funding for that". That is not to say that transit systems in rural and small urban areas will find this a simple road. The challenges are large and many: the diverse transportation needs of riders, low population density areas to be served, large geographic areas, limited funding, coordination issues with numerous entities, and ensuring accountability from multiple sources.

There are success stories in Indiana and all over the country. Transit services that step up to address the needs of all of their citizens. Their achievements are due to hard work, a deep

commitment to a set of core values and mission, continuous building of community resources, community involvement, well trained and experienced staff, dynamic leadership, supportive board and a focus on quality.

BUILDING THE RIGHT SYSTEM FOR YOUR COMMUNITY

Who should be involved?

Good public transportation can shape a viable social and economically sound community. Access to reliable means of transportation impacts the quality of life, financial security and freedom of movement for all members of a community. Too often, poor, minority and disabled people find themselves unable to find or get to their jobs or the grocery store, unable to bring their children to childcare or accomplish all the other daily tasks many of us take for granted. A community with a reliable, accessible public transit system has the potential to grow and expand into the future.

Public transportation has grown in large metropolitan areas, small urban areas and in rural communities. In the last five years, public transportation has risen by 21 percent, a rate faster than vehicle miles traveled on our roadways and airline passenger miles logged over the same period. Americans with their love affair with the automobile are looking toward public transit to find solutions to the current issues of today's life: traffic congestion, air pollution, over dependence on foreign oil and safety. Americans used public transportation a record 9.5 billion times in 2001. Public transportation affects every segment of American life: mobility, safety, security, economic opportunity and environmental quality.

The **Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991**, the federal legislation helped develop a better transportation system across the nation. Unlike previous transportation legislation, ISTEA emphasizes public input into the transportation planning process and project selection at the federal, state and local level. Public participation is built into the planning process. The subsequent act TEA-21 was truly effective in the development of expanded rural systems and collaborative partnership.

ISTEA required state departments of transportation and metropolitan planning organizations (MPO) to develop methods and plans to secure public input into planning and decision-making. The MPO affects decisions on highways, rural and urban systems, bicycle and pedestrian paths, and freight movement. Traditionally, transportation planning has been left to professionals with little or no input from the public.

With this new emphasis on community involvement and planning that allows communities the opportunity to protect the environment, protect neighborhoods, revitalize troubled areas, and deal with traffic and sprawl. People create plans that address community issues in ways that reflect the unique nature of the community. This process involves citizens who have a vested interest in the outcome of the venture. A publicly funded system, paid for by all should benefit all equally.

The 10 sequential **Steps** in building your system include 12 sequential **Tasks** delineated in **Steps 3 –6.** Both sequences are important to the process and your success.

Step 1: Generate Citizen Involvement and Identify Stakeholders

As citizens, we should and need to take an interest in our communities. Access to mobility allows our communities, large and small to prosper. Effectively coordinated public transit can enrich people's lives and is an economically sound investment.   Stakeholders, by definition are persons, groups or institutions with interests in a stated project. Stakeholders in a transportation system should be composed of a diverse cross section of the community.   Ideally, the group should include those individuals directly involved in the provision of transit services; those who depend on transportation for business or as clients; community designers; transportation planners; decision makers and community citizens. This is the beginning of a Transportation Development Team.

Providers, directly involved in transit: In almost every community there is some type of transportation provider either in the voluntary sector, in human services or some form of public transit. Senior citizen programs, emergency based services such as Red Cross, and church based organizations may have small services which involve transportation services set up to serve small populations of clientele.

In rural and small urban communities, Section 5310 funds are available to local nonprofit organizations which serve elderly and disabled individuals when other public transit options are not available. These are federal funds distributed through the State for purchases of capital items, such as vans, and small transit vehicles. Other transportation providers in a community could include taxi services, medical and personal transportation, educational systems, retirement homes, etc.

Human Services and Businesses, dependent on transit for business, clients or employees:
Hospitals, clinics, dialysis, social and family services, unemployment or Work One offices, shopping malls and strips, business and industrial parks all have a vested interest in transportation. Without patients, clients, and customers, these entities fail to fulfill their mission.

Consumers: There are three types of populations who are most often affected by public transit: individuals with disabilities, the elderly and people with low-income. They are often referred to as the transit disadvantaged. By seeking creative ways to include representatives of these populations, a broad base of understanding can be formed. Effective planning and development goals can then be reached.

Influencers: In every locality, there are influential people that control and direct most public policy in a community. They may be: elected officials, community leaders on the city or county level, business leaders, people with media contacts, etc.

Community and transportation planners: Depending on the community structure, there are a variety of individuals and organizations available to aid in supporting the activities of community and transit planning. Rural Technical Assistance Program (RTAP) services are available to all interested parties. The State Department of Transportation has staff and publications available in print and on their web site.

Step 2: Organize a planning meeting

What do the stakeholders need to do?

Identify future vision of local transportation needs.

Identify what is present in the community.

Create consensus on local transportation issues.

Facilitate local decision-making and action upon issues identified.

How does it occur?

A group of committed individuals should organize a meeting to form a Transportation Development Team. The primary purpose of this gathering is to begin the discussion and establish the guidelines of communication. This is a crucial part of the process, since in many communities it may be the first opportunity for people to meet. The meeting should include a collection of separate organizations, groups and consumers linked together to advance shared transportation strategies that go beyond the scope of any particular organization. The individuals that participate are most effective through a collaborative leadership model in which each individual's voice and opinion carries equal weight.

The people who do the day-to-day work of building successful teams for transit are the collaborative members. They engage the resources and knowledge of their sponsoring organizations toward achieving a set of broad based transit goals. The essence of this leadership model is to harness the power of diverse organizations and groups while simultaneously engaging them on the basis of the team's broader vision. The individuals may not necessarily be the formal leaders of their organization, but they need to have a position of authority to be most effective.

Build Partnerships/Seek Commitments

Traditionally, a common interest in transportation is insufficient to overcome competing priorities, "turf" issues, and an unwillingness to devote the time needed to build a productive partnership. In this approach, a team of people from diverse organizations and backgrounds come together, determine a shared vision, allocate resources to bring the vision to life and define roles and accountability to get the work done. Alliances built through this process are different than the traditional process of accomplishing a goal within an organization. In this model, individuals must negotiate the priorities and the processes through which the group will make decisions. The collaborative model may require new skills in members who must manage the process of goal setting, problem solving and sharing resources. Central to this methodology are the following skills:

Agreement Building: the capacity to build trust; the ability and judgment to deal with multiple constituencies.

Networking: building linkages beyond traditional relationships, whatever it takes to get the job done.

Exercising non-jurisdictional power: exercising the power of ideas, the power of understanding how different systems work, the power of the media and public opinion.

Institution building: constructing new systems, building problem-solving capacity into them, and recruiting talent to operate them.

Flexibility: the ability to act positively as circumstances change and opportunities emerge.

Dialogue: discovering new areas of agreement and opportunities to talk and listen; "problems require more shared understanding than in the past."

> *There is no single group-work exercise that helps very different people work well together to do big things, no magic technique that quickly enables diverse groups to collaborate in meaningful ways. Instead, we discovered that people who work hard together and in good faith on problems of enormous importance to the community can provide, in time, the impetus for taking risks, for talking about things most often not raised directly, and ultimately for building mutual respect.* **(**New Futures Initiative, The Path of Most Resistance, Annie E. Casey Foundation)

Benefits to Citizen Involvement can include:

1. **Additional Resources**: Governments rarely have sufficient means to solve all the problems in an area. Local people can bring additional resources, which are often essential if their needs are to be met, and dreams fulfilled.

2. **Better Decisions**: Local people are invariably the best source of knowledge and wisdom about their surroundings. Better decision-making will result if this is harnessed.

3. **Building Community**: The process of working together and achieving things together creates a sense of community.

4. **Compliance with Legislation**: Community involvement is increasingly a statutory requirement.

5. **Democratic Credibility**: Community involvement in planning accords with people's right to participate in decisions that affect their lives. It is an important part of the trend toward democratization of all aspects of society.

6. **Easier Fundraising**: Many grant-making organizations prefer, or even require, community involvement to have occurred before handing out financial assistance.

7. **Empowerment**: Involvement builds local people's confidence, capabilities, skills and ability to co-operate. This enables them to tackle other challenges, both individually and collectively.

8. **More Appropriate Results**: Design solutions are more likely to be in tune with what is needed and wanted. Involvement allows proposals to be tested and refined before adoption, resulting in better use of resources.

9. **Professional Education**: Working closely with local people helps professionals gain a greater insight into the communities they seek to serve. Enabling them to work more effectively and produce better results.

10. **Responsive Environment**: The environment can more easily be constantly tuned and refined to serve people's changing requirements.

11.   **Satisfying Public Demand**: People want to be involved in shaping their environment and mostly seem to enjoy it.

12.   **Speedier Development**: People gain a better understanding of the options realistically available and are likely to start thinking positively rather than negatively. Time-wasting conflicts can often be avoided.

13.   **Sustainability:** People feel more attached to an environment they have helped create. They will therefore manage and maintain it better, reducing the likelihood of vandalism, neglect and subsequent need for costly replacement.

(http://www.communityplanning.net/whygetinvolved.htm)

Step 3: Identify Future Vision – MISSION

"If you don't know where you're going, it doesn't matter which way you go,"
Cheshire Cat in *Alice in Wonderland*.

We have all been to those meetings where everyone in the room is speaking the same language, sitting at the same table, sharing ideas about, what should be done, but nothing gets accomplished. We walk out of the room thinking what was the purpose of our meeting? A dear friend of mine once said, the moment I hear "we should do this," I get frustrated. It's like the person that stands outside of a very busy volunteer concession stand, telling you that you should be offering barbeque. Everyone has good ideas; it just comes down to "doing it" and "who is going to do it."

Let's face it; most of us have more than enough activities and projects. The process of developing a mission statement can be very beneficial in your goal to develop accessible, coordinated community transportation.   There is no formula for finding words that best express the collective intention of your group. Large groups are good for many things; writing is not one of them. A mission statement can be drafted by one person or a group of individuals and then brought to the larger group. In the course of the discussion and debate, members are introduced to the larger concept. The most important issue is that there is consensus on the answers to the questions used in the developing of the mission statement. (See the worksheet, *Clarifying the Mission of Your Community Transportation Services)*

Develop a Mission Statement

A good mission statement is compelling, passionate, and energizing. It should be risky and challenging, but also achievable. If the statement falls between "we can't do it", but "we will do it anyway," then you are on the right track. Also remember that a mission statement isn't written in stone and is likely to change over time as an organization grows and market conditions change. Think of your mission statement like a race: give it a clearly defined finish line and determine a time period when it will be achieved.

Writing a mission statement can be a difficult and challenging task. If you don't know what principles you operate from and how you will treat those who come in contact with your organization, then it's impossible. If you're not excited about what you are doing and lack a passion for your service, then it's impossible. Instead of trying to just "write it" or "get it done," devote some serious thought and soul searching to your mission statement. It must boldly state what you, your organization, and its future are all about. It is worth the effort.

A mission statement should require little or no explanation, and its length is less important than its power. One of Nike's now famous mission statements was:

"CRUSH REEBOK"

It requires no explanation, but it motivates everyone associated with Nike, and the objective is unmistakable. Instead, Nike could have stated their mission as, "to be the best shoe company with the best customer service", but that would have done little to inspire the troops. Don't make that mistake with your own mission statement – make it passionate and inspiring, not bland and boring. Consider two other famous examples.

PEPSI - "Beat Coke"

HONDA – "We will crush, squash, and slaughter Yamaha"

Attempt to keep your mission statement simple, but this doesn't necessarily mean it should be short. Try to limit it to one paragraph, although it could vary anywhere from one sentence to a full page.

Every mission statement should be different. So don't try to use one of the examples above or one that resembles the flavor of your closest competitor. Instead write a mission statement that reflects your values, individuality, creativity and uniqueness.

Use a tone that best reflects the culture of your organization, and get as many people as possible involved in its construction. If everyone doesn't buy into your mission statement, then it will not effectively shape your organization and its actions, and thus, it will lose its effectiveness. So if someone reads your mission statement and comments, "great, but who cares?" consider rewriting it and adding some passion. The passion and excitement you demonstrate in your mission statement will carry over not only to the rest of your business plan, but also into the day-to-day operations of your organization.

Your Community Transportation Mission Statement:

Does it:

- Describe the nature and concept of your community transportation future?

- Establish what those providing transportation plan to do and for whom?

- Provide clarity of the transportation purpose?

- Provide a point of reference for planning decisions?

- Promote commitment internally and externally?

(Adapted from BizPlanIt.Com's Free Monthly Newsletter, May 1998 by Patricia Weaver, KU Transportation Center. University of Kansas and further adapted and used with permission by Peter Schauer, January 29, 2001.)

Building a Value-Based Transit Organization in Your Community

"Our people are our most important asset." You've heard these words many times if you work in the human service and transit field. Yet how many organizations act as if they really believe these words? Not many. These words are the clear expression of a value, and values are viable through the actions people take, not their talk.

Values form the foundation for everything that happens in establishing transit services. If you are part of an agency providing or planning to provide transportation services, your values permeate the agency. You naturally hire people who share your values. Whatever you value, will largely govern the actions of your service and workforce. If you value integrity and you experience a quality problem in services, you honestly inform your riders of the exact nature of the problem. You discuss your actions to eliminate the problem. If integrity is not a fundamental value, you may make excuses and mislead the rider or other stakeholders in your community.

If you value and care about the people in your organization, you will pay for health insurance, dental insurance, retirement accounts, and provide regular raises and bonuses for dedicated staff. If you value equity and a sense of family, you will wipe out the physical trappings of power, status and inequality such as executive parking places and offices that grow larger by a foot with every promotion.

Whatever You Value Is What You Live in Your Community

You know as an individual what you personally value. However, most of us work in organizations that have already operated for many years. The values and the subsequent culture created by those values are in place; for better or worse. If you are generally happy with your work environment, you undoubtedly selected an organization with values congruent with your own. If you're not, watch for the disconnects between what you value and the actions of people in your organization.

As a mobility advocate, you will want to influence your larger organization to identify its core values, and make them the foundation for its interactions with employees, customers, and suppliers. At very least, you will want to work within your own organization to identify a strategic framework for serving your customers that is firmly value-based.

Strategic Framework

Every community effort or organization has a vision or picture of what it desires for its future, whether foggy or crystal clear. Usually the current mission of the organization or the purpose for its existence is only understood in general terms. The values members of the organization manifest in daily decision-making, and the norms or relationship guidelines, which informally define how people interact with each other and customers, are also visible. But are these usually vague and unspoken understandings enough to fuel your long-term success?

Every agency has a choice: You can allow these fundamental underpinnings of your organization to develop on their own, with each individual acting in a self-defined vacuum, or, you can invest the time to proactively define them to best serve members of the organization and its customers.

Many successful organizations agree upon and articulate their vision, mission or purpose, values, and strategies so all stakeholders can enroll in and own their achievement.

Values are traits or qualities that are considered worthwhile. They represent the individual's or the group's highest priorities and deeply held driving forces. Value statements are grounded in values and define how people want to behave with each other in the organization. They are statements about how the organization will value riders, employees, vendors, and the internal community. Value statements describe actions that are living enactments of the fundamental values held by most individuals within the agency.

Vision is a statement of what the organization wants to become. It should resonate with all members of the organization and help them feel proud, excited, and part of something much bigger than themselves. A vision should stretch the organization's capabilities and image of itself. It gives shape and direction to the organization's future.

Mission/Purpose is a precise description of what an organization does. It should describe the business the organization is in. It is a definition of "why" the organization exists. Each member of an organization should be able to verbally express this mission.

Strategies are the broadly defined four or five key approaches the organization will use to accomplish its mission and drive toward the vision. Goals and action plans usually flow from each strategy. Examples of a strategy include: Employee empowerment and teams, pursuit of a new worldwide market in Asia, or streamlining your current distribution system using lean management principles.

Start developing this strategic framework by identifying your organization's values. Create an opportunity for as many people as possible to participate in this process. All the rest of your strategic framework should grow from these values.

What are Values?

The following are examples of values. You might use these as the starting point for discussing values within your organization.

ambition	competency	individuality	equality
integrity	service	responsibility	accuracy
respect	dedication	diversity	commitment
improvement	change	enjoyment/fun	trusting
loyalty	credibility	honesty	innovation
teamwork	excellence	accountability	empowerment
quality	confidentiality	efficiency	dignity
collaboration	stewardship	empathy	accomplishment
courage	wisdom	independence	security
challenge	influence	learning	fairness
compassion	friendliness	discipline/order	generosity
persistence	optimism	dependability	flexibility

Why Identify and Establish Values for your Community Transportation?

Effective community efforts identify and develop a clear, concise and shared meaning of values/beliefs, priorities and direction so that everyone understands and can contribute. Once defined, values impact every aspect of your organization. You must support and nurture this impact or identifying values will have been a wasted exercise within your organization. If you want the values you identify to have an impact, the following must occur:

- People demonstrate and model the values in action in their personal work behaviors, decision-making, contribution and interpersonal interaction.

- Organizational values help each person establish priorities in their daily work life.

- Values guide every decision that is made once the organization has cooperatively created the values and the value statements.

- Rewards and recognition within the organization are structured to recognize those people whose work embodies the values the organization embraced.

- Organizational goals are grounded in the identified values.

- Adoption of the values and the behaviors that result is recognized in regular performance feedback.

- People hire and promote individuals whose outlook and actions are congruent with the values.

Only the active participation of all members of the organization will ensure a truly organization – wide, value-based, shared culture.

Task 1: Clarifying the Mission of Your Community Transportation Services

A Worksheet for Drafting a Value-Based Mission Statement

1. What are the traits that we consider worthwhile? What are our highest priorities, our deeply held driving force?

2. Describe the way we want the transportation service to interact with our "customers" (riders, employees, our community).

3. What kind of transportation do we need?

4. Who are our principal customers, clients, or users?

5. Why should we exist (what is our basic purpose)?

6. What is unique or distinctive about our community?

7. What should our principal services be, now and in the future?

8. What are our principal market segments, present and future?

9. What is different about our needs from what they were between three and five years ago?

10. What is likely to be different about our needs three to five years in the future?

11. What are our principal economic concerns, and how are they measured?

12. What philosophical issues are important to our community's future?

Task 2: Your Community Transportation Mission:

_____

_____

_____

_____

_____

Review the guiding principles outlined in the worksheet to define your value-based mission statement.
Keep your mission statement simple.
Limit it to no more than one paragraph.
Share the mission statement with three people and gather their responses.
Comments:

1. _____

_____

_____

2. _____

_____

_____

3. _____

_____

_____

Step 4: Jointly identify community needs

Tools for Discussion and Learning

Critical Issue Analysis

An issue analysis is a means to identify and evaluate public issues, governmental policies and offer valuable proposals for reform. In cases of conflict such as labor vs. union, it can be utilized to find common ground and creative solutions.

A community issue analysis can be a useful tool in understanding how and why people think about a specific subject. A government official may identify issues and solutions from an entirely different perspective than a human service professional. Through the process of learning more about their perspective they may develop opportunities to network and gain insight. (Worksheet on page 21 following)

SWOT Analysis

SWOT Analysis is a very effective way of identifying internal and external forces in your community. Carrying out an analysis using the SWOT framework will help you to focus your activities into areas where you are strong, and where the greatest opportunities lie. The process is often used as a beginning step in a more comprehensive planning strategy. (Details and worksheet on pages 22 & 23 following)

Stakeholder Analysis

A stakeholder analysis is the identification of a project's key players, an assessment of their interests and the ways in which these interests affect the project. It is a tool to aid the group in its appraisal of the community, identification of the reasons for involvement and the scope for participation. The process of drawing up lists and diagrams in such a manner allows the group to share and identify information quickly. By conducting this activity as a team, it is likely to be more effective than if an individual doing the analysis alone. (Details and worksheet on pages & following)

Task 3: Identify Critical Issues

Purpose: Establish critical issues facing your community transportation for the next five years.

Issue	Priority

Indiana Governor's Planning Council for People with Disabilities

Community SWOT Analysis-Understanding Your Strengths, Weaknesses, Opportunities and Threats

To carry out a SWOT analysis - write down answers to the following questions:

Strengths:

- What is positive in your community?

- What does the community do well?

- What do other people see as strengths?

Consider this from your own point of view and from the point of view of the people you deal with. Be realistic.

Weaknesses:

- What could be improved?

- What should be avoided?

Consider this from an internal and external basis for the organization – do other people seem to perceive weaknesses that you do not see? Be realistic.

Opportunities:

- Where are the good opportunities facing the community?

- What are the interesting trends you are aware of?

When thinking about community opportunities, consider changes in technology and markets; changes in government policy and changes in social patterns, population profiles, life style changes and local events.

Threats:

- What obstacles do you face?

- What stands in your way from success?

Carrying out this analysis may be illuminating - both in terms of pointing out what needs to be done, and putting problems into perspective.

Task 4: Your Community SWOT Worksheet

Strengths	Weaknesses
(Generally, in the present and internal to the community)	**(Generally, in the present and internal to the community)**
Opportunities (Generally, in the future and external to the community)	**Threats** (Generally, in the future and external to the community)

Indiana Governor's Planning Council for People with Disabilities

Who are Stakeholders in your community?

Stakeholders are persons, groups or institutions with a vested interest in the project. Stakeholders can be broken down into different categories defined as primary, secondary and key.

Primary Stakeholders are those ultimately affected, either positively or negatively. People with disabilities, low-income families and senior citizens may be considered primary stakeholders since they will be the direct beneficiaries of the proposed service. Medicaid providers and local taxi cab drivers may be adversely affected by the proposed project.

Secondary Stakeholders are those intermediaries in the process. Community planners and transportation professionals are instrumental parts of the information gathering process.

Key Stakeholders are those who can significantly influence and are important to the success of the project. Human service agency directors and existing public transit providers currently involved in the dissemination of transportation to specific populations of people have a vested interest, extensive knowledge and financial resources to assist in the project. Political office holders have a great deal of influence and power to direct or stall efforts to initiate a transportation service in your community.

Why conduct a community stakeholder analysis?

A stakeholder analysis can help the community development team to assess the project environment and to gather information. Specifically, it can assist in understanding the interests of stakeholders in relation to the problems, which the project is seeking to address. For example, local shop owners may have an interest in the expansion of a public transportation service and where the stop is located as it allows more individuals to have access to their goods and products.

The analysis may identify potential conflicts of interest of stakeholders. This may allow the community development team to develop a strategy to address the concerns or counter with a well thought out response. A local taxicab owner may be fearful of losing business with the implementation of a public transit service. Thoughtful negotiations with the taxicab owner will address the opportunity to develop a shared service or plan to ensure the business has not lost its market.

A community analysis may help to identify relations between stakeholders, which can be built upon, and may enable "coalitions" of project sponsorship, ownership and cooperation. Recognition that many community entities struggle with the issue of adequate transportation may allow the group to build coalitions with local hospitals, medical centers and mental health facilities. Public accessible transit may help these facilities with the issues of missed appointments, and the possible procurement of additional vehicles and staffing.

The stakeholder analysis should always be done at the beginning of a project, even if it is a quick list of stakeholders and their interests. This list can be used to draw out some of the key risks and the main assumptions, which are needed if a project is going to be successful. The stakeholder analysis may include sensitive and undiplomatic information. Some interests are covert and agendas may be hidden.

How to do a Stakeholder Analysis

There are several steps to doing a stakeholder analysis.

- Draw up a "stakeholder table."

- Do an assessment of each stakeholder's importance to the project's success and their power and influence.

- Identify the risks and assumptions, which will affect the project's design and success.

Task 5: Your Community Stakeholder Analysis

Purpose: Begin to understand existing and potential stakeholders (partners) in achieving mission.

Definitions and description of columns

Category

- List all areas, groups and institutions

Existing and Potential New

- Identify and list all potential stakeholders

Stakeholder relationship to mission, critical issues, and SWOT

- Identify their interests in relation to community transportation and its objectives

Potential Future Directions

- List types of participation, i.e., inform, consult, partnership, control

- What stage in the process they would be included - identification stage, planning, funding, implementation, or monitoring and evaluation stage

Comments

- What are the connections between interests?

- Risks and interests not in line with project

Action Priority

- What is their value to the project and timing?

Category	Existing	Potential New	Stakeholder Relationship to mission, critical issues and SWOT	Potential future directions	Comments	Action Priority 1 immediate 2 medium 3 long term
Cities						
Counties						
Government Organizations						
Businesses						

Indiana Governor's Planning Council for People with Disabilities

Category	Existing	Potential New	Stakeholder Relationship to mission, critical issues and SWOT	Potential future directions	Comments	Action Priority 1 immediate 2 medium 3 long term
Vendors						
Consumers						
Social Services						

Indiana Governor's Planning Council for People with Disabilities

Category	Existing	Potential New	Stakeholder Relationship to mission, critical issues and SWOT	Potential future directions	Comments	Action Priority 1 immediate 2 medium 3 long term
Other Groups (Name)						

Indiana Governor's Planning Council for People with Disabilities

Task 6: Your Community Transportation Goals

Purpose: Begin to link previous tasks and objectives/action areas for inclusion in future plan. (What are we really trying to do? What are the issues? Who is responsible? How will we know if we achieved our objective?

Specific Objective/ Action Area	Challenge Opportunity	Resources Needed	Key Stakeholders (Who to enroll in achieving objectives)	Indicators of Success	Timeline for Action	Relationship /Link to Mission, critical issues, SWOT or Stakeholders

(Adapted with permission from Peter Schauer, Twelve Tasks for Getting Started on a Transportation Future Search, January 2002)Step 5: Identify Transportation Resources

Indiana Governor's Planning Council for People with Disabilities

Step 5: IDENTIFY TRANSPORTATION RESOURCES

Information Resources

Accessibility Issues:

Accessible Bus Service http://www.usdojgov/crt/ada/greyfact.htm A fact sheet from the U.S. Department of Justice

Serving Bus Customers with Disabilities, Easter Seals Project ACTION, http://www.projectaction.org/Factsheets/motorcoach_fact_sheet.html

U.S. Department of Transportation Accessibility Page, http://www.dot.gov/accessiblity DOT *online resources on accessible transportation and contacts for inquiries and complaints*

Coordinating Council on Access and Mobility, http://www.fta.dot.gov/CCAM/www/index.html

Easter Seals Project ACTION (Accessible Community Transportation in Our Nation) http://www.projectaction.org/ *Project ACTION works with transit, disability and consumer organizations and federal agencies to improve transit services throughout the United States. It also provides materials to train transit personnel to work with customers with disabilities. http://www.projectaction.org/resources.html*

National Organizations:

American Public Transportation Association (APTA) http://www.apta.org A *membership organization committed to advocacy, innovation and information sharing to strengthen and expand public transit.*

Association of Programs for Rural Independent Living (APRIL), http://www.april-rural.org/

Community Transportation Association of America (CTAA) http://www.ctaa A *national organization committed to advocacy, networking, research and information regarding rural community transportation.*

Community Transportation Development Center (CTDC) http://www.transportcenter.org *An organization dedicated to handling effective transportation systems, sponsored by transportation unions, other labor and community organizations.*

National Association of Development Organizations (NADO) http://www.nado.org *Transportation information for America's small metropolitan and rural communities featuring a bi-monthly publication and research foundation.*

Transit Cooperative Research Program (TCRP) http://www.trcponline.org *Research information directed to support service providers, consultants and suppliers.*

Transportation Research Board (TRB) http://www4.trb.org This is a unit of the National Research Council a private, nonprofit, It's mission to promote innovation and progress in transportation.

Indiana Governor's Planning Council for People with Disabilities

<u>State</u>
(This listing is for Indiana. Most states have parallel resources.)

Indiana Department of Transportation (INDOT) http://www.ai.org/dot/ Comprehensive site o*utlines existing local, State, and Federal transportation and coordination plans in Indiana.*

Indiana High Speed Rail Association http://www.indianahighspeedrail.org *A nonprofit organization advocating for high speed rail in Indiana and the Midwest.*

Indiana Rural Transportation Assistance Program (RTAP) http://www.indiana.edu/~rtap *Information, training, and publications for all interested rural transit in Indiana. Site provides information on IN-COST, Tap-In newsletter and transit library.*

State Management Plan: Section 5310 Capital Assistance Plan (See Appendix A: Funding Sources, Section 5310 for more information and contact information.

State Management Plan: Section 5311 Transit Assistance Program (See Appendix A: Funding Sources, Section 5311 for more information and contact information.)

<u>Federal</u>

American with Disabilities Act and subsequent Federal Regulations, (See http://www.usdoj.gov/crt/ada/statute.html, or the Great Lakes Business and Technical Assistance Center, http:// www.adagreatlakes.org/

U.S. Department of Transportation, http://www.dot.gov/

   Federal Transit Administration (FTA), http://www.fta.dot.gov/

   National Transportation Library, http://ntl.bts.gov/about_ntl.cfm

Untapped resources in your community?

Task 7: Identify resources in your community

The vast majority of Indiana transportation programs could be described as a crazy quilt. Creative works of history and resourcefulness pieced together from the old fabric and materials in the house. Not one looks the same, but each has commonalities. To build your service, think about the resources in your community.

Money: Community Foundations, public agencies, local benefactors, fares

Labor: Drivers, dispatchers, administrators, mechanics, volunteers

Brain Power: Board of Directors-big idea people, people connected to the power, people of statute and clout, persuasive people

Capital Assets: Vehicles, communication technology, office space, garage space

Don't be afraid to ask, you may be surprised at what you receive.

Money	Labor
Brain Power	**Capital Assets**

(Adapted from John Egelhaaf presentation, February, 2002)

Step 6: DEVELOP A TRANSIT PLAN

Tools for Planning and Development

So you think your community needs public transportation. How do you know?   Everyone has heard stories about someone that cannot get to an appointment, because they do not have access to a personal vehicle. According to one disabled transit advocate, one may have many friends and family, but are they available when the milk runs out or if you need to go to the post office for stamps?

Once you identify your mission and have taken a close look at your community, your next series of tasks will be to find useful data. The first of these tasks is to conduct an inventory of what is available. An inventory is the process of breaking down systems into component parts. During this inventory, no conclusion and no judgments are made, just record the data. This differs from an assessment, in that it looks to find ways to bring the known components together into a system. An inventory is "just the facts, madam." All good assessments begin with an inventory. You must know what you have available, before you use it.

Clinton County, Indiana, has made remarkable progress in developing a workable strategy to expand human service transportation systems into a growing and creative service. It all started with an inventory of the county. This broke comfortably into two halves: community-based information and transportation-based information.

The community-based information focused on census type of information, i.e., what is the age break down in your community? What are your special populations (non-English speakers, disabled populations, youth programs)? This information gives you a snap shot of the community. There are spatial observations, such as where the jobs are located, where people purchase their groceries and soft goods, where people live and where they play.

Look for previously conducted research. People plan for our communities every day. Where would you find plans for your community? Developers, industries, other businesses, Chamber of Commerce, hospitals, state universities and vocational schools, state institutions, city officials, county officials, economic development officials, INDOT, and utilities all have a plan. Some Indiana communities, cities and towns may have a Comprehensive Plan.

COMPREHESIVE PLANS

This plan is usually long range and community-based, with about a 20-year horizon and should be updated at least every 10 years. The Comprehensive Plan provides the context for difficult decisions. Governments, businesses and individuals will make long range investments based on this plan. It is important since it may control the direction of financial governmental resources.

A comprehensive plan should cover an entire physical jurisdiction, which would include downtown plans, neighborhood plans and economic development plans. The key elements for a comprehensive plan required by state statute include: 1.) Statement of objectives for the future development of the jurisdiction; 2.) Statement of policy for the land use development of public ways, public places, public lands, public structures and public utilities (Ind.S.A. 36-7-4-502). All physical systems, private land, transportation, utilities, parks and schools should relate to each other.

Indiana Governor's Planning Council for People with Disabilities

Some communities or social service agencies may have conducted surveys and created plans, which address the transportation needs of the community. The more documentation of community needs from different sources supports your argument for transit and coordination.

Community planners and governmental officials have access to maps that can bring a new level of understanding to the group and officials. Mark off the maps where people with transportation needs congregate; such as, senior citizen centers, shopping malls, doctor and dentist offices, hospitals and medical centers, unemployment and training centers, Family Service & Social office, WIC and First Steps should be clearly identified.

The transportation based information focuses on what is currently available in the mobility field in your planning area. Identify the current providers in your community. How many riders and who are they? What type of equipment are they using? A list has been provided and asks questions. Don't forget to include the following community resources; churches, nonprofits, hospitals, paramedics and EMTs, resource centers (for senior and others), retirement homes, nursing homes, taxi service, industry and business.

As part of your research, find communities that are like you and visit them. Take notes and glean as much information as possible from your visit. If you are struggling to find communities with similar population, and economic conditions, contact the Indiana Rural Transit Assistance Program, www.indiana.edu/~rtap or 1-800-334-3554 for written and verbal assistance.

Task 8: Data Base Compilation

This step will insure that the plan is grounded on factual analysis of the area's population and economy. Collecting the most appropriate information needed to make decisions without wasting time and money is necessary. The general concept in this task is to use existing data. In this case, previously competed studies, census data, planning, and operations documents of agencies, etc. are used to develop the database.

Your purpose is to gain an understanding of services that presently deliver mobility in the planning area. The following is a list of the basic data to collect to help achieve this objective.

1. **Existing Conditions**

    a. City/County base maps—indicating roads, incorporated areas and typography

    b. Existing land use maps—indicating general land use by the following categories: residential, commercial, industrial, agricultural, public use, and open space

    c. Proposed land use map—indicating desired growth patterns by land use categories, and any projects anticipated to be stated during the next three years.

    d. Map showing locations of major service centers—(trip generators) on a copy of the city/county base maps or appropriate regional map for destinations outside the communities plot:

    Shopping centers and commercial districts

    Hospitals, medical clinics

    Schools and vocational training centers

    Nutrition sites and senior citizen centers

Indiana Governor's Planning Council for People with Disabilities

Housing projects for elderly and disabled

Neighborhood centers

Social services centers

Social service offices

Nursing homes

Sheltered workshops/group homes

Tourist attractions

Other destinations that generate trips and are related to the provision of transit

e. Map of Employment locations

Locations of major employment centers and approximate numbers of transit dependent employees should be plotted.

f. Other Maps—any other maps of the community, which may provide information for the project.

2. Future Developments

Appropriate sources (Chamber of Commerce. Local newspapers, city or regional planners or administrators) should be polled for information regarding any proposed large scale developments in the area that are anticipated in the near future, particularly those proposed to occur within the next three years. The locations of these developments should be plotted on a base map and their relevance to transportation for the transit plan should be discussed.

3. Other Reports

Appropriate sources should be contacted for a list of titles and purpose of any other reports that have been done for or about the planning area. These might include studies done on housing, land use studies, reports prepared for large development projects, reports done for the expansion of federal programs in the area, or staff reports for the expansion of services. If any of these reports appear to be relevant to the study, contact the appropriate source for a copy of the report.

There are several types of helpful data from existing reports, as follows:

<u>Population Information</u>

Historical tradition; cultural description; government; institutional description

Total Population

Population breakdown by age groups and projected growth

Population densities

Income information

Employment status and location of employment

Housing classifications and patterns

Educational profiles

Automobile ownership and use

Service Descriptions and Data

Social Services

Health Services

Other (employment, agricultural extensions, etc.)

Transportation (Detailed inventory of existing services, see inventory of providers.)

Task 9: Inventory of Plans

Review and summarize all relevant previous plans, studies and document pertaining to transportation service for people in need of mobility in the planning area, including:

1. Existing local and regional transportation (if any)

2. State Management Plans

3. Existing provider arrangements/contracts/joint use agreements

4. Existing purchase of service agreement/client contracts

5. Monthly operating statistics

Task 10: Inventory of Providers

The purpose of this review is to prepare an inventory of transportation services presently offered within the service area, and to provide information necessary for subsequent tasks. Information should be collected from all existing service providers within the service area including public and private transit and para-transit that can or could be used by people who lack mobility. The following information for each transportation operator should be collected and analyzed.

1. Name of operation and type of service

2. Service area and type of riders served

3. Personnel: by classification, training, and experience

4. Facilities: location, age, and condition including maintenance equipment and vehicle storage

5. Time and level of service

6. Hours of operation

7. Operating policies governing service areas, trip reservations, pick-up and drop-off times, pre-scheduled trips, cancellations and no-shows, etc.

8. Miles of operation

9. Number of passenger trips

10. Number of passengers served

11. Percent of transit dependent passengers

12. Percent of passengers from agencies (sponsored riders)

13. Percent of passengers from non-sponsored or general public

14. Number of vehicles, seating capacity, number with lifts and tie downs

15. Vehicle ownership

16. Vehicle mileage and expected replacement year

17. Miles between road calls, maintenance cost per vehicle mile, and other maintenance indicators

18. Accident history, miles between accidents, and other safety indicators

19. Annual operating, administrative and capital expenditures and cost allocations plans

20. Sources of revenue

21. Source of vehicle replacement funding

22. Fee/donation schedule

23. Current, future and past budgets

24. Maintenance agreements

25. Insurance costs and specific limitations

26. Existing contracts for service

27. Driver training requirements

28. Communications equipment and dispatch system

29. Total trips

30. Total transit dependent trips and percent of total trips

Indiana Governor's Planning Council for People with Disabilities

31. Total vehicle miles

32. Total vehicle hours of operation

33. Total revenue

34. Total expenditures

35. Trips per vehicle mile

36. Trips per vehicle hour

37. Cost per trip

38. Cost per vehicle mile

39. Cost per vehicle hour

Indiana Governor's Planning Council for People with Disabilities

Task 11: Data Table of Monthly or Annual Totals

A table showing the following information with annual or monthly totals for each provider for the following data items can be analyzed to assist in determining each provider's efficiency and effectiveness:

1. Total Trips

2. Total transit dependent trips and percent of total miles

3. Total Vehicle miles

4. Total vehicle hours of operation

5. Total Revenue

6. Total expenditure

7. Trips per vehicle mile

8. Trips per vehicle hour

9. Cost per trip

10. Cost per vehicle mile

11. Cost per vehicle hour

12. Total trips per total seat trips

Task 12: Transportation Demand and Need Estimation

This task will provide a quantitative transportation needs profile for the various transit dependent population segments in the study area. It will indicate the percent of unmet need in the various geographic portions of the service area.

Objective: To estimate the need and demand for transit by the various transit dependent population segments in various portions of the study area.

No entirely satisfactory methodology exists for predicting need or demand for people who lack mobility. "Would you ride" surveys are particularly flawed, so people planning a transit effort should be creative and examine existing models and similar operating conditions in other geographic areas for applicability to the service area. The plan should provide a clear definition of the transit dependent people in the service area. The plan should discuss need and demand for the following:

People with physically and mentally disabilities

Elderly and senior citizens

Low income

Children with disabilities

High risk and at risk children

Demand estimations for rural counties and urban places are contained in the body of the report *Indiana Statewide Public Transportation Needs Assessment Study (February 1999).* This information is also available on the RTAP website, go to http:// www.indiana.edu/~rtap.

The demand estimations coupled with the peer group analysis gives a starting point for calculating demand. For example, in Greene County, the estimated unmet demand is 164,997 trips. In Peer Group 6a the most productive county is Jasper, which is meeting 23% of its estimated unmet demand of 116,527 trips. As a starting point for service design, it is reasonable to design a system in Greene County that would likewise meet 23% of the unmet demand. With a goal of providing 37,949 trips (23% on 164,997) for Greene County, local planners can now evaluate actual local data and conditions to determine if that number is reasonable and can determine the type of system that could be created to produce 37,949 trips per year. In general, an incremental approach to meeting target ridership is recommended and planners should recognize it may take several years or longer to meet the target ridership.

(Adapted from Peter Schauer's publication, Final Report Indiana Needs Assessment, Appendix B-1, Peter Schauer Associates, 1998)

Step 7: Start thinking in Terms of Transit Results

What are Performance Indicators?

Tasks 10 and 11 are performance indicators that produce measurable information that can be utilized in a comparison of other communities. Performance indicators are used in transportation systems to measure the effectiveness, efficiency and productivity of operations. A performance may be described or used as:

- Anything that measures performance in a quantifiable manner, i.e., total passengers, revenue.

- Frequently, a ratio that relates two different kinds of data and makes them easier to compare with other routes or other operators.

- A management tool to help analysis system strengths and weaknesses.

- A director's tool to help to communicate with management and the public and to serve as a tool to evaluate management.

Keep in mind, for indicators to be useful they must follow the SMART guideline: Simple, Measurable, Achievable, Relevant and Timely.

Effectiveness - The assessment of the extent to which program outcomes achieve stated objectives.

Service effectiveness indicators enable management to determine how well the market is being served by the transit system. The following are examples of service effectiveness indicators:

Ridership – boarding passengers, revenue passengers

Service levels – vehicle service hours delivered, vehicle service miles delivered

Service Reliability - % scheduled service delivered

Operating speed – average vehicle miles/vehicle service hour

Passenger safety – average vehicle mile/collision

Customer Satisfaction – complaints and commendations per month

Efficiency – The assessment of the extent to which program inputs are used to maximize program outputs and outcomes.

Operating Efficiency Indicators enable management to determine how well the resources are being tailored to the demand for its transit service.

Financial indicators – transportation, maintenance, plant, and administrative costs/vehicle service hour

Indiana Governor's Planning Council for People with Disabilities

Service Utilization- boarding passengers/vehicle service hour

Cost Utilization – operating cost/boarding passenger

Productivity – The ability of a system to maximize the resources of the service.

Productivity Indicators enable management to determine how well the organization resources are being utilized.

Organizational Productivity – vehicle service hours/total employees

Administrative Productivity – vehicle service hours/administrative employee

Operator Productivity – vehicle service hours/operator, vehicle service hours/operator paid hours

Maintenance Productivity-vehicle miles/maintenance and servicing employee, service hours/maintenance and servicing employee paid hours, vehicle miles/road call

Example of Performance Indicators:

	System A	System B
Revenue/expenses	*15%*	*45%*

A high or low indicator doesn't necessarily mean anything is right or wrong. It is an indicator, not a red flag. One or two indicators should be considered in the context of the material.

Total expense/vehicle mile	*$3.26*	*$2.34*
Total expense/vehicle hour	*$24.45*	*$26.68*
Miles/hour	*7.5*	*11.4*

How to evaluate performance indicators?

There are two basic methods to evaluate performance indicators: peer group analysis and time trend analysis. The peer group analysis is only viable if you select a sample of systems with similar types of service, revenue hours, revenue miles, fleet size, budget, population, climate, and geography. Compare the system to a minimum of 15 to create a good sample. If less than 10 are available, use the median and use the mean (average) or the median if you have 10 or more in your sample.

A time trend analysis is useful and the simplest and most effective way to display results. The units of measure and the method of collecting data must be consistent. This method can be used to relate historical and current performance to your stated goals and objectives.

Example:

	Actual	*Goal*	*Difference*	*% Difference*
Revenue	*$629,423*	*$650,000*	*-$20,577*	*3.17%*

Evaluation techniques –

Establish an acceptable range for variance (e.g. 10%)

Divide the performance of the ABC System by the norm (the peer group average).

Indiana Governor's Planning Council for People with Disabilities

Normal performance (as defined by the arbitrary range) will fall between .9 and 1.1.

Investigate when an indicator doesn't fall within the established range.

	Norm	ABC	Range
Operator Exp/Vehicle Mile	$2.06	$2.63	1.28
Operator Exp/Vehicle Hour	$25.00	$26.26	1.05
Miles/Hour	12.16	9.99	.82
Driver payroll/Vehicle Hour	$8.99	$9.03	1.00

Performance Indicator Exercise – Do the Math

The ratios for the ABC Transit System and its designed peer group average have been calculated for you. Divide the ABC ratio by the peer group average. Assume a normal range of +/- 10% and analyze the results.

	Norm	ABC	ABC/Norm
Operating expense /vehicle mile	2.06	2.63	
Operating expense/vehicle hour	25.00	26.23	
Vehicle miles/vehicle hour	12.16	10.00	
Driver payroll/vehicle hour	8.99	9.03	
Non-driver payroll/vehicle hour	5.02	5.60	
Fringes/vehicle hour	6.00	6.13	
Other expenses/vehicle hour	4.99	5.50	
Driver payroll/driver hour	8.32	8.60	
Driver hour/vehicle hour	1.08	1.05	
Non-driver payroll/non-driver hour	7.97	8.00	
Non-driver hours/vehicle hour	.63	.70	
Fringes/employee hour	3.51	3.50	
Driver wage/driver hour	7.70	7.60	
Driver premium payments/driver hour	.62	1.00	
Operating revenue/vehicle mile	.82	1.27	
Operating revenue/vehicle hour	10.00	12.68	
Passenger revenue/revenue hour	10.07	13.20	
Revenue hours/vehicle hour	.92	.90	
Other operating revenue/vehicle hour	.75	.80	
Passenger revenue/unlinked trip	.32	.33	
Unlinked passenger trip/revenue hour	31.47	40.00	

(Adapted from Kent McDaniel, Indiana Transportation Association, Institute of Urban Transportation, February, 2002)

Indiana Public Transit Annual Report

The Indiana Department of Transportation (INDOT) publishes a comprehensive annual report that summarizes key operating and financial characteristics of Indiana's publicly assisted transit systems. This information is very useful to public officials, planners, transit managers, and transit advocates. The transit systems are divided among peer groups that reflect system size and type of service. These peer groups are classified as Large Fixed Route, Small Fixed Route, Urban Demand Response, and Rural Demand Response. The factors of comparability among the peers are the following factors:

- Total vehicle miles

- Urbanized or non-urbanized service area

- Proportion of fixed route service compared to demand response service.

The information provided allows existing providers a clear picture of how they look compared to the neighboring community system. Performance indicators should be evaluated in the context of the systems' goals and objectives. The quality of the base data is essential.

A copy of the latest annual report can be obtained by contacting INDOT, Division of Multi-Modal Transportation-Public Transit Section, 100 North Senate, Room N901, Indianapolis, IN 46204 or telephone 317-232-1482 or by using the internet at www.in.gov/dot/div/communications.

Step 8: Design detailed service and Financial Options

This evaluation will reveal areas where gaps in service exist and the potential areas for improving the efficiency and effectiveness of the service.

The purpose is to determine the extent to which the goals and objectives for transportation service in the area are being met. Your evaluation will assist you to design a system to address unmet needs or meet existing needs more efficiently. The existing transportation services can be evaluated using one or more of the three following approaches:

1. Transportation Service Supply and Condition Approach – A description of the current status of transportation service in the study area, including:

    a. Quality and quantity of service based on service hours, service miles and area coverage

    b. Efficiency of service provided based on cost of service

    c. Effectiveness of service based on percent of demand being met as well as how well service meets the goals and objectives of the plan

    d. Evaluate the capacity of the existing system by quantifying the ability of the system to produce, on an annual basis:

    e. Pre-scheduled (subscription) trips

    f. Demand/responsive trips

    g. Wheelchair trips

    h. Fixed route transit trips, for both wheelchair and ambulatory passengers

    i. e.   Evaluation of the extent of existing and potential coordination by quantifying the demand for service expressed in terms of annual ridership, vehicle hours, and vehicle miles required by:

    j. Social service sponsored client –riders

Indiana Governor's Planning Council for People with Disabilities

k.   Non-sponsored general public riders

l.   Potential riders - the reasons for their nonparticipation, focusing on their travel demands in terms of times and days, origins and destinations, and trip purpose.

m.   Evaluate the extent of coordination of transportation service in the service area with both public and private service providers (for profit and not-for-profit). Coordination opportunities include, but are not limited to: arranging for services, rider referrals, contracting for service; vehicle sharing; driver training and safety; insurance pooling; school bus usage; matching program and transit schedules.

n.   Local Support-- An evaluation of local support includes the amount of financial support provided by the local governments, corporations and citizens, volunteer help and community support.

B.   Key Issues Approach

The key issue approach relies on the identification of one or more issues that, on the basis of information available to the planner, are particularly important to the effective and efficient delivery of transit service in the planning area. Sources of information for this issue identification would include the issues identified by transportation providers, social service agencies, local and regional planning agencies, and state departments with an interest in transit. Key issues may be found in:

Audits and management reviews

Grant requests

Budget submissions

Transportation Improvement Programs

Adverse trends detected by the state departments or planning agencies in the analysis of information supplied by the transportation service

Information provided by local governmental agencies or regulatory agencies, federal agencies, state agencies or other sources.

The intent of this approach is to identify the greatest possibilities or the most critical problem areas of the service that warrant careful review and attention. To be effective, this approach requires considerable effort to identify the most important issue or issues critical to the overall effectiveness and efficiency of the service. In addition, care is required to focus on the issues so that concise recommendations can be reached within the budget available for the planning effort.

C.   **Functional Approach**   A functional evaluation can be divided into the following categories to evaluate services according to desired or best practices in each functional area:

Administrative Responsibilities – this includes analysis of current sources of transportation funding, eligibility to receive these funds and procedures required to secure them; grant writing; service monitoring and reporting; service change decisions; accounting and budgeting; insurance; and public information and marketing.

Operating Responsibilities – management and supervision of services, scheduling of routes, vehicles and drivers, vehicle maintenance, parts purchase, driver training; safety inspection, and vehicle usage.

Indiana Governor's Planning Council for People with Disabilities

Development of Alternatives for Improvement of Service

Based on the analysis, specific alternatives for service improvements are prepared and examined.

Your plan should make recommendations for service to meet the study goals and objectives in the most effective and efficient way with available resources and in harmony with area characteristics, need and growth trend. Alternatives should be developed which address future conditions and trends such as:

Demographic indicators of need within the study area. Use existing data to forecast the current and projected transit demand over the next three years. Geographic areas undergoing growth and development will generate additional demand for service.

Changes in sponsoring programs that may affect the demand for services over the next three years.

Demand for trips.

Funding availability by revenue source, identifying funding restrictions, uncertainties, and untapped sources. Specific dollar amounts available to the planning area transit program should be identified wherever possible in each alternative.

Based on an appraisal of what has worked well in other service areas in the state and/or elsewhere nationally, identify alternatives for service delivery by suggesting a range of organizational and contractual arrangements. These arrangements should address the terms of service and costs to the users and sponsors. Specify for each alternative configuration:

1. What entity serves as the sponsoring agency and what role other providers and entities play. The role of affiliated entities with an interest or role in the project should also be identified.

2. Politics governing geographic coverage, hours and days of service, trip reservation making, rates and/or fares.

3. Summarize for each alternative:

   a. Capital requirements (facilities, equipment, rolling stock, type of vehicles, ownership of assets)

   b. Operating needs such as staffing levels, vehicle maintenance, and support staff

   c. Capital and annual operating cost estimates

   d. Demand forecasts to project annual ridership based on the service and cost estimates.

   e. The relative ability for each configuration to meet the goals and objectives established by the coordination plan.

   f. The cost feasibility, based on projected funding, of each alternative

Step 9: Service Plan Preparation

This section of the plan, if sufficiently detailed, can function as a service plan, work program and a monitoring tool.

The key objective of this section is to refine a selected alternative, and prepare implementation strategies for achieving the selected alternative. The selected alternative should be described in detail, with a three-year plan linked to the mission, goals and objectives of the plan. A detailed list of measures and tasks to facilitate evaluation should be prepared. The plan should include:

- A. Map indicating areas served, type of service, and estimated ridership

- B. An organizational/management chart and description

- C. A description of services activities

- D. A five year financial plan containing

    1. Operating expenses

    2. Administrative expenses

    3. Capital Expenses

    4. Expected revenue and sources of revenue

- E. A marketing program

- F. A monitoring program to track performance linked to the mission, goals and targets

- G. A Transportation Improvements Program (TIP) for the next five years, based on the capital improvements needs and cost estimates from the financial plan. And anticipated funding to include all federal, state and local dollars

(Adapted from Peter Schauer, Final Report Indiana Needs Assessment, Appendix B-1, 1998)

Step 10: Measure Performance, Monitor And Evaluate

Rather than merely a "step" in the process, this is the continuous application of the principles and tools of Step 7.

To maintain a quality Transportation system and develop in the ways that will best serve the changing needs of your community, it will be necessary to establish policy, procedure, and training in implementation of performance measures.

Policy – there must be policy established at the Board and senior staff level to provide direction and support of ongoing evaluation systems. This is necessary to assure that everyone in the organization is prepared to address any need for change that arises from the evaluation process.

Procedure – It is necessary to establish methods and tools that will generate valid results that are applicable in your particular situation. Your Rural Transportation Assistance Project can provide proven materials and consultation in developing the most effective procedure for your community.

Training – Training of all staff in the value to them in your evaluation system as well as the procedures each of them will carry out in the implementation of the process.

Financing Transit-Oriented Development

There is no single source of funds designed to facilitate transit-oriented development. The report "Coordinating Public Transportation with Other Federal Programs published by the Transit Cooperative Research Program identified 90 programs in 11 federal departments and 6 federal agencies that fund transportation activities. A later review, published by the Federal Transit Administration recognized over 70 Federal programs that might provide funding for community transportation.

Federal Departments:

Department of Agriculture

The Department of Agriculture plays a major role in improving businesses and community development in rural areas through loan and Rural Enterprise Community Grants. Expanded transportation services and transportation capital improvement projects are eligible for funding consideration.

Department of Commerce

Three economic development and assistance programs in the Department of Commerce have a transit focus. Capital assistance may be used for planning transportation services and facilities to eliminate economic distress and revitalize communities in distressed areas.

Department of Defense

Transportation-related projects may be considered in compatible land-use planning or for closed military bases.

Department of Education

The public school system has become the largest U.S. public transportation provider. In addition to transporting students in regular public school programs, local education agencies (LEA) have significant additional transportation responsibilities for students enrolled in special education programs. Students in the nation's public schools are assured transportation on the basis of the mileage between their homes and designated schools.

Office of Special Education Programs: The Individuals with Disabilities Education Act (IDEA) [P.L. 101-476] provides federal financial assistance to public school systems for instructional and support services for students with disabilities. Formula grants to states cover the cost of special education and related services. IDEA guarantees a free, appropriate education in the least restrictive environment for students with disabilities from 5 through 21 years of age.

Part H (IDEA) covers special education services to preschoolers with disabilities for infants and toddlers with disabilities between 3 to 5. Transportation must be provided at no cost to the parents as prescribed in the student's individualized education plan (IEP). When it is necessary to access special education services, school systems are required

to cover the cost of student transportation, which includes to-and-from and between schools, and to-and-from other related services or activities as specified. If needed, transportation must be provided in specialized equipment and/or an accessible vehicle.

Statutory and regulatory policy stipulates that regardless of the excess costs, transportation for special education purposes may not be eliminated or reduced. School systems do not have to operate transportation but are required to get students to and from schools and other services. School systems may contract with private bus, van companies and taxi companies to provide the service.

Part H (IDEA) extends the transportation cost coverage to parents or designated family members and children with disabilities from birth to 2 years of age by requiring multidisciplinary early intervention services through an individualized family services plan (IFSP). The school system pays for the necessary costs include mileage, taxis, common carrier, or other means of transport, tolls and parking.

Office of Special Education and Rehabilitation Services provides federal funding for vocational support and independent living services for individuals who have acquired a major temporary or permanent disability as contained in the Vocational Rehabilitation Act of 1973. It is the primary federal-state aid program that trains and places individuals with disabilities into part-time, full-time or supported employment positions in the competitive labor market.

Vocational rehabilitation dollars may be used to cover the cost of transportation to and from vocational rehabilitation, counseling, information and referral, independent living, and training services. Services are available in a variety of delivery settings, state-operated vocational rehabilitation agencies, comprehensive outpatient rehabilitation centers, and consumer-operated centers for independent living.

Department of Health and Human Services

Administration for Children and Families (ACF) is responsible for over 60 programs which provide services and assistance to needy children and families; the new state-federal welfare program, Temporary Assistance to Needy Families (TANF); the national child support enforcement system and Head Start programs. ACF provides funds to assist low-income families in paying for child care and supports state programs to provide for foster care and adoption assistance.

Head Start is a program created in 1964 as part of the "War on Poverty" to provide comprehensive health, education, nutrition, social, and other relevant services to low-income preschoolers and parents. Transportation services are part of the Head Start program through agency owned transit or contracts with transit systems, school districts, and private and nonprofit providers.

Administration on Aging (AOA) supports a nationwide aging network, providing services to the elderly especially to enable them to remain independent. AoA supports some 240 million meals for the elderly each year, including home-delivered "meals on wheels," helps provide transportation and at-home services, supports ombudsman services for elderly and provides policy leadership on aging issues.

Transportation services are funded under the review of the AoA Supportive Services and Senior Centers Program. Service delivery is primarily through Area Agencies on Aging (AAA) that operate transportation or contract with private and nonprofit providers. AoA also funds research and demonstration programs to improve the delivery of senior transportation services.

Indiana Governor's Planning Council for People with Disabilities

Centers for Medicare and Medicaid Services (CMS), formerly the Health Care Financing Administration, administer the Medicare and Medicaid programs. They provide health care to America's aged and indigent populations. About one in every four Americans are part of this system, including nearly 18 million children. CMS also administers the new Children's Health Insurance Program through approved state plans that cover more than 2.2 million children.

Non-emergency transportation services funded by Medicaid represent the largest Health and Human Services transportation expenditure. Federal/state match funds Medicaid jointly. States are required to ensure access to transportation that is necessary to obtain Medicaid services.

Health Resources and Services Administration (HRSA) helps provide health resources for medically underserved populations. HRSA supports a nationwide network of 643 community and migrant health centers, and 144 primary care programs for the homeless and residents of public housing serving 8.1 million Americans each year. HRSA also works to build the health care workforce and maintains the National Health Service Corp, oversees the nation's organ transplantation system, works to decrease infant mortality and improve child health and provides services to people with AIDS through the Ryan White CARE Act programs.

Transportation services are provided to support community programs for HIV cases (health care and early intervention) and to reduce infant morbidity and mortality. Transportation is considered a related service for treatment under the Substance Abuse and Mental Health Services Administration.

Department of Housing and Urban Development

The Department of Housing and Urban Development (HUD), to support other federal programs related to housing and community development, funds a number of programs that pay for beneficiary travel. Funding also exists for transportation services to support senior citizens and individuals with disabilities and other low-income tenants who live in public housing.

HUD designated 8 Urban Empowerment Zones in large urban cities and 25 Enterprise Communities (EZ/EC) to serve distressed urban areas. In these identified communities, businesses are encouraged to relocate to these designated areas.

HUD also funds Bridges to Work program, which will pay private and nonprofit transportation operators to transport inner-city EZ/EC residents to employment positions in suburban communities in the metropolitan areas.

Department of Interior

The Bureau of Indian Affairs provides vocational training, employment assistance, and other support services to members of federally recognized tribes to support full employment.

Department of Justice

The Weed and Seed Program includes transportation services as a part of local community crime-prevention strategies to reduce violent crime in high crime areas.

Department of Labor

Funding for transportation is available to support various training and employment programs.

Department of Transportation

Federal Transit Administration (FTA) Of the eleven operating agencies in the Department of Transportation, the FTA is the principal source of federal financial assistance to America's urban, suburban and rural communities. Funding covers planning, development, and the improvement of public transit systems.

Section 5307- *Capital and Preventive Maintenance* Funds appropriated by Congress on an annual basis. Section 5307 is an Urbanized Area Formula Program allocated on a formula basis. This allows Federal sources to become available to urbanized areas and to the Governors for transit capital and operating assistance in urbanized areas and for transportation-related planning.

The Urbanized Area Formula Program funds are restricted to Bus and Rail capital and preventive maintenance. These funds are also allocated on a formula basis to each urbanized area in the nation.

National guidelines and formula allocation are developed by the FTA. Section 5307 has an 80% federal participation with a 20% local match**.**

Section 5308 – *Clean Fuels Formula Grant Program* Its purpose is to support the global warming initiative by accelerating the introduction of advanced bus propulsion technologies into the mainstream of the nation's transit fleets. A total of $1 billion is authorized for the Clean Fuels Formula Grant Program at the present time when combined with the Discretionary Grant funds.

Eligible projects include the purchasing or leasing of clean fuel buses and facilities, and the improvement of existing facilities to accommodate clean fuel buses. Clean fuel buses include those powered by compressed natural gas, liquefied natural gas, bio-diesel fuels, batteries, alcohol-based fuels, hybrid electric, fuel cell, certain clean diesel, and other low emissions technology.

Available funds will be allocated among the eligible grant applications using a formula based on the area's non-attainment rating, number of buses, and bus passenger miles. For the last few years, Congress has allocated these funds as part of Section 5309 Bus and Bus Facilities.

Section 5309 has an 80% federal participation with 20% local match. Federal participation is 83% if the local agency purchases buses that are compliant with the ADA and the Clear Air Act.

Section 5309- *New Starts*

These are funds from the FTA Capital Program and are to be for capital projects that will benefit the county's transit systems. In a typical year, approximately half of Section 5309 funds are spent for construction or rehabilitation of facilities and half for acquisition of vehicles.

Under this program, funding can be used for the purchase of buses for fleet and service expansion; bus related equipment; paratransit vehicles; construction of bus-related facilities; transfer facilities, bus malls, and transportation centers; bus preventive maintenance; passenger amenities such as passenger shelters and bus stop signs. The FTA develops policies and guidelines. Federal participation is 80% with 20% local match.

Section 5310-*Elderly/Paratransit Capital (Local Non-Profit organizations)*

Section 5310 of the Federal Transit Act applies to elderly persons and persons with disabilities. This grant is designed to improve the mobility for elderly and people with disabilities. It holds that they shall have the same right as other persons to utilize mass transportation facilities and services. Funding provides capital assistance (vehicles and related equipment) to meet the special transportation needs of the population in urbanized, small urban and rural areas. The FTA pays for 80% of the vehicle cost and the social service agency pays the remaining 20% of the cost.

Welfare-to-Work Federal *Transit Administration Job Access and Reverse Commute (JARC) Grants*

These funds are directed to develop transportation services to transport TANF clients to and from jobs. Metropolitan Planning Organizations in areas with populations over 200,000 may be eligible for funding. Equipment, facilities and maintenance; promoting transit use to workers with non-traditional schedules, employer based transportation, ride sharing, and pass benefits may be considered with these funds. This is a 50% match required and TANF funds may be used.

Section 5311-*Rural Formula Funds*

Section 5311 program supports public transit systems in small urban and rural areas in the state with populations less than 50,000. Eligible systems annually apply and receive funding for operating and capital costs. Capital grants are funded up to 80% of the total project cost. Operating grants are funded up to 50% of the net project cost.

Section 5311(b) created the Rural Transit Assistance Program (RTAP) to provide technical assistance, training and research for rural and specialized transportation providers. RTAP's provide technical assistance to rural public transit operators, on-site training, and a fellowship program that provides financial assistance for operators to participate in training courses.

Section 5311(f) program provides funding assistance to transportation entities for the provision of inter-city transportation related services. The funding is to ameliorate the loss of intercity carriers and the special needs of isolated rural areas.

Federal Transit Act (49 USC) Section 5313 (b) For State Planning and Research Program

Statewide planning and other technical assistance activities (including supplementing the technical assistance program provided through the Metropolitan Planning Formula Program), planning support for non-urbanized areas, research, development and demonstration projects, fellowships for training in the public transportation field, university research and human resource development.

Funds are allocated by formula based on information received from the latest census in the State's urbanized areas as compared to the urbanized area of "all" states. However, a State must receive at least 0.5 percent of the amount apportioned under this subsection. The Federal share is 80 percent and the local share is 20 percent.

Indiana Governor's Planning Council for People with Disabilities

Federal Highway Administration (FHWA)

Congestion Mitigation & Air Quality Program (CMAQ)

This program is designed to fund projects that contribute to the attainment of national ambient air quality standards with a focus on ozone and carbon monoxide. Projects in this program must be consistent with the State Plan (SIP) that has been approved pursuant to the Clean Air Act.

Surface Transportation Program (STP)

A transportation program administered by the Federal Highway Administration (FHWA) and the State of Indiana. TEA-21 legislation requires states to distribute STP funds in the following manner: 10% safety construction, 10% transportation, Enhancement Activities, 50% Regional STP, STP Local and rural areas guaranteed return and 30% state discretionary.

STP may fund a broad range of projects, which include: construction, reconstruction, rehabilitation, resurfacing, restoration and operational improvements for roads or highways which are functionally classified as local or rural minor collectors. Capital costs for transit projects are eligible for Federal Transit Act assistance and publicly owned intercity or intracity bus terminals and facilities, carpool projects, fringe and corridor parking facilities, bicycle and pedestrian walkways, highway & transit safety programs.

Department of Veterans Affairs

Veterans with service-connected disabilities, low incomes, and those receiving VA pensions are eligible for payment or reimbursement for the "actual necessary expenses of travel …or an allowance based on mileage" to receive vocational rehabilitation services or counseling, or examination, treatment, or care related to a service-connected disability. Transportation is reimbursable for outpatient and hospital care. Automobile travel is reimbursed at the cost of comparable travel on public transportation if public transportation is inaccessible or unavailable [38 CFR 111(2)(B)].

Corporation for National Services

This entity oversees the Foster Grandparents, Retired Senior Volunteer, and Senior Companion programs and provides modest subsidies, transportation, and other support to low income individuals aged 60 and over to volunteer as companions for children and adults.

Environmental Protection Agency (EPA)

The EPA oversees and provides some funding for transportation-related projects designed to prevent pollution.

Federal Emergency Management Agency

The Federal Emergency Management Agency (FEMA) in communities declared as disaster areas by the President may provide temporary public transportation services.

General Services Administration (GSA)

Surplus government equipment, including vehicles and other transportation-related equipment, determined by the General Services Administration (GSA) as having no further federal utility may be transferred or sold to other entities.

National Endowment for the Arts (NEA)

Transportation funding is provided to increase access to the arts and encourage participation in its programs; the NEA will cover the costs of transportation for inner city, rural, and Native American participants.

Appendix B: Indiana Guide to Transit Funding

<u>Transportation Funding</u>:

Public Transit Planning and Technical Studies Grants- Section 5303 (Formally Section 8)

Agency: Indiana Department of Transportation
100 North Senate Ave. Room N901
Indianapolis, IN 46204-6204
Telephone: (317) 232-1493
Fax: (317) 232-1499
Website: http://www.state.in.us/dot

Contact: Marci Gardner, Transit Planner, Multimodal Division
(317) 232-1482

Program Objective:	To encourage and promote the development of effective and efficient transit systems through the metropolitan planning process.
Type of assistance:	Planning grants to the twelve designated Metropolitan Planning Organizations (MPOs) in the state.
Eligible activities/applicants:	Activities include studies relating to management, operations, capital requirements, and economic feasibility, preparation of engineering and architectural surveys, plans, and specifications, evaluation of previously funded projects and other similar or related activities, and in preparation for construction, acquisition, or improved operation of transit systems, facilities, and equipment. Applicants are limited to INDOT, the twelve MPOs and local public bodies including transit systems.
Application Steps:	Draft Overall Work Programs and Transportation Improvement Programs are due each April. Planning grant contracts are executed May through June each year.
Reporting Procedure:	Quarterly progress reports are required for the Overall Work Plan.
Total Amount of Funds:	About $700,000 each year (amount fluctuates based on annual congressional appropriations).
Range:	Federal formula allocations determines annual amount for each MPO.
Cash and in-kind match:	20% local match is required, subject to requirements of the Office of Management and Budget Circulars A-87, the Grant Common Rule and Federal Transit Administration's Circulars 8100.1A.

Indiana Governor's Planning Council for People with Disabilities

| Limitation on the Use : | Eligible activities include anything from intermodal transportation studies to transit related website building. Subject to eligible activities provided in Federal Transit Administration 's Circular 8100.1A. |

| Local Usage: | In addition to the traditional transit planning being performed in Indiana's urban areas, many metropolitan planning organizations and transit agencies are beginning to look at ways to provide better transit service for access to employment and to provide transit links in suburban areas. |

Urbanized Area Formula Apportionment – Section 5307

Agency: Indiana Department of Transportation
            100 North Senate Ave. Room N901
            Indianapolis, IN 46204-6204
            Telephone: (317) 232-1493
            Fax: (317) 232-1499
Website: http://www.state.in.us/dot

| Program Objective: | Funding support for urban areas of over 200,000 and under 200,000 in population. |

| Type of Assistance: | Operating assistance, transit related planning, highway purposes and transit enhancements. |

| Eligible activities/applicants: | Only urban communities with populations of over 200,000 and between 50,000 to 200,000. |

| Applications Steps: | All transportation investments in metropolitan areas, must emerge from a regional multi-modal transportation planning process and must be evaluated and publicly reviewed in accordance with the National Environmental Policy Act (NEPA) in order to be eligible for Federal funding. |

Total Amount of Funds: Over 200,000- 1million population (2002 allocations)

Fort Wayne	$2,262,341
Indianapolis	$9,935,942
South Bend/ Mishawaka	$3,369,027

50,000 – 200,000 population (2002 allocations)

Anderson	$713,351
Bloomington	$1,064,493
Elkhart/Goshen	$1,006,892
Evansville	$1,976,4410
Kokomo	$718,369
Lafayette/West	$1,428,159
Muncie	$1,049,877
Terre Haute	$807, 932

| Range: | Federal formula allocations determine annual amount for each urbanized area. |

New Starts – Section 5309

Agency: Indiana Department of Transportation
               100 North Senate Ave. Room N901
               Indianapolis, IN 46204-6204
               Telephone: (317) 232-1493
               Fax: (317) 232-1499
Website: http://www.state.in.us/dot

Program Objective: New Starts funds propose major transit investments and fixed guideway projects. Fixed guideway projects may include, rapid rail, light rail, commuter rail, automated guideway transit, people movers, ferry boat service and fixed guideways facilities for buses and other high occupancy vehicles.

Eligible activities/applicants: For a project to qualify for Section 5309 New Starts funding, the planning and NEPA process must include a planning-level alternatives analysis (formally known as a major investment study) which evaluates all reasonable modal and multi-modal alternatives and general alignment options for addressing the identified, broadly defined travel corridor.

All transportation investments in metropolitan areas, must emerge from a regional multi-modal transportation planning process and must be evaluated and publicly reviewed in accordance with the National Environmental Policy Act (NEPA) in order to be eligible for Federal funding

Total Amount of Funds: $7.66 million (Though FY2002)

Purpose: Indianapolis Metropolitan Planning Organization with IN-DOT and other stakeholders has completed a Major Impact Statement /Draft Environmental Impact Study (MIS/DEIS).

Public Mass Transportation Fund (PMTF)

Agency: Indiana Department of Transportation
               100 North Senate Ave. Room N901
               Indianapolis, IN 46204-6204
               Telephone: (317) 232-1493
               Fax: (317) 232-1499
Website: http://www.state.in.us/dot

Contact: Brian Jones, Section 5310 Program Manager

Telephone: (317) 232-1493

Program Objective: The Public Mass Transportation Fund (PMTF) is a state program that receives 76% of the state sales and use tax. These funds are allocated to public transit agencies on a calendar year basis using a performance-based formula. Service area population, passenger trips, total vehicle miles, and locally derived income data are utilized to compute the formula allocations.

Type of Assistance: Capital and operating grants.

Indiana Governor's Planning Council for People with Disabilities

Eligible activities/applicants: Eligible capital projects include buses, vans, communication equipment, facilities and computers. Eligible operating expenses include salaries/fringe benefits, fuel, oil, other materials /supplies, insurance and marketing.

Eligible applicants are all municipal corporations, which receive federal transit funding.

Application steps: Must complete application form, contact INDOT for deadlines.

Awards are limited to an amount equal to 100% of the project's Locally Derived Income or the system's total allocation, which ever is less.

Locally Derived Income (LDI) is defined as follows:

System revenues: including fares, charter, advertising, and all other auxiliary non-transportation revenue.

Taxes levied by, or on behalf of a transit system.

Local cash grants and reimbursements: including general fund receipts; property, local option, license, excise and tangible taxes: bank building and loan funds; and other locally derived assistance.

Reporting Procedures: Quarterly and annual operating and financial reports are required.

Total Amount of Funds: About $28,100,000 for 2001 (Amount fluctuates based on biennial appropriations by the Indiana General Assembly.)

Range: $2,100 - $8,500,000 for 2001.

Cash and in-kind match: May match local and/or federal transit funds. PMTF may not exceed 100% of local funds invested in a project.

Limitations on funds: Cannot be matched by local in-kind funds. PMTF are designed to leverage local and federal transit funding.

Local Usage: The City of Bedford had received $96,150 to help match $116,799 in federal operating funds (local share $96,161) in operating assistance to continue its public transit services.

The City of Evansville has received $52, 970 to help match $503,761 in federal capital assistance (local share $62,970) to purchase transit vehicles.

Capital Assistance for Transportation, Services for Elderly and Disabled Persons – Section 5310
(Formerly Section 16)

Agency: Indiana Department of Transportation
100 North Senate Ave. Room N901
Indianapolis, IN 46204-6204

Indiana Governor's Planning Council for People with Disabilities

Telephone: (317) 232-1493
Fax: (317) 232-1499
Website: http://www.state.in.us/dot

Contact: Brian Jones, Section 5310 Program Manager
(317) 232-1493

Program Objectives:	To provide capital assistance in meeting the transportation needs of elderly and disabled persons where public transit services are unavailable or insufficient.
	The Federal Section 5310 Program authorizes federal capital assistance grants to meet the special needs of elderly persons and person with disabilities for whom public mass transportation services are unavailable, insufficient or inappropriate.
	The FTA distributes Section 5310 funding based on each state's share of the number of elderly persons and persons with disabilities within the United States. Indiana funds are available for distribution on an 80% federal basis and 20% local (applicant) matching basis.
Type of Assistance:	Capital grants for purchase of buses, vans, other para-transit vehicles, and communication equipment.
Eligible Activities:	Eligible applicants include private non-profit organizations and public bodies that coordinate specialized transportation services. The Indiana Department of Transportation (INDOT) solicits Section 5310 applications, selects projects, executes grant awards, buys equipment and monitors vehicle operation. This is a lengthy process often taking up to two years from application to receipt of vehicle. Applicants include private non-profit organizations and public agencies.
Reporting Procedures:	Quarterly equipment reports are required throughout the useful life of the capital equipment.
Total Amount Available:	$1,818,609 in 2002 (Amount fluctuated based on annual congressional appropriations.)
Range:	$16,000 - $100,000 in 2001.
Cash and In-kind Match:	20% local cash match is required, subject to requirements
	Office of Management and budget Circulars A-110 and Federal Transit Administration Circular 9070.1C.
Limitations on Use:	Funding only for Capital Assistance.
Local Usage:	Wabash County Council on Aging received $38,000 (Local share $7,600) for Modified Lift-Equipped Van.
	First Chance Center of Orange County received $40,000 (local share $8,000) for a 15 passenger standard van and seven-passenger mini-van.

Indiana Governor's Planning Council for People with Disabilities

Capital, Operating and Intercity Bus Assistance for Small Urban and Rural Areas - Section 5311
(Formerly Section 18)

Agency: Indiana Department of Transportation
               100 North Senate Ave. Room N901
               Indianapolis, IN 46204-6204
Telephone: (317) 232-1493
Fax: (317) 232-1499

Contact: James English, Section 5311 Program Manager
               (317) 232-1483

Program Objectives: To enhance the access of people in small urban and rural areas to health care, shopping, education, employment, public services, and recreation. To assist in the maintenance, development, improvement and use of public transit. To encourage and facilitate the most efficient use of all federal funds used to provide passenger transportation through coordination of programs and services.

The Federal Section 5311 Program was created via the Federal Transportation Act of 1964 to provide public transportation in non-urbanized areas (population of 50,000 or less).

Type of Assistance: Capital, operating and intercity bus grants.

Eligible Activities/Applicants: Eligible capital projects include buses, vans, communication equipment, facilities and computers. Eligible operating expenses include salaries/fringe benefits, fuel, oil, other materials/supplies, insurance and marketing. Intercity projects also include marketing and planning only projects.

Eligible applicants for Section 5311 funding include counties, cities, public transportation corporations and regional transportation authorities. The applicant may either directly provide transit service or purchase service from an eligible provider. Eligible providers include local public bodies, private for-profit and non-profit agencies that will provide services to the general public. (Private non-profit and for-profit providers cannot apply for assistance directly and must work through a designated public entity.

Application steps: Letters of intent are due each June and applications are due in August. Contact INDOT for specific dates.

Reporting Procedures: Quarterly and annual operating and financial reports are required. In addition, several federal compliance submissions are due on an annual basis.

Total Amount of Funds: About $5,000,000 each year (Amount fluctuates based on annual congressional appropriations.)

Range: $25,000 - $440,000

Indiana Governor's Planning Council for People with Disabilities

Cash and in-kind match:	20% local cash match on capital grants and intercity marketing and planning. 50% on operating projects. One half of local share must be cash, the other half may be other federal funds allowed by the Federal Transit Administration and the other Federal Grantor Agency. Local shares are subject to requirements of Office of Management and Budget Circulars A-87, A-110 and the Common Grant Rule and Federal Transit Administration Circular 9040.1C.
	Section 5311 is designed to coordinate with other FTA assistance programs. It also allows communities to use other federal grants as local match: Medicaid, Title 20, TANF, Older Americans, Head Start, etc.
Limitations on use:	Subject to eligible projects identified in Federal Transit Administration's Circular 9070.1C.
Local Usage:	The City of Bedford has received $115,656 (local share $250,231) in operating assistance to continue its public transit services.
	Franklin County has received $32,000 (local share $8,000) to purchase 2 vehicles (mini-vans).

Job Access: Reverse Commute (JARC)

Agency: Indiana Department of Transportation
              100 North Senate Ave. Room N901
              Indianapolis, IN 46204-6204
Telephone: (317) 232-1493
Fax: (317) 232-1499
Website: http://www.state.in.us/dot

Program Objective:	To provide competitive grants to local government, nonprofit organizations, and designated recipients to Federal transit funding to develop transportation services to connect welfare recipients and low-income persons to employment and support services.
Type of Assistance:	Job Access grants will be for capital projects, to finance operating costs of equipment, facilities and associated support costs related to providing access to jobs. The Reverse Commute grants will assist in funding the costs associated with adding reverse commute bus, train, carpool or service from urban areas, urbanized areas, and areas other than urbanized areas to suburban work places.
Eligible Activities:	Job Access project is one that provides new or expanded transportation service designed to fill gaps that exist for welfare recipients and other low-income individuals to and from jobs and other employment related services.
	A Reverse Commute project facilitates the provision of new or expanded public mass transportation services for the general public from urban, suburban, and rural areas to suburban work sites. Capital and operating costs for such projects are eligible.

Indiana Governor's Planning Council for People with Disabilities

Localities have wide flexibility in selecting service strategies that are appropriate to their areas, including:

Late night and weekend services.
Guaranteed ride home service3
Shuttle service.
Expanded fixed route mass transit route.
Demand responsive van service.
Ridesharing and carpooling activities.
Bicycling.
Car loan programs that assist individuals in purchasing vehicles.

.

Application steps: Local agencies and authorities and private non-profit organizations are eligible to apply for JARC Program funds. Local agencies and authorities include states, local governments, metropolitan planning organizations, public transit agencies and tribal organizations.

In urbanized areas with populations of 200,000 or more, MPOs select the applicant(s). FTA urges MPOs to designate a single recipient to submit a consolidated application in these urbanized areas.

In areas with populations under 200,000, states select the applicants. For areas with populations between 50,000 and 200,000, the area MPO would have to be willing to endorse the project, include it in the Transportation Improvement Program prior to forwarding it to the state for selection for forwarding to the federal program.

Lead applicants submit consolidated applications on behalf of a number of subrecipients. They may apply for program administration costs of up to 10 percent of the grant request.

Reporting Procedures: As requested by FTA.

Total amount of funds: $125,000,000 (FY 02)

Cash and in-kind: The maximum US DOT share of a grant under the JARC Program may not exceed 50 percent of the total project cost. The non-US DOT share shall be provided in cash or in the form of in-kind services that has a discernable cash value that is directly attributable to the service to be provided.

Revenues for service agreement s are an eligible match, but revenues from individual fares cannot be used as match.

Limitations on Funds: JARC funds may not be used for planning or coordination activities.

Local usage: Indy Flex is a program of IndyGo. Services for this program are provided with smaller buses and vans that operate in a more flexible fashion than the traditional fixed rout services. There are currently two specific services provided by IndyGo Access to Jobs program, and they include the Airport Zone Service and the Late Night Service.

Indiana Governor's Planning Council for People with Disabilities

Human Services Funding for Transportation

Step Ahead Planning Grants

Agency: Family and Social Services Administration
Address: 402 West Washington Street
            Indianapolis, IN 46204
Telephone: (317) 233-4690
Website: http://www.state.in.us/fssa

Contact: Local Step Ahead Coordinator

Program Objectives: Counties are to use these funds for Step Ahead Council planning and development, and to implement the county Action Plan. The Plan is to develop a comprehensive, seamless service delivery system for children, families and individuals.

Eligible activities/applicants: All funding must be expended in relation to county and customer needs in order to implement the County Action Plan.

Application Steps: The Indiana Family and Social Services Administration, Division of Communication, Policy & Planning will offer grants to those Step Ahead Councils who have met the following criteria.

1. Submission of county Action Plan (AP) providing measurable Council goals, objectives, and action steps for the upcoming year. The AP must be submitted in order to receive funds under the grant criteria.

2. Must adhere to the Roles and Responsibilities as defined in 405 IAAC3-2-4 of the Step Ahead Rule.

3. Categories:

    a. Basic health Care (examples: nutrition, dental care, infant mortality, transportation, etc.)

    b. Community Mobilization (examples: increasing partnerships, mobilizing available resources)

    c. Council Development and Support (examples: ongoing recruitment of members, council training, inclusion of consumer representation & input, review of operating procedures or by-laws)

    d. Economic Opportunities & Educational (examples: job availability and training, employee assistance, employment, alternative education, high school graduation rates, etc.)

    e. Educare (example: expansion of licensed childcare providers, training for providers, etc.)

Indiana Governor's Planning Council for People with Disabilities

        f.   Family Support (examples: responsible parenting, early childhood development awareness, adolescent pregnancies, recreation and housing, etc.

        g.   Grant due in mid March.

Total Amount of Funds: In 2002, $2,164,2888 to Indiana's 92 counties.

Range: $15,741-$192,784 based on set criteria. Funding for 2003 will remain at the 2002 level.

Limitations on Use: The Step Ahead Planning Grant dollars must be used to support the Step Ahead Council Action Plan. Sixty-five (65) percent, if not more, of the total funds shall be used for planning and the remainder may be used for discretionary purposes addressed in the action plan.

Medicaid

Agency: Family and Social Services Administration
Address: 402 West Washington Street
        Indianapolis, IN 46204
Telephone: (317) 233-4690
Website: http://www.state.in.us/fssa or http://indianamedicaid.com/

Contact: EDS Provider Enrollment Unit
        P.O. Box 7263
        Indianapolis, IN 46207-7263
        Customer Assistance Unit: 1-800-577-1278 or 1-317- 655-3240

Program Objectives: Title XIX of the Social Security Act is a program, which provides medical assistance for certain individuals and families with low incomes and resources. The Program, known as Medicaid is a jointly funded cooperative venture between the Federal and State governments to assist States in the provision of adequate medical care to eligible needy persons.

Eligible Activities: Transportation to and from an Indiana Medicaid covered service is provided as an optional service under the Indiana Medicaid Program.

        When transportation is unavailable from a non-Medicaid reimbursed source, such as a recipient owned vehicle, a volunteer organization or willing family or friends, Indiana Medicaid reimburses Medicaid enrolled vendors for the least expensive type of emergency and non-emergency transportation available that meets the medical needs of the recipient, up to a maximum of twenty one-way trips of (less than 50 miles) per recipient per rolling twelve month time period.

Indiana Governor's Planning Council for People with Disabilities

Additional trips and trips of 50 miles or more one way are subject to prior authorization. Emergency ambulance services and transportation to and from a hospital for inpatient admission or discharge are exempt from the numeric cap and do not require prior authorization.

Available modes of transportation reimbursable by Indiana Medicaid include:

Taxicab, train, or bus service

Family member services

Airline/air ambulance services

Transportation services rendered by a provider located out-of-state in a non-designated area

Specialized neonatal ambulance services

Intrastate wheelchair/non-ambulatory services

Intrastate commercial ambulatory services

Application Steps:	The provider acquires an enrollment package from a customer assistance telephone representative, or by writing to the Provider Enrollment Unit (PEU).
	The PEU sends an enrollment package that includes an Indiana Medicaid provider agreement, other documents relevant to enrollment in Medicaid, and other programs such as the 590 program.
	The provider must complete and sign all appropriate forms required for that type and specialty, and return to the PEU.
	If all enrollment materials are completed correctly, the PEU verifies the license and credentials and activates the provider as an authorized IHCP provider.
	After being enrolled, the PEU forwards a confirmation letter to the provider's address with an *Indiana Health Programs Provider Manual* and appropriate provider manuals if applicable. After receiving an enrollment confirmation letter, the provider can bill for covered services from the enrollment date.
Reporting Procedures:	To maintain enrollment, copies of certification or insurance documents need to be sent to the PEU on an annual basis when the certification documents expire. Without current certification or ongoing proof of insurance for transportation providers, claims with dates of service after the expiration date noted in the PMF are automatically denied.
Total Amount of Funds:	Amount of funds expended from Medicaid for transportation in 2000: $25,618,000.

Indiana Governor's Planning Council for People with Disabilities

Range:	Based on individual need.

Cash and In-kind Match:	Not applicable

Limitation on Use:	Indiana Medicaid reimburses Medicaid enrolled vendors for the least expensive type of emergency and non-emergency transportation available that meets the medical needs of the recipient, up to a maximum of twenty one-way trips of (less than 50 miles) per recipient per rolling twelve month time period.

Medicaid Waivers

Autism Waiver

Agency: Family and Social Services Administration
Address: 402 West Washington Street
              Indianapolis, IN 46204
Telephone: (317) 233-4690
Website: http://www.state.in.us/fssa

Contact: Medicaid Waiver Unit
              (317) 232-1726 Ext: 2-7122

Purpose:	To support individuals with Autism

Eligible activities/applicants:	Transportation can only be reimbursed to and from habilitation training for persons with autism.

Limitations:	No other transportation expenses are covered.

Developmentally Disabled Waiver

Agency: Family and Social Services Administration
Address: 402 West Washington Street
              Indianapolis, IN 46204
Telephone: (317) 233-4690
Website: http://www.state.in.us/fssa

Contact:	Bureau of Developmental Disabilities Services
(317) 232-7855	

Purpose:	To support the activities of individuals with developmental disabilities.

Eligible activities/applicants:	Anyone can be a transportation provider as long as they meet the qualifications (current license in good standing, insurance, and a safe vehicle).
	Residential habilitation providers, who are providing 24-hour services to an individual, receive a flat rate of $150 per person or $300 for an individual, which needs an accessible vehicle each month. This is paid directly to the provider who arranges transportation and should cover all transportation needs for the month.

Indiana Governor's Planning Council for People with Disabilities

For other consumers, the rate is .28 (ambulatory) or .56 (accessible vehicle) per mile up to $150/month or $300 per month.

Limitations: Non-24 hour DD providers can bill Medicaid directly for mileage up to the limit. The flat rate is not available to non-24 providers and mileage must be tracked.

People who are not being served by DD service agencies require a fiscal intermediary.

Transportation can be utilized for community, social activities, work, habilitation activity, appointments, and errands.

Support Services Waiver

Agency: Family and Social Services Administration –
              Division on Disability, Aging, and Rehabilitation Services
Address: 402 West Washington Street
              Indianapolis, IN 46204
Telephone: (317) 233-4690
Website: http://www.state.in.us/fssa

Contact: Bureau of Developmental Disabilities Services
Telephone: (317) 232-7855

Purpose: Provide supports to families to keep the family member with a disability(ies) at home.

Eligible activities/applicants: Anyone can be a transportation provider as long as they meet the qualifications (current license in good standing, insurance, and a safe vehicle).

Residential habilitation providers, who are providing 24-hour services to an individual, receive a flat rate of $150 per person or $300 for an individual which needs an accessible vehicle each month. This is paid directly to the provider who arranges transportation and should cover all transportation needs for the month.

For other consumers, the rate is .28 (ambulatory) or .56 (accessible vehicle) per mile up to $150/month or $300 per month.

Limitations: Non-24 hour DD providers can bill Medicaid directly for mileage up to the limit. The flat rate is not available to non-24 providers and mileage must be tracked.

People who are not being served by DD service agencies require a fiscal intermediary.

Transportation can be utilized for community, social activities, work, habilitation activity, appointments, and errands.

Residential Services-Transportation

Agency: Family and Social Services Administration-
            Division on Disability, Aging, and Rehabilitation Services
Address: 402 West Washington Street
            Indianapolis, IN 46204
Telephone: (317) 233-4690
Website: http://www.state.in.us/fssa

Contact: Bureau of Developmental Disabilities Services
Telephone: (317) 232-7855

Program Objectives: To support individuals with developmental disabilities in 24
                           hour residential services. Transportation services are part of
                           an individual's service/support plan.

Eligible Activities: Transportation services consist of material benefits such as
                           tickets/passes, as well as the actual provision of the
                           transportation services. This includes a provision for payment
                           to neighbors, co-workers, and other community members using
                           private automobiles to transport individuals for purposes of
                           accessing community resources.

                           All individuals who reside in settings with 24 hour paid staff
                           supports are to have the monthly rate established by DDARS
                           for level 1 or Level 2 transportation in their service/support plan.

                           Individuals who reside in settings without 24 hour paid staff
                           supports may have the per mile rate established by DDARS for
                           Level 1 or Level 2 transportation included in their
                           service/support plan, as needed by the individuals to gain
                           access to the services and activities specified in their individual
                           plan.

Limitations: Transportation costs covered under Medicaid.

                           Agencies must gain approval from the BDDS Program Review
                           Committee for this service prior to providing the service for
                           BDDS reimbursement.

                           Vehicles owned /operated by the provider agency must be in
                           good repair, with inspection by a qualified mechanic at least
                           every 6 months.

                           Agencies must maintain insurance, including liability insurance,
                           for all agency owned/operated vehicles.

                           Individual personnel providing transportation services shall
                           meet the following requirements;

                           At least 18 years of age

                           Have a valid Operator's driver's license under IC 9-24-1-1 for
                           individuals using private vehicles

                           Have a valid Chauffeur's license under IC9-13-2-21 or an
                           Indiana Public Passenger Chauffeur's license when driving a

Indiana Governor's Planning Council for People with Disabilities

non-private vehicle designed to transport fewer than 15 people
(IC 9-24—1-3).

Have a valid Indiana Commercial Driver's License when
operating a vehicle designed to transport a minimum of 15
people (IC 9-13-2-31).

Have a safe, legal driving record

Have auto insurance, including liability insurance.

Have properly maintained vehicles.

TITLE XX/SSBG - TRANSPORTATION

Agency: Family and Social Services Administration-
               Division on Disability, Aging, and Rehabilitation Services
Address: 402 West Washington Street
               Indianapolis, IN 46204
Telephone: (317) 233-4690
Website: http://www.state.in.us/fssa

Contact: Bureau of Developmental Disabilities Services
Telephone: (317) 232-7855

Program Objective: To assist individuals with disabilities to enter, engage in, or retain
                        employment.

Eligible Activities: Transportation occurs as part of Individual Habilitation.

                          Transportation is reimbursable only from the individual's residence to
                          the location where services are being delivered and the return trip.

                          Transportation must be included in the individual's written service
                          plan as a means to access specific services within the community.

Exclusions: Transportation that is reimbursable through other funding sources
                        such as Medicaid.

                        Transportation for any other purpose that is not specifically
                        addressed in the individuals' service plan to support the individual in
                        the community.

Provider Requirements: Agencies must gain approval from the BDDS Program Review
                            Committee for this service prior to providing the service for BDDS
                            reimbursement.

                            Agencies must be not-for-profit entities.

                            Vehicles owned/operated by the provider agency must be in good
                            repair, with inspection by a qualified mechanic at least every 6
                            months.

                            Agency owned/operated vehicles must be accessible if the agency
                            provides transportation to individuals with disabilities.

Indiana Governor's Planning Council for People with Disabilities

Accessible vehicles owned/operated by the provider agency must be equipped with approved tie-downs for each individual who uses a wheelchair.

Agencies must preserve in a file all records pertaining to the repair, inspection and maintenance of the vehicle.

Staff who will be driving consumers shall meet the following requirements:

At least 18 years of age

Be a high school graduate, or have a GED, or demonstrated the ability to read and write adequately to complete required forms and reports and to follow written directions.

Have CPR certification and first aid training

Have a valid Indiana driver's license

Be in adequate health to perform required tasks

Be free from communicable disease, with negative TB test or chest x-ray

Have an interest in and empathy for persons with developmental disabilities

Criminal background check shows no history of:

-Abuse or fraud in any setting

-Substantial and/or repeated violations in the care of disabled persons

-Conviction of a crime related to the disabled population.

-Conviction of a violent crime.

-Bureau of Motor Vehicles check shows no history of significant driving violations, i.e., no repeated speeding citations, license suspensions, reckless driving, etc.

Possess interpersonal skills necessary to work productively with consumers.

Have successfully completed orientation with provider agency, in addition to Direct Care Staff training.

TITLE III-B Older Americans Act- Transportation

Agency: Family and Social Services Administration-
                  Bureau of Aging and In-Home Services
Address: 402 West Washington Street
                  Indianapolis, IN 46204

Indiana Governor's Planning Council for People with Disabilities

Telephone: (317) 233-4690
Website: http://www.state.in.us/fssa

Contact: Bureau of Aging and In-Home Services or AAA
Telephone: (317) 232-7109

Program Objective: To provide transportation services to older Americans age 60 and above.

Eligible Activities: Transportation is provided to nutrition sites, Adult Day Care centers, Senior Centers, Medical appointments, grocery shopping, etc.

Limitations: Services are contracted through the 16 Area Agencies on Aging

                                              To contact your local Area Agency toll-free, call 1-800-986-3505.

Vocational Rehabilitation Services

Agency: Family and Social Services Administration-
                  Bureau of Aging and In-Home Services
Address: 402 West Washington Street
                  Indianapolis, IN 46204
Telephone: (317) 233-4690
Website: http://www.state.in.us/fssa

Contact: Any of the 28 local Vocational Rehabilitation Services Offices

Program Objectives: To assist people with disabilities to prepare for, enter, engage in, and retain employment.

Eligible activities: Transportation as it relates to travel and related expenses that are required to enable an individual to participate in a vocational rehabilitation service rather than a supporting service.

                                              May include, training in the use of public transportation vehicles and systems,

                                              Short term travel-related expenses, such as mileage, accommodations, and per diem for an individual participating in other vocational rehabilitation services requiring travel.

Provider Qualifications: Vocational Rehab Counselors authorize the provision of transportation services to the customer, family members, other individuals, taxi companies, public transportation companies, etc.

                                              The state rate for transportation reimbursement is followed: .28 per mile.

Indiana Governor's Planning Council for People with Disabilities

Head Start

Agency: Family and Social Services Administration-
            Division of Children and Family
Address: 402 West Washington Street
            Indianapolis, IN 46204
Telephone: (317) 233-4690
Telephone: (317) 233-4690
Contact :   Donna Hogle,

Website: http://www.state.in.us/fssa

Program Objectives: To offer comprehensive services to low income children and
                            families.

Eligible Activities: Transportation services may be provided through the agency or
                            contract with a private or public transportation provider, to
                            children enrolled in its Head Start or Early Head Start program.

                            Through contractual services, each agency providing
                            transportation services must ensure compliance with newly
                            developed federal guidelines

Applications Steps: Contact local Head Start Provider.

                            Each agency must assist as many families as possible who
                            need transportation in order for their children to attend the
                            program in obtaining transportation.

                            When an agency has decided not to provide transportation
                            services, either for all or a portion of the children, it must
                            provide reasonable assistance to the families to arrange
                            transportation to and from its activities.

                            New federal guidelines state "each agency providing
                            transportation services must make reasonable efforts to
                            coordinate transportation resources with other human services
                            agencies in its community to control costs and to improve the
                            quality and the availability of transportation services. New
                            regulations are outlined in
                            http://www.paheadstate.org/fedtrans.htm.

Provider Qualifications: Agency providing transportation services must ensure full
                            compliance.

                            Equipment such as communication system, safety equipment,
                            first aid kit, seat belt cutter, must be in good working order.
                            Comprehensive child safety and release plans must be in
                            place.

Indiana Governor's Planning Council for People with Disabilities

Child restraint system reqired (Effective January 20, 2004)

Use of school bus or allowable alternative vehicles required (Effective January 18, 2006)

Safe operating condition, and annual inspection program

Inspection of new vehicles at time of delivery

Driver and bus monitor training

Safety education

Local Usage:	Head Start programs have the option of developing their own transportation service or contracting with alternative providers.

Community Development Funds

Community Development Action Grants (CDAG)

Agency: Indiana Department of Commerce – Community Development Division
Address: One North Capital, Suite 600
              Indianapolis, IN 46204-2288
Telephone: (800) 246-7064
Website: http://www.indianacommerce. com

Contact:	Chuck Martindale 317-232-8800
Program Objective:	To support community based redevelopment and self-development strategies.
Types of assistance:	Provides grants to support administration and program development of new and expanding community economic development organizations and alliances.
Eligible activities:	Urban Enterprise Associations. Economic Development Commissions, Redevelopment Commissions, Regional Planning Commissions, Community and Neighborhood Development Corporations engaged in economic development activities and other similar not-for-profit organizations.
Application Steps:	Letter of intent required before making an application. Funds drawn down on a quarterly, reimbursement basis. Letter of intent due in March, application due in August, and awards made in October. Contact the Community Development Division for deadlines. This program is conducted on a biennial basis.
Reporting Procedures:	Quarterly reports
Total Amount of Funds:	$1.5 biennial

Indiana Governor's Planning Council for People with Disabilities

| Maximum award amount: | $50,000 for organizations serving one county, $75,000 maximum if serving two or more counties. |

Community Planning Fund (CPF)

Agency:	Indiana Department Of Commerce – Community Development Division
	One North Capital, Suite 600
	Indianapolis, IN 46204-2288
Telephone:	800-246-7064 or 317-232-8333
Website:	http://www.indianacommerce.com

| Contact: | Planning Specialist |
| | (317) 232-8800 |

| Program Objectives: | To encourage long-range community planning by identifying needs and issues, exploring options in addressing them, and determining an appropriate course of action. |

| Type of Assistance: | State funded grants to local governments and not-for-profit organizations. |

| Eligible activities: | Eligible applicants are Indiana cities, incorporated towns, counties and not-for-profit organizations established under Indiana law whose purposes include economic or community development. |
| | Typical eligible planning activities include feasibility studies, project plans, redevelopment plans, market studies, strategic plans, and environmental reviews and assessments. Common topics include housing infrastructure, land use, economic development, downtown revitalization, wetland management, utilities, and historic preservation. Costs associated with data gathering, studies analysis, preparation of plans and the identification of actions to implement such plans are eligible for reimbursement. |

| Application steps: | There are three funding rounds per year. Each round consists of the submittal of a letter of intent to the Indiana Department of Commerce, a site visit and submittal of a final application. Please contact the Community Development Division for deadlines. |

| Reporting procedure: | There are reporting requirements associated with this program. These will be outlined in the grant agreement and manual which is received after an award is made. |

| Total Amount of Funds: | $250,000 per year. |

| Range: | Not to exceed $10,000 for individual locality; Not to exceed $15,000 for a joint application between two or more cities or towns; Not to exceed $20,000 for projects serving multiple counties. |

Indiana Governor's Planning Council for People with Disabilities

Cash and in-kind:	Minimum 1:1 match. Other state grant funds will not be accepted as local match.
Limitations:	Funds provided on a reimbursement basis. Funds may not be used for in-kind services or contributions or matching of other state programs.
Local usage:	Feasibility studies, project plans, redevelopment plans. Market studies, strategic plans, and environmental review and assessments.

Alternative Fuel Transportation Program

Agency: Indiana department of commerce – Energy Policy Division
Address: One North Capital, Suite 700
            Indianapolis, IN   46204-2288
Telephone: (317) 232-8961
Fax: (317) 232-8995
TDD: (317) 233-5977
Website: http://www.in.gov/doc

Contact: Phil Powlick, Program Manager
            (317) 232-8940

Program Objective:	This program helps organizations to buy alternative fuel vehicles, install alternative fuel refueling facilities, or to purchase renewable alternative fuels.
Type of Assistance:	Grants
Eligible activities:	Businesses, institutions and units of local government in Indiana may apply. Funds may be used to offset the incremental cost of factory-equipped alternative fuel vehicles, converting vehicle to alternative fuel capacity, purchase and install alternative fuel refueling equipment, or to offset the incremental costs of purchasing.
Application Steps:	Interested organizations should contact the Energy Policy Division to receive an application. Grants are awarded on a continuing basis.
Reporting Procedures:	Quarterly Reports
Total Amount of funds:	$130,000
Range:	Up to $30,000
Cash and in-kind:	Match required, amounts vary by type of project
Limitations:	Equipment and installation costs are eligible for funding; research projects are not eligible. Only costs incurred after the execution of a grant award are eligible.
Local Usage:	Evansville Public School System buses use natural gas as an alternative fuel source.

Indiana Governor's Planning Council for People with Disabilities

Department of Transportation (DOT) Grants

Federal Transit Administration (FTA)

Issued October 2002

Request for Grant Proposals for an Operational Test for the Implementation of Advanced Technologies in Rural Transit Service

Summary: The objective of this operational test is to demonstrate and evaluate innovative approaches to integrating Advanced Public Transportation System (APTS) technologies (also referred to as Intelligent Transportation Systems (ITS) technologies for transit or Transit ITS and available Information Technology (IT) systems to better coordinate subsidized transportation services in rural areas among multiple transit operators. The cooperative project will require coordination among various funding agencies, such as the FTA, U.S. Department of Health and Human Services (DHHS), Department of Interior (DOI), U.S. Department of Agriculture (USDA), and the Department of Labor (DOL). The integration and use of APTS technologies and IT systems will enable rural transit providers to coordinate their services better and operate their transit and/or paratransit system(s) more effectively, thus improving subsidized transportation service in rural areas. FTA may award multiple grants for this project.

Dates: Proposals will be accepted immediately, as of the issue date of this request for proposals (RFP). A rolling application process will be used for this solicitation: therefore, there is no specific closing date for receipt of proposals under this RFP. Proposals will be evaluated and selected using evaluation criteria. Proposals will not be evaluated against each other and will not be selected using a competitive approach. The solicitation will remain open until all funds for this project are obligated.

Addresses: Proposals shall be addressed to Mr. Ronald Boenau, Advantaged Public Transportation Systems (APTS) Division, Room 9402, TRI-11, Federal Transit Administration, U.S. Department of Transportation, 400 Seventh Street, SW, Washington, D.C. 20590 and shall reference "Implementation of Advanced Technologies in Rural Transit Service."

For Further Information Contact: Technical questions or concerns may be directed to Mr. Ronald Boenau or Mr. William Wiggins via phone at 202-366-4996 or via e-mail at Rural.RFP@fta.dot.gov. For additional review of document see http://www.fta.dot.gov/research/fleet/its/otrfp.html.

Transit Loans

Community Transportation Development Fund

Agency: Community Transportation Association of America
 Address: The FUND
                  1341 G. Street, NW 10th Floor
                  Washington, D.C., 20005-3116
Phone: (202) 661-0210
Fax: (202) 737-9197
Contact: Patrick Kellogg, Email: Kellogg@ctaa.org

Summary: In response to the changing nature of financing within the Public and Community Transportation Industry the Community Transportation Association of America established the Community Transportation Fund. The Fund is a new corporation designed to assist transit providers, transit agencies, human service agencies, transportation providers, private transit companies, suppliers, and manufacturers with their financial capital and related technical assistance needs. The Fund raises capital through cooperative agreements with United States government like the Department of Agriculture and the Small Business administration. Additionally the Fund works with various private sector lenders to develop sources of capital for the transit industry.

In December of 2000, the FUND was certified by the United States Department of the Treasury as a Community Development Financial Institution.

The Fund currently offers financing through these specific products:

- General Funding Financing
- The Transit Small Business Fund
- Micro loans for Transit Software and Hardware
- Transit Operating Loans
- Transportation and Railway Facilities Fund

The Fund is also flexible and available to develop new products for the special needs of potential borrowers in the public and community transportation arena.

Foundations, Grants and Corporate Gifts

Indiana Community Foundations

The primary purpose of a community foundation is to serve the needs of a local community and the philanthropic aims of donors who wish to better their community. Community foundations provide donors with flexible, efficient and tax-effective ways to give to local charities. The concept of a community foundation is simple. Financial gifts are given to the fund. Typically a community foundation holds, invests and administers a collection of separate funds.   These funds are endowed, which means they are never spent. Instead, they are permanently invested to produce income. The earned income is then used to help meet the community's charitable needs.

A community foundation does not usually conduct programs of its own, but rather supports new or existing programs of other nonprofit organizations and agencies. A community foundation is governed by a local board of directors chosen for their knowledge of the community and set up to be representative of a broad cross section of the community. The community foundation is a tax-exempt organization under Section 501(c) 3 of the Internal Revenue Code.

Indiana leads the nation with more than 90 community foundations. Nearly every county or area of the state is served by a community foundation. Indiana's community foundations are considered some of the fastest growing community foundations in the country. Each local community foundation establishes their priorities, guidelines and procedures.

For a current listing of Indiana Community Foundations by County, contact *Indiana Grantmakers Alliance*, Inc. 32 East Washington, Suite 1100, Indianapolis, IN 46204-3585, telephone: 317-630-5200, fax: 317-630-5210 or check out their website at http://www.indonors.com/cfbycounty.html.

Indiana Governor's Planning Council for People with Disabilities

Other Grants

There are many different types of grants available to nonprofit organizations. Before submitting a proposal, it is wise to understand what kind of grant is needed as well as what is provided by a funder.

For a comprehensive listing of active grantmaking foundations, trusts, and scholarship programs within the State of Indiana, check with the Indiana Grantmakers Alliance, Inc.

The following is a list of grant terminology:

Action Grant is a grant made to examine an operating program or project.

Annual Campaigns are any organized effort by a nonprofit to secure gifts on an annual basis. Traditionally, United Ways utilize this style of campaign.

Award Grant is a specific type of grant gifted as an award for meeting a goal or other special accomplishment.

Capital Expenditure is an expenditure to acquire an asset with an expected useful life of more than one year.

Continuing Support is a grant that is renewed on a regular basis.

Equipment Grants are used to purchase equipment, furnishings or other materials.

General/Operating Support is a grant made to support the general work of an organization, rather than a specific project.

In-kind Services are contributions of services, such as printing, data processing, or technical assistance, in lieu of money.

Matching Funds or Challenge Grants are grants made to match funds provided by other funders.

Project Grants are for funding a stated project.

Seed Money or Start-up Funds are grants or contributions used to start a new project or organization. Seed grants may cover salaries and other operating expenses of a new project.

<u>Purchased Transportation Agreements and Partnerships:</u>

Public transit entities may enter into agreements and partnerships, which allow funding to be accrued by a seller of transportation services through purchased transportation agreements. This does not include passenger fares or purchase of transportation services from services provided under the purchased transportation agreement. Agreements have been established in other communities. The following offers some suggestions:

Colleges/Universities

Purchase of service agreements may take many forms. Some of the large State Universities in Indiana have developed a formalized agreement with local transportation vendors by including bus fees into the cost of tuition. This allows university students "free", accessible transportation while the university creatively addresses it's parking and land use concerns.

Malls

Malls and grocery stores may assist in corporate sponsorship through the financial encouragement of the routing of buses to their locations. Shuttle services and fixed route to a specific mall or grocery can serve as a mutually agreeable relationship between public transit, retailers and customers.

Large Employers

Employers who have a difficult time attracting and keeping employees may be interested in purchasing bus transportation for their employees. For $100 per month, a seat is guaranteed for all employees who choose to ride. This is a creative benefit to attract employees in an area where employers are competing for entry level service workers.

Hospitals and Military Bases

Hospitals and military bases may need transportation services for their personnel and clientele. Shuttle services or other employment related transit partnerships can be built to expand services and parking concerns.

Passenger Fares

The revenue earned from carrying passengers in regularly scheduled and demand response service. Passenger fares include: the base fare, zone premiums, express service premiums, extra cost transfers, and quantity purchase discounts applicable to the passenger's ride.

Adult Base Cash Fare (APTA) – Minimum cash fare paid by an adult for one transit ride; excludes transfer changes, zone or distance charges, express service premiums, zone or distance charges, express service charges, peak period surcharges, and reduced fares.

Peak Period Surcharge (APTA) – An extra fee required during peak periods (rush hours).

Transfer Surcharge (APTA) – An extra fee charged for a transfer to use when boarding another transit vehicle to continue a trip.

Zone or Distance Surcharge (APTA) – An extra fee is charged for crossing a predetermined boundary.

Auxiliary Transportation Revenues

The revenue earned from operations closely associated with transportation operations. Revenue could include station concessions, vehicle concessions, advertising revenue, ID card fees, fare evasion and park and ride lot fines.

Advertising has long been part of our public transit system. Small traditional posters lined the interior of buses and large advertisements adorn the exterior. A few creative systems have found innovative uses of TV and VCR on buses. Sponsors pay for continuously running advertisements on the bus or provide targeted public service announcements.

Non-Transportation Revenues

The revenue earned from activities not associated with the provision of transit service. Non-transportation revenues include investment earnings and other non-transportation sources including revenues earned from sales of maintenance services on property not owned or used by the transit agency; rentals of revenue vehicles to other operators; rentals of transit agency buildings and property to other organizations; parking fees generated from parking lots not normally used as park and ride locations; donations; grants from private foundations; development fees; rental car fees; and other.

School Bus Service Revenues

The revenue earned from operating vehicles under school bus contracts. In a few urban communities, school districts are transporting students-particularly in high school –via public transit. In other areas outside of Indiana, the general public is being transported on school buses. Generally, high school students, school employees, and the general public may be riding on school buses at the same time.

Schools and public transit agencies in some communities have found creative ways to work together beyond operations. School districts, public transportation agencies and Head Start transportation programs have coordinated support services such as maintenance and fueling, and in some areas the entire program.

Appendix C: Legislation and Regulations Affecting Transportation

Transportation Equity Act of the 21st Century (TEA-21)

Signed into law in 1998, TEA-21 sets the transit and highway spending levels until 2003. TEA-21 sets the guaranteed spending levels for public transit and related activities in large and small urban systems **(Section 5307)** and rural areas **(Section 5311).** It also authorizes spending for transportation for the elderly and people with disabilities **(Section 5310).**

Tangible Results of TEA-21

The legislative impact of TEA-21 is evident in the current data disseminated by the American Public Transportation Association. Public transit is experiencing a renaissance. Americans used public transportation a record 9.5 billion times in 2001. Transit rider ship has grown 23% since 1995. This represents the highest level in more than 40 years. Over the last six years, transit use has grown faster than the population (8.4%), highway use (14.7%), and domestic air travel (12.5%; 19% prior to 9-11-01).

The ridership growth can be tied to TEA-21. It has brought specific improvements to transit infrastructure. For example, since 1997 the average age of buses has fallen from 8.7 to 6.9 years; vanpool vehicle from 3.3 years to 2.3 years. The federal transit program is now primarily a capital investment program, the predictability and reliability of guaranteed funding has been a critical asset for the transit agencies in developing long- term plans. It has allowed them to operate in a business like fashion.

Additional TEA-21 transit and highway investments have been put to work in an array of sophisticated transportation improvements. Funds have been allocated nationwide for bus capital, modernization, upgrade, and replacement of capital facilities, rural public transportation, and specialized services for elderly persons and people with disabilities.

Congestion Mitigation and Air Quality   (CMAQ)

This is a program administer by the Federal Highway Administration (FHWA) which funds projects and programs to reduce harmful vehicle emissions and to improve traffic conditions. CMAQ may be used to fund transit projects, rideshare projects and high occupancy vehicle lines. Other communities have utilized the funds to buy buses, and vans, subsidize bus operations and set up ride sharing programs.

Surface Transportation Program (STP)

States and local communities can use these funds for capital projects, and public bus terminals and facilities.

Job Access and Reverse Commute (JARC)

This program provides communities with money to develop transportation services, including reverse commute programs to transport welfare recipients and other low-income people to employment sites.

Indiana Governor's Planning Council for People with Disabilities

Other federal funds such as TANF and Welfare to Work can be used as matching funds.

Urban Transit Formula Grants (Section 5307)

These are formula-based block grants to public transit systems in all urbanized areas. Funded through the Federal Transit Administration, these are specific to all urbanized areas with populations between 50,000 to 200,000. The awards are to be used for capital and operating assistance to small urban transit systems.

Transit systems in areas with populations greater than 200,000 receive their funds directly from FTA. These funds cannot be used for operating expenses.

Major Transit Capital Grants (Section 5309)

These are congressionally designed grants for capital projects such as bus purchases, bus facilities and rail systems construction and improvement.

Capital Grants for Transportation for Elderly and Persons with Disabilities (Section 5310)

These are formula based block grants to states for transit programs that serve elderly and persons with disabilities. States distribute Section 5310 funds to local organizations in both urban and rural settings. The organizations must be either non-profit organizations or lead agencies in coordinated transportation programs.

Rural Transit Formula Grants (Section 5311)

These are formula-based block grants to states for capital and operating assistance to public bodies and non-profits to provide public transit services in non-urban areas with populations of less than 50,000**.**

Americans with Disabilities Act

In 1990, the Americans with Disabilities Act (ADA) was signed into law. The ADA decreed that any entity, building, restaurant, office, sidewalk, restroom, bus, which is open to the public must be accessible to people with disabilities.

The Department of Transportation (DOT), Department of Justice (DOJ) and the Federal Highway Administration (FHWA), all have a role to plan in the regulatory responsibilities under the ADA.

Acquisition of Accessible Vehicles (49 CFR Part 38)

Applies to entities providing transportation. Specific requirements vary according to type of entity, type of service, size and type of vehicle. When acquiring vehicles, you must do so in a way that allows you to provide equivalent service to persons with and without disabilities.

Provision of Accessible Transportation Services (49 CFR Part 37)

Applies to all entities, but specific requirements according to type of entity, type of service, and type of vehicle. In addition to accessible vehicles, you must take reasonable steps to ensure persons with disabilities are able to access, understand and use the services.

Complementary Paratransit (ADA) (49 CFR Part 37)

This applies to public entities providing fixed route transit services. These fixed route transit providers must also have paratransit services to be used by persons whose disabilities prevent them from using the available fixed-route transit. Requirements are found at 49 CFR Part 37.

Drug Free Policies

Drug and Alcohol Abuse Prevention in the Transit Industry (49 CFR Parts 653 & 654)

This applies to grantees of FTA Section 5307, 5309 or 5311programs and their "safety sensitive" personnel. These FTA grantees must maintain a program of drug and alcohol testing and related measures to ensure drug and alcohol abuse is not compromising passengers' safety.

Commercial Motor Vehicle Transportation Drug and Alcohol Abuse Prevention (49 CFR 382)

This applies to employers of "commercial motor vehicle" operators except FTA Section 5307, 5309, or 5311 grantees. As with the FTA rule, this FHWA requirement mandates a program of drug and alcohol testing and related measures to ensure drug and alcohol abuse is not compromising passengers' safety.

Drug-free Workplace   (49 CFR Part 29)

This applies to direct recipients of federal funding and does not apply directly to federal sub-recipients; such as rural public transit providers whose only federal funds are received though state departments of transportation.   This provision requires federal grantees and contractors to assure they will not tolerate the use or possession of illegal drugs in their workplace.

Buy America (49 CFR Part 660 & 661)

This applies to all FTA –assisted procurements of more than $100,000. Unless a waiver is granted, the steel and iron used in vehicles or other products procured with FTA funds must be of American origin, and the manufacturing or these vehicles and products must take place in the U.S.

Transit Bus Testing (49 CFR Part 665)

This applies to all FTA-assisted vehicle purchases. Only those bus models, which have been tested at FTA's bus testing facility in Altoona, PA, may be purchased with FTA funds.

Pre-Award and Post-Delivery Audits of Vehicle Purchases (49 CFR Part 663)

This applies to all FTA-assisted vehicles purchases.   Purchasers must be able to document that the delivered vehicles comply with bid specifications, applicable Federal Motor Vehicle Safety Standards and applicable "Buy America" requirements.   This rule also requires an in-place inspection to determine compliance for most purchases of more than ten vehicles.

Federal Motor Vehicle Safety Standards (49 CFR Part571)

This applies to all vehicle manufacturers. There are particular standards according to the type of vehicle and the purposes for which it will be used. Vehicle purchasers should inform manufacturers how a vehicle is intended to be used, in order that the manufacturer can provide a vehicle complying with the appropriate safety standards, particularly as vehicles purchased to transport children (such as in Head Start programs) must meet standards specifically for school buses.

Indiana Governor's Planning Council for People with Disabilities

Public Involvement

Statewide and Metropolitan Transportation Planning

This applies to state departments of transportation and the metropolitan planning organizations serving urbanized areas. Federal highway and transit funds may be spent only on projects and activities that appear in approved plans. These plans must be developed with participation by the general public. (Joint FHWA/FTA guidance's issued April 23 and May 28, 1992)

Public Hearings Concerning Transit Capital Projects (FTA Circular 9300)

This applies to all public entities receiving FTA capital grants. Before a recipient can commit to spending Section 5309 grant funds, it must hold a hearing concerning the project and how its funds will be spent. Public entities receiving capital assistance under Sections 5310 or 5311 must provide the opportunity for a public hearing. Public involvement is required for the development of state and metropolitan transportation plans, and for the development of complementary paratransit services.

Coordination of Services

Coordinator with other Federal Programs (FTA Circular 9040)

This applies to FTA Section 5307, 5310 and 5311 grantees. In general, federal agencies want their resources used to support cost-effective, non-duplicative services. FTA requires its grantees to coordinate their services with other federally funded activities where Guidance appears in FTA's Circular 9040, among other places.

Charter Service (49 CFR 604)

This applies to all FTA grantees, with special flexibility for Section 5311 grantees. FTA-funded equipment and facilities may not be used to provide charter bus service if there are willing entities able to provide this service. The rule includes provisions allowing rural transit providers to offer charter-style services under contract to social service agencies funded by 20 specially identified programs.

School Transportation (46 CFR Part 605)

This applies to all FTA grantees. Federal law prohibits FTA-funded services to be provided exclusively for school-related transportation, although FTA grantees may provide services that transport students together with other members of the general public.

Safety Regulations

Commercial Driver Licensing (49 CFR 383)

This applies to all commercial motor vehicles. For purposes of passenger's transportation, federal law defines a "commercial motor vehicle" as weighing more than 26,000 pounds, or originally designed to have a seating capacity of 16 or more persons, including the driver. Drivers and other operators of commercial motor vehicles must possess a valid Commercial Drivers License.

Federal Motor Carrier Safety Regulations (49 CFR Subchapter B, Parts 382 – 399)

With the exception of drug and alcohol testing and commercial driver licensing, these regulations apply to entities providing transportation across states. Many entities whose business involves providing regular service across state lines must comply with various portions of these regulations, which include requirements to register with Federal Highway Administration, maintain safety information, regular drivers' hours of service, and carry mandates of liability insurance.

Employment Issues

Nondiscrimination on the Basis of Race, Color, Creed, National Origin, Sex or Age

This applies to all applicant recipients of federal funding, although some details may vary among federal agencies. Your state department of transportation is required to report annually on progress toward equal employment opportunities (EEO) in its highway and transit programs, and therefore will require certifications and supporting evidence that your employment practices are nondiscriminatory. (FTA Circular 4704)

Equal Employment Opportunities for Persons with Disabilities (29 CFR Part 1630)

This applies to all employers, regardless of federal funding. You are not to discriminate against the employment status of a current or potential employee with a disability if you can make reasonable accommodations to help the employee carry out the essential functions of the job. These efforts do not require you to give hiring preference to persons with disabilities, nor are you required to make every possible accommodation an employee may require. Regulations for handling disability-related equal employment opportunity disputes are found at 29 CFR Part 1630)

Transit Employees Labor Protection (29 CFR Part 215)

This applies to all transportation providers receiving FTA assistance. Federal law requires that FTA grants not be made in any way that worsens the employment status of transit employees. This provision is carried out through a process involving assurances made by the grantee, with review and concurrences by FTA, the labor Department and transit industry labor union. The labor protection review process is streamlined for FTA's Section 5311 grantees, and is waived for Section 5310 grantees.

Workplace Health and Safety Protection (29 CFR Part 215)

Applies to all employers. Employees are entitled to a workplace that is free of health and safety hazards.

Protection for Blood Born Pathogens (29 CFR Part 1910)

This applies to employees, due to the increased concerns over exposure to hepatitis, HIV disease and other illnesses transmitted via bodily fluids, guidelines have been issued that are designed to protect the health and safety of workers who are at risk of coming into contact with bodily fluids while on the job

Fair Labor Standards

Federal law provides many protections for employees particularly for those who are paid on an hourly basis. These protections include a minimum wage for hourly employees, along with guaranteed overtime pay for more than 40 hours of work per week. Other labor standards protect employees' right to collective bargaining and protect the job security of employees who must take extended family or medical leave.

It sounds so simple. The reality is quite different. Coordination is hard work and it comes with a price. In those communities where individuals commit to a coordinated transit system, good things have happened.

Extensive research and anecdotal documentation identifies coordination benefits to include: increased service levels, increased mobility of all consumers, better quality of service for riders, cost savings (especially on a unit cost), upgraded maintenance programs, better reporting and record keeping, more equitable cost sharing between partner agencies and individuals, more professional delivery of transportation services, and safer transportation services. The key to successful transit coordination services starts with willingness and work to understand each other's programs, defining the mutual benefits to be gained by working together and jointly establishing workable goals and objectives.

Coordination Ideas – Start Now

(Excerpt from *Introductory Guide to Rural and Specialized Transit*, Arizona Department of Transportation)

Combine your driver-training program with one or more agencies to take advantage of sharing the cost of a   professional trainer.

Explore the possibility of using city or county motor pool for your agency's maintenance. Or, join with other transportation providers at a reduced (high volume) rate. If you have an in-house maintenance facility, consider selling maintenance to other entities.

Basic supplies for offices and maintenance are less costly when purchased in volume. Check with other providers or transportation agencies about the possibility of volume, discount buying. Procurement of vehicles and equipment is also less costly when purchased in volume.

Purchase insurance through a state association or with several other agencies. You could get a reduced price when you purchase insurance through a coalition of agencies.

Lease or share vehicles with one or more agencies to offset your cost of maintaining the vehicle. For example, if you don't use your vehicles on weekends, you might consider sharing the vehicle with a local nursing home for weekend outings. Each user pays a proportionate rate of vehicle expenses and depreciation.

Share information with other agencies who provide services to your clients. You may be able to consolidate separate trips to therapy, the senior center or grocery store into one combined trip.

Organize a ride-share arrangement with another entity that may have passengers on similar routes. For example, if you have seniors who need morning therapy and they live on a route served by Head Start, arrange for the Head Start driver to pick up your senior when they pick up their clients.

Another type of shared ride activity is to pay mileage for individuals who carpool your clients from rural areas into regional service destinations. Your drivers may pick up riders from a central location and provide local transportation.

Help you community establish a volunteer driver program to help you provide trips when your system is at capacity or a trip request is out of your service area. There are several models using seniors to drive other seniors to medical appointments using their own cars.

Share dispatching and scheduling for two or more agencies, from a central location. One agency does dispatch for several types of service, such as Head Start, senior services and general public transportation. The lead agency may also dispatch for the volunteer driver program and possibility the taxi service.

Arrange to share drivers among two or more agencies. For example, if school bus drivers finish routes at 9:30 am, they might be available to deliver meals to rural seniors or provide transportation to meal sites. They would be back in the afternoon to take children home.

Appendix E: Automobile subsidy and cost Information

America's Autos On Welfare
(HTTP://WWW.SIERRACLUB.ORG/SPRAWL/ARTICLES/SUBSIDIES.ASP)

Todd Litman, "Transportation Cost Analysis Summary," VTPI, 1999.

http://www.vtpi.org/

Mark Delucchi, Annualized Social Cost of Motor Vehicle Use in the United States, Based on 1990-1991 Data, University of California at Davis

www.engr.ucdavis.edu/~its, 1996-97; summarized in "Total Cost of Motor-Vehicle Use," Access, No. 8, Spring 1996, pp. 7-13.

1997 Federal Highway Cost Allocation Study, USDOT.

http://www.fhwa.dot.gov/policy/hcas/final/index.htm

"How do Americans Subsidize Driving?", Alt-Trans, Mary Catherine Snyder, ed., Alt-Trans, Fall 1995

James McKenzie, Roger Dower & Donald Chen, "The Going Rate: What It Really Costs To Drive", World Resources Institute, 1992.

Local Government Guide: UNCOVERING AUTO SUBSIDIES

Calculating how much your local government spends subsidizing cars

http://www.iclei.org/co2/Auto/cars.htm

Appendix F: Glossary

AAA

Area Agency on Aging. A local entity that plans senior services and advocates for elderly citizens within their communities.

AoA

Administration on Aging

Access Board

The common name for the Architectural and Transportation Barriers Compliance Board. This independent Federal agency's mission is to develop guidelines for accessible facilities and services, and to provide technical assistance to help public and private entities understand and comply with the Americans with Disability Act (ADA).

Access to Jobs

Federal transit funding for programs created to increase work-related transportation available to low-income individuals. This was authorized in TEA-21. Originally this was designed to be a competitive grant process available to non-profit organizations and municipalities, but most of the funding is earmarked.

Accessibility

The extent to which transit vehicles are barrier free and can be used by people with disabilities.

Alternative Fuels

Vehicle engine fuels other than standard gasoline or diesel. Common alternative fuels include methanol, ethanol, compressed natural gas (CNG), liquefied gas (LNG), clean diesel fuels and reformulated gasoline.

Americans with Disabilities Act

ADA- Enacted in 1990, this act mandates equal opportunities for persons with disabilities in the area of employment, transportation, communication and public accommodations. Requires system-wide accessibility of demand response service and lift-equipped fixed route service with complimentary para-transit.

Bus Testing

The Federal Transit Administration (FTA) Bus Testing regulations mandate that all transit vehicle models purchased with FTA money must undergo testing at FTA's Altoona, PA bus testing site.

Buy America

Federal transportation law which requires that all purchases of vehicles, equipment or any other manufactured item be of US-made and assembled components, unless under $100,000 or the DOT has given the purchaser a Buy America waiver.

Capital Costs

These are the long-term assets of a public transit system such as property, building and vehicles. Under TEA-21, FTA broadened its definition of capital costs to include bus overhauls, preventive maintenance and a share of transit providers ADA para-transit expenses.

Clean Air Act

Federal regulations which detail acceptable levels of airborne pollution and outline the role of states and local governments in maintaining clean air.

Commercial Driver's License (CDL)

The standardized driver's license required of bus and heavy truck drivers in every state. Mandated in 1986 by the Federal government, it covers drivers of any vehicle manufactured to seat 15 or more passengers or over 13 tons gross vehicle weight.

Community Transportation

Transportation services that address the transit needs of an entire community, including the needs of both the general and special populations.

Complementary Para-transit

Para-transit service is required as part of the ADA which complements, or is in addition to, already available fixed-route transit services.

Congestion Mitigation and Air Quality Project (CMAQ)

A flexible funding program to reduce pollution and improve traffic flow. Eligible transit projects could include; rideshare, marketing, free fare days, etc.

Cost/Trip

Ratio used to measure system efficiency/effectiveness. It measures how much it costs to provide each trip.

Curb-to-Curb Service

Vehicle picks up and discharges passengers at the curb or driveway. Driver does not assist the passenger along walks or steps or enter a building.

CTAA

Community Transportation Association of America. A national professional association of those involved in community transportation, including operators vendors, consultants, and Federal, state and local officials.

Demand-Response Service

The type of transit service where individual passengers can request transportation from a specific location to another specific location at a certain time. Can also be called "dial-a'-ride."

Deviated Fixed Route

This type of transit is a hybrid of fixed-route and demand response services. While a bus or van passes along fixed stops and keeps to a timetable, the bus or van can deviate its course between two stops to go to a specific location on demand.

Disabled

Any person who by reason of illness, injury, age, and/or congenital malfunction or other permanent or temporary incapacity or disability is unable, without special facilities, to use local transit facilities and services as effectively as persons who are not so affected.

DOL

U.S. Department of Labor

DOT

U.S. Department of Transportation

Door-to-Door Service

A form of para-transit service which includes passenger assistance between the vehicle and the door of his or her home or other destination. A higher level of service than curb-to-curb, yet not as specialized as door-through-door service.

Drug and Alcohol Testing Regulations

DOT implemented the Omnibus Transportation Employee Testing Act in 1992. The act requires drug and alcohol tests for all safety-sensitive employees of agencies receiving Section 5309, 5307 or 5311 funding (Section 5310 agencies are not included), including drivers, maintenance workers, dispatchers and supervisors.

Earmarking (Also known as "Member Request")

Appropriations bills contain funds for multiple agencies and diverse departmental programs. Members of congress may request that certain projects in their district or state be given funding approval in the legislation, thus bypassing competitive awards processes.

Fare

Revenue received from passengers from regularly scheduled service. This includes base, zone, express, transfers, passes, token and fares paid by someone other than the rider.

Fixed Route

Transit services where vehicles run on regular, pre-designed, pre-scheduled routes, with no deviations. Typically, fixed-route service is characterized by printed schedules or timetables, designated bus stops where passengers board and alight, and the use of larger transit vehicles.

FTA

Federal Transit Administration (before 1991, Urban Mass Transportation Administration) A component of the U.S. Department of Transportation that regulates and helps fund all public transportation. FTA provides financial assistance for capital and operating costs and also sponsors research, training, technical assistance and demonstration programs. FTA was created by the passage of the Urban Mass Transportation Act of 1964.

Grant

The award of government funds to an entity. Federal funds are typically awarded either as formula or block grants.

Head Start

A program of comprehensive services for economically disadvantaged preschool children. Services, including transportation, are provided by local Head Start agencies and are funded by the Administration for Children and Families.

Human Services Transportation

Transportation related to the provision of human or social services. Includes transportation for the elderly and people with disabilities when the transportation is provided by an arrangement other than the public service available to all.

INDOT

Indiana Department of Transportation

LEA

Local Education Agency

Level 1 Transportation

The individual does not require mechanical assistance to transfer in and out of the vehicle. (FSSA)

Level 2 Transportation

The individual requires mechanical assistance to transfer into and out of the vehicle (and vehicle must be modified to accommodate the individual).

Match

State or local funds required by the federal government to complement federal funds for a project. A match may also be required by states in funding projects that are joint state and local efforts. Some funding sources allow service, such as the work of volunteers to be counted as an in-kind funding match. Federal programs normally require that match funds come from other than Federal sources.

Medicaid

This is a federal/state health insurance program for low-income and disabled individuals. The Medicaid program pays for transportation to non-emergency medical appointments if the recipient has no other means to travel to the appointment.

Medicaid Waivers

Waivers are granted to states to allow the general rules of Medicaid to become more flexible in serving specific populations of individuals. The following are waivers that include transportation services. In order to be eligible for a waiver the individual must be eligible for Medicaid.

Autism Waiver – Eligibility is based on first come first served basis, and must be diagnosed with autism or autistic-like condition. Transportation can be reimbursed to and from habilitation training.

Developmentally Disabled Waiver – Eligibility is based on first come first served basis and must be considered developmentally disabled. Transportation services can be reimbursed for community living, social activities, work, habilitation activity, appointments and errands. Anyone can be a transportation provider as long as they meet the qualifications: current driver's license, insurance and safe vehicle.

Support Services Waiver – Eligibility is based on a first come first served basis and meet the criteria for admission into a long-term care facility, state institution or group home. Transportation services can be reimbursed for community living, social activities, work, habilitation activity, appointments and errands. Anyone can be a transportation provider as long as they meet the qualifications: current driver's license, insurance and safe vehicle.

MPO

Metropolitan Planning Organizations are the local bodies that select projects in urban areas to be funded by TEA-21.

MRO

Medical Review Officer. An accredited physician who can review the results of drug and alcohol tests for transit employees. A MRO is mandatory for certain transit agencies under the DOT Drug and Alcohol Regulations. (49 C.F.R. Part 40)

National Transit Database Reports

Annual reports formerly known as Section 15, based on financial and operating data, required of almost all recipients of transportation funds under Section 5307.

National Transit Resource Center

CTAP and RTAP funded service housed at CTAA. Provides technical assistance, information and support to the community transportation industry.

Older Americans Act (OAA)

Federal law first passed in 1965. The act established a network of services and programs for older people. This network provides supportive services, including transportation and nutrition services, and works with public and private agencies that serve the needs of older individuals.

Operating Costs

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

Paratransit

Types of passenger transportation that are more flexible than conventional fixed-route transit but more structured than the use of private automobiles. Paratransit includes demand-response transportation services, subscription bus services, shared-ride taxis, car pooling, vanpooling and jitney services. Most often refers to wheelchair-accessible, demand response van service.

Private Industry Council (PIC)

Local PICs or workforce Development Board or Economic Development Boars are concerned with training and developing workers to meet the needs of local businesses. PICs are responsible for most local job training programs and related welfare-to-work efforts.

Pre-Awarded/Post-Delivery Audit Requirements

Since 1991, FTA has required recipients of Sections 5307, 5309, 5310 and 5311 funds to carry out audits of vehicles and other rolling stock purchased with FTA money. These audits are to ensure vehicles are manufactured according to specification and comply with applicable Buy American and Federal Motor Vehicle Safety Standards.

Ride Share

A prearranged service whereby people commute together.

Risk Management

An element of a transit system's safety management program. Includes identification and evaluation of potential safety hazards for employees, passengers and the public.

RTAP

Rural Transit Assistance Program. This project of the FTA offers training materials, technical assistance and other support services for rural transit systems across the country.

Section 5307

The section of the Federal Transit Act that authorizes grants to public transit systems in all urban areas. Funds authorized through Section 5307 are awarded to states to provide capital and operating assistance to transit systems in urban areas with populations between 50,000 and 200,000. Transit systems in urban areas with populations greater that 200,000 receive their funds directly from FTA.

Section 5309

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

Section 5310

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

Section 5311

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

Service Route

Service routes are established between targeted neighborhoods and service areas that riders want to reach. Similar to deviated fixed routes, service routes are characterized by flexibility and deviation from fixed-route intervals. However, while deviated fixed routes require advanced reservations, service routes do not. A service route can include both regular, predetermined bus stops and/or allow riders to hail the vehicle and request a drop-off anywhere along the route.

TANF

Temporary Aid to Needy Families. Created by the 1996 welfare reform law, TANF is a program of block grants to states to help them meet the needs of families with no income or resources. It replaced AFDC, JOBS, Emergency Assistance and other federal assistance programs. Program funds can be used to fund transportation, education, training and child care in the effort to get and keep jobs.

TEA-21

Transportation Equity Act for the Twenty-first Century. This 1998 legislation authorizes approximately $217 billion for highways, highway safety and mass transportation until Fiscal Year 2003.

Trip

A one-way movement of a person or vehicle between two points. Many transit statistics are based on "unlinked passenger trips", which refer to individual one-way trips made by individual riders in individual vehicles. A person who leaves home on one vehicle, transfers to a second vehicle to

arrive at a destination, leaves the destination and has to transfer to yet another vehicle to complete the journey home has made four unlinked passenger trips.

USDA

U.S. Department of Agriculture. Among its many other functions, USDA is the federal entity primarily responsible for rural economic and community development.

Vanpool

A prearranged ridesharing service in which a number of people travel together on a regular basis in a van. Vanpools may be publicly operated, employer operated, individually owned or leased.

Printing 12/23/2003 9:12 AM