VAN BUREN PUBLIC TRANSIT STUDY

IMPLEMENTATION HANDBOOK AND TOOLKIT

Prepared by the Southwestern Michigan Commission
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ACTION PLAN

<u>Introduction</u>

The Van Buren Public Transit (VBPT) study process in 2005 resulted in a detailed action plan for the future. A steering committee developed goals and objectives to meet a new proposed mission statement for VBPT. Then the steering committee developed actions to guide VBPT in achieving the proposed objectives and goals. For each action step, relevant information that will guide direction and action is presented. This information includes the resources that may be needed to proceed, a potential lead agency and/or person, a list of potential partnering agencies, the priority of the action (immediate, medium or long-term), an indicator of success and comments on any progress. The indicator of success points out ideas on how to measure or decide if the action and objectives are being met. If the actions and objectives are being accomplished, then the overall goals and mission statement of VBPT are being achieved.

<u>Proposed Mission Statement</u>

The steering committee developed the following proposed mission statement for VBPT.

> *It is the mission of Van Buren Public Transit to meet the dynamic transit needs of Van Buren County with innovative, economical, and flexible service.*

<u>Proposed Goals and Objectives</u>

Seven goals were developed along with several objectives that need to be implemented to achieve the goals and mission statement.

GOAL #1:
Develop a coordinated, centralized, countywide transportation system with regional connections.
- Expand LAC to become an interagency/user/private provider transportation focused group to build partnerships and communication
- Assess all resources (including funding, people, and fleet) and gaps in transportation services being provided by all agencies and private providers.
- Explore and implement an inter-agency provided centralized dispatch.
- Increase efforts for a regional, inter-connected system.
- Encourage municipal/county future land use decisions to promote smart growth principles, which include the use of public transportation.

GOAL #2
Increase stakeholder satisfaction.
- Provide easily accessible information to riders/agencies.
- Identify, understand and respond to users/agencies transit needs.

GOAL #3
Improve leadership at all levels.
- Identify and improve processes that enhance board effectiveness.
- Develop and update operational and procedural policies.
- Maintain positive labor relations.
- Increase employee professional growth and leadership.

GOAL #4
Increase operational efficiency and productivity.
- Streamline processes.
- Create additional performance indicators to measure efficiency and productivity.
- Develop flex routes.

GOAL #5
Create awareness in the community of VBPT services, costs of services, funding sources and the need for public transit.
- Determine most effective public outreach methods/products to reach target audiences.
- Develop, improve and implement public outreach methods/products.
- Publish an annual report.
- Generate support for a millage to fund VBPT.

GOAL #6
Ensure fiscal stability.
- Develop a strategic financial plan.
- Identify and meet requirements to maintain state and federal funding.
- Institute an adequate and equitable fee structure for all services.
- Identify and secure private source funding whose customers are served by VBPT.
- Increase special services contracts.
- Identify and maximize all federal and state funding sources.
- Identify and implement cost saving initiatives.

GOAL #7
Provide safer service.
- Ensure safe buses.
- Ensure safety for customers
- Be prepared for countywide emergencies.

IMPLEMENTATION RECOMMENDATIONS AND ACTION PLAN

IMPLEMENTATION RECOMMENDATIONS

The following action plan is designed to accomplish the goals and objectives as developed by the Steering Committee. Each goal has multiple objectives, and each objective has action steps that can be tracked for progress. Each action step is assigned a priority level to indicate the estimated time necessary to complete: *Immediate – within 1 year; Medium – within 2-4 years; Long term – within 5-10 years*

Goal #1: Develop a coordinated, centralized, countywide transportation system with regional connections.

Objective: Expand LAC to become an interagency/user/private provider transportation focused group to build partnerships and communication.

Action: Solicit key agencies to appoint a transportation representative to attend LAC meetings.	
Resources Needed	List of Key human service agencies, Invitation (See Toolkit A)
Lead Agency/Person	Steering Committee, VBPT Board, LAC
Key Partner(s)	See Toolkit A
Indicator of Success	Number of members on LAC, diversity of representation on LAC
Action Priority	Immediate
Comments/Progress	This was discussed at length at the Aug 2005 steering committee meeting and received support for moving ahead.
Action: Have VBPT and agencies sign partnership agreement to explore a coordinated system.	
Resources Needed	See sample agreements in Toolkit A
Lead Agency/Person	VBPT Board, LAC
Key Partner(s)	See Toolkit A
Indicator of Success	Number of partnership agreements signed
Action Priority	Immediate
Comments/Progress	Support for this was evident at the Aug 2005 steering committee meeting

Objective: Assess all resources (including funding, people, and fleet) and gaps in transportation services being provided by all agencies and private providers.

Action: Develop and complete a detailed information sheet on each provider.	
Resources Needed	Financial Statements, Survey results (see Appendix of study for full results)
Lead Agency/Person	LAC, VBPT Board
Key Partner(s)	All providers
Indicator of Success	Number of competed information sheets
Action Priority	Immediate
Comments/Progress	Agency survey complete

Action: Identify gaps and explore contracting with private providers to meet gaps in service demand.	
Resources Needed	Identify providers who would be most suited to fulfill gaps.
Lead Agency/Person	LAC, VBPT Board, Director
Key Partner(s)	Private providers
Indicator of Success	Number of contracts/agreements with private providers, decrease gaps in service
Action Priority	Medium
Comments/Progress	
Action: For employment trips, investigate using vanpool coordinated through VBPT.	
Resources Needed	List of people needing rides to employment locations
Lead Agency/Person	Southwestern Michigan Commission, Rideshare
Key Partner(s)	VBPT dispatch, Michigan Works, large employers, employees
Indicator of Success	Number of people using van pools in Van Buren County
Action Priority	Immediate-Medium
Comments/Progress	

Objective: Explore and implement an inter-agency-provided centralized dispatch.

Action: Form technology review team.	
Resources Needed	Technology savvy individuals (See Toolkit B)
Lead Agency/Person	LAC, VBPT Board, Director
Key Partner(s)	Key Agencies
Indicator of Success	Number of individuals on team
Action Priority	Immediate-Medium
Comments/Progress	
Action: Define needs, select appropriate technology, and determine implementation steps.	
Resources Needed	Information on technology options for rural demand response systems (See Toolkit B)
Lead Agency/Person	Technology review team
Key Partner(s)	LAC, VBPT Board, Director, Operations
Indicator of Success	Cost effective technology that improves efficiency and the capability of trip scheduling, dispatch
Action Priority	Medium
Comments/Progress	

Action: Identify funding sources for technology.	
Resources Needed	See resources in Toolkit I
Lead Agency/Person	VBPT, Agencies currently providing/coordinating transportation
Key Partner(s)	Mental Health, Human Services, Area Agency on Aging,
Indicator of Success	Adequate funding to purchase and maintain technology and equipment.
Action Priority	Medium
Comments/Progress	Consider pooling resources from different agencies.
Action: Select agency that would function as a mobility manager/dispatch/info center.	
Resources Needed	Assessment of agency resources, staff, etc.
Lead Agency/Person	LAC, technology team, VBPT Board, Director, Operations
Key Partner(s)	Agencies
Indicator of Success	An agency committed to be the coordinated mobility manager.
Action Priority	Medium
Comments/Progress	This step and prior steps requires agencies to not get bogged down in "turf" battles.

Objective: Increase efforts for a regional, inter-connected system.

Action: Host quarterly meetings with Berrien, Kalamazoo, Allegan, and Cass Public Transit Systems.	
Resources Needed	Letter to solicit meeting, meeting location, meeting agenda
Lead Agency/Person	VBPT Board, LAC
Key Partner(s)	Agencies, surrounding county public transit agencies (See Toolkit A)
Indicator of Success	4 meetings/year with good attendance/representation from 5 counties
Action Priority	Immediate
Comments/Progress	Rotate meeting location between each county.
Action: Utilize all agencies' customer/client databases to track and build groups needing transportation between counties.	
Resources Needed	Interagency database
Lead Agency/Person	LAC, VBPT Dispatch, Agency transportation coordinators
Key Partner(s)	
Indicator of Success	Created and maintained database
Action Priority	Immediate-Medium
Comments/Progress	Current JARC funds – 70% going from Hartford to Benton Harbor also need to go to Kalamazoo.

Action: Dialogue with other counties to determine established and publicized county transfer points to meet users needs.	
Resources Needed	Meeting between transit agencies
Lead Agency/Person	VBPT Director, LAC
Key Partner(s)	Berrien, Cass, Kalamazoo and Allegan Public Transit Systems, Key Agencies
Indicator of Success	Number of transfer points established and publicized
Action Priority	Medium
Comments/Progress	

Objective: Encourage municipal/county future land use decisions to promote smart growth principles, which include the use of public transportation.

Action: Active involvement in land use planning process to include bus stops in new developments and to promote benefits of compact mixed-use development.	
Resources Needed	Information about planning with public transit in mind
Lead Agency/Person	MSUE Community Development Agent
Key Partner(s)	LAC, developers, county and local planning officials, county commissioners
Indicator of Success	Number of bus stops in developments, number of compact, mixed use developments
Action Priority	Medium
Comments/Progress	

Goal #2: Increase stakeholder satisfaction.

Objective: Provide easily accessible information to riders/agencies.

Action: Implement 24-hour pre-recorded phone message.	
Resources Needed	Phone system and script.
Lead Agency/Person	VBPT Director
Key Partner(s)	
Indicator of Success	Updated phone message in place
Action Priority	Immediate
Comments/Progress	Have at least four choices (1-general VBPT information; 2-to cancel a ride; 3-to leave message for trip reservation; and 4-other general messages).
Action: Maintain toll free (1-800) phone number for customers.	
Resources Needed	Current phone service
Lead Agency/Person	VBPT Board, Director
Key Partner(s)	
Indicator of Success	1-800 number in place, number of calls received
Action Priority	Immediate
Comments/Progress	In place – needs to be maintained
Action: Evaluate the need to translate all VBPT publications (brochure, website, etc.) to Spanish.	
Resources Needed	Telamon - grants for serving Hispanic populations?
Lead Agency/Person	VBPT Director
Key Partner(s)	Telamon, MSUE Community Development Agent
Indicator of Success	Number of publications translated
Action Priority	Medium – long term
Comments/Progress	
Action: Maintain a dispatcher that can speak Spanish or work with an agency to provide translation assistance.	
Resources Needed	Spanish training
Lead Agency/Person	VBPT Director
Key Partner(s)	Tel-A-Mon
Indicator of Success	Average number of hours/week with Spanish speaking dispatcher
Action Priority	Medium – Long Term
Comments/Progress	

Objective: Identify, understand, and respond to users/agencies transit needs.

Action: Improve passenger amenities on buses, at bus stops and at common destinations/origins.	
Resources Needed	Funding, understanding of priority needs/wants
Lead Agency/Person	VBPT Director
Key Partner(s)	VBPT Board, LAC, Agencies, users
Indicator of Success	Number of amenities added each year
Action Priority	Medium
Comments/Progress	Providing bike racks, benches, shelters, courtesy phones, signage, etc.
Action: Conduct stakeholder satisfaction surveys.	
Resources Needed	See Toolkit C
Lead Agency/Person	VBPT Director
Key Partner(s)	LAC, Agencies, VBPT Board
Indicator of Success	Number of surveys completed, level of satisfaction
Action Priority	Medium
Comments/Progress	
Action: Continuously review reports to track gaps and opportunities to meet demand.	
Resources Needed	Reports tracking gaps/opportunities
Lead Agency/Person	VBPT Dispatch
Key Partner(s)	Agencies, LAC
Indicator of Success	Reduced number of gaps
Action Priority	Immediate – Medium
Comments/Progress	
Action: Create and utilize customer information form for passengers with special circumstances to track and meet needs.	
Resources Needed	See example in Toolkit C
Lead Agency/Person	VBPT Dispatch
Key Partner(s)	Agency case workers
Indicator of Success	Number of completed information forms
Action Priority	Medium
Comments/Progress	

Action: Conduct rider demand study.	
Resources Needed	Maps and transit, agency & employer data – much of this information is in 2005 study – will need to be updated as clients change
Lead Agency/Person	VBPT Director, LAC
Key Partner(s)	Agencies (case workers), SWMC or VB County GIS Department
Indicator of Success	A completed rider demand study
Action Priority	Medium
Comments/Progress	See maps in 2005 study
Action: Institute and assess trip/dispatch daily form for met/unmet needs.	
Resources Needed	See example form in Toolkit C
Lead Agency/Person	VBPT Dispatch, LAC, VBPT Board
Key Partner(s)	
Indicator of Success	Completed forms and number of met/unmet needs
Action Priority	Immediate
Comments/Progress	Form instituted Aug 2005 – need to develop summary and analysis of results.
Action: Evaluate the need to redistribute service hours and days to accommodate maximum number of customers.	
Resources Needed	Needs of clients and agencies (case workers), results from daily forms and rider demand study
Lead Agency/Person	VBPT Board, Director, Operations, Dispatch, Key agencies, LAC
Key Partner(s)	
Indicator of Success	Number of riders in expanded hours
Action Priority	Medium
Comments/Progress	

Goal #3: Improve leadership at all levels.

Objective: Identify and improve processes that enhance board effectiveness.

Action: Complete board assessment.	
Resources Needed	See example in Toolkit D; engage a facilitator to lead process
Lead Agency/Person	VBPT Board
Key Partner(s)	Southwest MI Volunteer Center
Indicator of Success	Completed assessment and recommendations
Action Priority	Immediate
Comments/Progress	
Action: Maintain board handbook.	
Resources Needed	Include updated and new material
Lead Agency/Person	VBPT Director
Key Partner(s)	VBPT Board
Indicator of Success	Updated handbooks
Action Priority	Ongoing
Comments/Progress	
Action: Require board members to ride transit at regular intervals and fill out observation form.	
Resources Needed	Implement new board policy, observation form
Lead Agency/Person	VBPT Board, Director
Key Partner(s)	
Indicator of Success	Number of Board member trips and observation forms filled out
Action Priority	Immediate
Comments/Progress	
Action: Foster better communication between LAC, Board, and VBPT Staff-ensure that a LAC and Board member attend each others' meetings regularly.	
Resources Needed	Quarterly combined meetings Board, LAC, and Staff; See Toolkit D for developing internal mission and value statements
Lead Agency/Person	VBPT Board, Director
Key Partner(s)	Guest speakers/ motivation, community information, MDOT, agencies
Indicator of Success	4 meetings/year with good attendance from Board, LAC and staff
Action Priority	Immediate
Comments/Progress	Additionally consider having ex-officio/non-voting members serve on both the LAC and board.

Action: Develop and adopt roles and responsibilities for the board, VBPT director, and LAC.	
Resources Needed	Samples of successful committee structures from similar rural transit agencies (See Toolkit D for Board Effectiveness Strategies)
Lead Agency/Person	VBPT Board, Director, LAC
Key Partner(s)	County Commissioners
Indicator of Success	Adopted roles and responsibilities
Action Priority	Immediate
Comments/Progress	

Action: Hire an effective director and empower the director so the Board does not have to micro-manage.	
Resources Needed	Updated and more detailed job description, sample job descriptions
Lead Agency/Person	VBPT Board
Key Partner(s)	LAC, County Commissioners
Indicator of Success	Effective director hired
Action Priority	Medium to Long-term
Comments/Progress	

Action: Evaluate the current board structure and investigate the possibility of expanding the VBPT Board.	
Resources Needed	Examples of rural and coordinated transit system governance (See Toolkit D for board appointment strategies)
Lead Agency/Person	VBPT Board
Key Partner(s)	LAC, County Commissioners
Indicator of Success	Number of representatives on board and diversity of representation
Action Priority	Immediate
Comments/Progress	Need more members to develop working committees and to represent different agencies in a coordinated system. Will need change in by-laws and approval by County Commissioners. Discussed at Aug 2005 steering committee meeting – support to move forward from members

Action: Investigate the benefits of forming an authority.	
Resources Needed	Samples of successful governing structures from similar rural transit agencies (See Toolkit D)
Lead Agency/Person	VBPT Board
Key Partner(s)	MDOT, LAC, County Commissioners
Indicator of Success	Number of benefits and problems with an authority
Action Priority	Medium
Comments/Progress	

Objective: Develop and update operational and procedural polices.

Action: Review VBPT staff and management job descriptions and update as necessary (encourage job sharing).	
Resources Needed	Job descriptions from similar sized agencies
Lead Agency/Person	VBPT Director, Staff
Key Partner(s)	VBPT Board
Indicator of Success	Effective job descriptions
Action Priority	Immediate – Annually
Comments/Progress	
Action: Evaluate current policies to determine gaps. Ensure general policies exist for safety, emergencies, public involvement, etc.	
Resources Needed	United We Ride and CTTA (See Toolkit E for sample public involvement policy and others)
Lead Agency/Person	VBPT Director
Key Partner(s)	VBPT Board, LAC
Indicator of Success	Updated and effective policies
Action Priority	Medium – Review as needed
Comments/Progress	

Objective: Maintain positive labor relations.

Action: Reward performance by individual, group, or organization.	
Resources Needed	Example of performance based compensation structure for employees of transit
Lead Agency/Person	VBPT Director, VBPT Board
Key Partner(s)	Staff
Indicator of Success	Number of rewards given per year
Action Priority	Immediate – Medium
Comments/Progress	
Action: Board members attend staff meetings at least bi-annually.	
Resources Needed	Schedule of staff meetings, Invitation to meeting
Lead Agency/Person	VBPT Director, VBPT Board
Key Partner(s)	Staff
Indicator of Success	Number of meetings attended (Board member present at 2 staff meetings/year)
Action Priority	Immediate
Comments/Progress	

Action: Work to obtain labor contract improvements.	
Resources Needed	Sample contract agreements from other rural transit systems
Lead Agency/Person	VBPT Director, VBPT Board, Union
Key Partner(s)	Staff
Indicator of Success	Improvements in contracts
Action Priority	Medium
Comments/Progress	

Objective: Increase employee professional growth and leadership.

Action: Provide additional training opportunities with RTAP funds.	
Resources Needed	High speed Internet, join list serves
Lead Agency/Person	VBPT Director
Key Partner(s)	CTTA, APTA, NTI, TRB, United We Ride
Indicator of Success	Number of trainings attended/completed per year by staff
Action Priority	Medium
Comments/Progress	City of Bangor provides low cost high-speed internet service.
Action: Encourage employees to serve on boards and committees of community organizations.	
Resources Needed	List of community organizations that might utilize transit (See Toolkit A)
Lead Agency/Person	VBPT Board, VBPT Director
Key Partner(s)	Staff
Indicator of Success	Number of employees serving on boards/committees
Action Priority	Immediate – Medium
Comments/Progress	

GOAL #4: Increase operational efficiency and productivity.

Objective: Streamline processes.

Action: Identify needs/weaknesses in current operations (dispatch, billing, reporting, performance indicators)	
Resources Needed	Reports, data
Lead Agency/Person	VBPT Operations, VBPT Director
Key Partner(s)	LAC, technology team, VBPT Board
Indicator of Success	List of needs/weaknesses
Action Priority	Immediate
Comments/Progress	
Action: Consider current and future needs and select appropriate computer/software technologies for billing, customer tracking, etc. (Conduct cost/benefit analysis)	
Resources Needed	Interviews with key collectors of information/data
Lead Agency/Person	Technology team, VBPT Operations
Key Partner(s)	LAC, VBPT Board
Indicator of Success	Selected technology with benefits and costs.
Action Priority	Medium
Comments/Progress	See Toolkit B
Action: Determine steps and time line for implementing technologies.	
Resources Needed	Information from technology provider
Lead Agency/Person	Technology team, VBPT Director, LAC
Key Partner(s)	VBPT Board
Indicator of Success	Established timeline
Action Priority	Medium
Comments/Progress	

Objective: Create additional performance indicators to measure efficiency and productivity.

Action: Determine which performance indicators to use and what data needs to be collected.	
Resources Needed	See 2005 study – Performance Indicators; See TCRP Report 88 Guidebook for Developing Transit Performance Measurement System
Lead Agency/Person	VBPT Director, VBPT Operations
Key Partner(s)	VBPT Board, LAC
Indicator of Success	List of performance indicators
Action Priority	Immediate – Medium
Comments/Progress	
Action: Implement processes/systems to collect data.	
Resources Needed	May need upgrades in technology to implement some data collection processes
Lead Agency/Person	Technology team, VBPT Director, VBPT Operations
Key Partner(s)	LAC
Indicator of Success	Processes/systems that yield usable data
Action Priority	Immediate – Medium
Comments/Progress	
Action: Reinstitute forms to track ridership information (add a category for contract vs. fare box rider)	
Resources Needed	Form/Directions
Lead Agency/Person	VBPT Operations, Drivers, Dispatcher
Key Partner(s)	
Indicator of Success	Completed forms
Action Priority	Immediate
Comments/Progress	Completed? Need to develop system to summarize and analyze data.

Objective: Develop flex routes. (See study for definition of flex route.)

Action: Determine common destinations and origins to plan flex routes.	
Resources Needed	Maps in 2005 study, updated client lists and destinations from Key Agencies, (see Toolkit F)
Lead Agency/Person	VBPT Operations
Key Partner(s)	Drivers, dispatcher, agencies, SWMC or VB County GIS Department
Indicator of Success	Number of destinations and origins on map
Action Priority	Immediate
Comments/Progress	Maintain updated clients (origins) and destinations

Action: Identify ¼ mile buffers around contracted routes for scheduling more riders along route & for establishing publicized bus stops.	
Resources Needed	Contracted routes being run by VBPT, days, times to create maps
Lead Agency/Person	VBPT Operations
Key Partner(s)	SWMC (mapping), contracted agencies
Indicator of Success	Number of ¼ mile buffers established around contracted routes, number of publicized bus routes
Action Priority	Immediate – Medium
Comments/Progress	
Action: Develop customized spreadsheets and databases to track customer profiles with trip type, origin, destination, etc.	
Resources Needed	Example spreadsheets/databases
Lead Agency/Person	VBPT Dispatcher, agency caseworkers
Key Partner(s)	
Indicator of Success	Created database/spreadsheet, Number of entries in database
Action Priority	Immediate – Medium
Comments/Progress	
Action: Determine and test drive flex routes.	
Resources Needed	Mapping and timing of routes
Lead Agency/Person	VBPT Operations
Key Partner(s)	Drivers
Indicator of Success	Number of flex routes tested, Number of riders and additional revenue, Cost/Mile
Action Priority	Medium
Comments/Progress	
Action: Develop rider incentives to promote use of flex routes (reduced fares).	
Resources Needed	User survey to determine appropriate incentive
Lead Agency/Person	VBPT Director, drivers
Key Partner(s)	LAC
Indicator of Success	Number of riders, Total passengers/Total seats available (load factor), Fare box revenue/Cost (Fare box recovery ratio)
Action Priority	Medium
Comments/Progress	
Action: Identify and approach businesses/agencies to be sponsors for new flex routes that serve their business/agency.	
Resources Needed	List of businesses that could directly benefit, sponsorship amount and opportunities available
Lead Agency/Person	VBPT Director
Key Partner(s)	VBPT Board, LAC
Indicator of Success	Number of sponsorships/businesses, Amount of sponsorships/year
Action Priority	Medium
Comments/Progress	

Goal #5: Create awareness in the community of VBPT services, costs of services, funding sources and the need for public transit.

Objective: Determine most effective public outreach methods/products to reach target audiences.

Action: Determine messages to educate users, increase ridership and improve image of public transit.	
Resources Needed	See Toolkit G
Lead Agency/Person	VBPT Board and Staff
Key Partner(s)	Marketing committee
Indicator of Success	Number of messages developed
Action Priority	Immediate
Comments/Progress	Completed
Action: Determine target audiences.	
Resources Needed	See Toolkit G
Lead Agency/Person	VBPT Board and Staff
Key Partner(s)	Marketing committee
Indicator of Success	Number of target audiences
Action Priority	Immediate
Comments/Progress	Completed
Action: Determine best methods to reach audiences.	
Resources Needed	See Toolkit G
Lead Agency/Person	VBPT Board and Staff
Key Partner(s)	Marketing committee
Indicator of Success	Number of methods
Action Priority	Immediate
Comments/Progress	Completed

Objective: Develop, improve and implement public outreach methods/products.

Action: Improve VBPT website – utilize VB County website but appear to be separate.	
Resources Needed	Examples of similar sized systems websites, updated information (See Toolkit G)
Lead Agency/Person	VBPT Director, VB GIS Department
Key Partner(s)	LAC, VBISD
Indicator of Success	Number of website hits/quarter
Action Priority	Immediate
Comments/Progress	Work with and give updated information to VB GIS Department for updating website

Action: Ensure VBPT services are present on all stakeholder websites.	
Resources Needed	List of stakeholders web addresses and contact person (See Toolkit G for list of municipalities with websites)
Lead Agency/Person	VBPT Director
Key Partner(s)	LAC, VBPT Board
Indicator of Success	Number of links on partner websites
Action Priority	Medium
Comments/Progress	

Action: Improve printed materials and distribution methods.	
Resources Needed	Examples of similar sized rural transit system brochures
Lead Agency/Person	VBPT Director
Key Partner(s)	VBPT Board, LAC, Friends Group
Indicator of Success	Number of brochures distributed/year
Action Priority	Immediate – Medium
Comments/Progress	

Action: Increase presence and provide information about services at community functions when possible. (i.e. Michigan Works, Job Fairs)	
Resources Needed	List of community functions, brochures, display
Lead Agency/Person	Friends Group
Key Partner(s)	VBPT Board, LAC, Key Agencies
Indicator of Success	Number of functions attended/year
Action Priority	Immediate – Medium
Comments/Progress	

Action: Solicit email addresses to begin a quarterly e-newsletter with ridership and other information.	
Resources Needed	e-mail addresses of users, key agencies, county commissioners, local officials, municipalities, etc.; quarterly information
Lead Agency/Person	VBPT Director
Key Partner(s)	Friends Group, LAC, VBPT Board
Indicator of Success	4 newsletters/year, number of e-mails on distribution list
Action Priority	Immediate – Medium
Comments/Progress	

Action: Create a webpage for agency caseworkers to use to better serve their clients' transportation needs.	
Resources Needed	County website, information from all agencies providing transportation
Lead Agency/Person	VBPT
Key Partner(s)	Private and public transportation providers, Senior Services, ISD, Work First, Area Agency on Aging, Community Mental Health, Rideshare, Faith-based
Indicator of Success	Number of hits on webpage
Action Priority	Medium – Long-term
Comments/Progress	Provide tips on using VBPT to agencies and case - workers.

Action: Develop and distribute VBPT articles/press releases for publication in newspapers and municipal newsletters.	
Resources Needed	List of media contacts, municipalities with newsletters or e-newsletters (See Toolkit G for list of municipal websites)
Lead Agency/Person	VBPT Director
Key Partner(s)	Friends Group, VBPT Board, municipalities, newspapers
Indicator of Success	Number of articles distributed, Number of articles printed in newspapers, Number of municipal newsletters or e-newsletters that run articles
Action Priority	Immediate – Medium
Comments/Progress	

Action: Establish a spokesperson and protocol to inform staff and public of changes.	
Resources Needed	Example protocols
Lead Agency/Person	VBPT Board, VBPT Director
Key Partner(s)	LAC, staff, Key Agencies
Indicator of Success	Established protocol and trained spokesperson
Action Priority	Immediate – Medium
Comments/Progress	

Action: Implement volunteer program to educate and assist new users/riders.	
Resources Needed	Volunteers, established program
Lead Agency/Person	Friends Group, VBPT Director
Key Partner(s)	SW MI Volunteer Center, VBPT Board, LAC, Key Agencies (caseworkers)
Indicator of Success	Number of volunteers, Number of assisted trips
Action Priority	Medium – Long-term
Comments/Progress	Utilize friends group to develop program and recruit volunteers.

Action: Test market a name change.	
Resources Needed	A new name
Lead Agency/Person	VBPT Director, VBPT Board
Key Partner(s)	LAC, staff, Key Agencies, Friends Group
Indicator of Success	Number of positive and negative comments received
Action Priority	Medium
Comments/Progress	Ideas generated at steering committee meetings 2005 - VBAT – Van Buren Area Transit or PPM – Purple People Mover

Objective: Publish an Annual Report.

Action: Identify targeted audience to receive annual report and determine effective distribution method.	
Resources Needed	List of recipients, distribution method (reach of local newspapers, cost to do an insert)
Lead Agency/Person	Friends Group, VBPT Director
Key Partner(s)	Senior Services, LAC, VBPT Board
Indicator of Success	Number of recipients
Action Priority	Medium
Comments/Progress	partner with Senior Services or other agency to do an insert
Action: Gather customer testimonials and photographs with releases for use in annual reports and press releases.	
Resources Needed	Customer testimonials, photos
Lead Agency/Person	Friends Group
Key Partner(s)	VBPT Drivers, VBPT Board, LAC, Key Agencies
Indicator of Success	Number of photos and testimonials collected and printed
Action Priority	Immediate – Medium
Comments/Progress	
Action: Compile and publish reports on website and e-newsletter.	
Resources Needed	Data on service, ridership, funding, etc (utilize 2005 study) (See Toolkit G for sample Annual Report)
Lead Agency/Person	VBPT Director, VBPT Board
Key Partner(s)	LAC, Key Agencies, Friends Group
Indicator of Success	Annual report published each year
Action Priority	Immediate – Medium
Comments/Progress	

Objective: Generate support for a millage to fund VBPT.

Action: Transition Study Steering Committee into a task force to develop Friends Group.	
Resources Needed	Individual commitments from members (See Toolkit H)
Lead Agency/Person	MSUE?
Key Partner(s)	LAC, VBPT Board, staff, SWMC
Indicator of Success	Number on Friends Group
Action Priority	Immediate
Comments/Progress	SWMC will host kick off meeting in the Fall 2005 to solicit Friends Group members (present 2005 study)
Action: Clarify roles and responsibilities and funding for Friends Group to market millage proposal to the community.	
Resources Needed	Review other transit task forces/coalitions
Lead Agency/Person	MSUE?
Key Partner(s)	LAC, VBPT Board, staff
Indicator of Success	Established roles and responsibilities
Action Priority	Immediate
Comments/Progress	
Action: Coordinate millage efforts with Senior Services millage.	
Resources Needed	Information from Senior Services
Lead Agency/Person	VBPT Board, Friends Group
Key Partner(s)	LAC
Indicator of Success	Number of identified opportunities to coordinate efforts
Action Priority	Immediate
Comments/Progress	
Action: Review other county millage proposal efforts and campaigns for successful ideas.	
Resources Needed	Examples of other successful campaigns
Lead Agency/Person	Friends Group, MSUE
Key Partner(s)	Mecosta County, other rural counties, LAC, VBPT Board
Indicator of Success	Number of ideas generated
Action Priority	
Comments/Progress	Idea – VBPT provide free rides to poll locations during elections
Action: Identify and promote user, community and economic benefits of VBPT to voters.	
Resources Needed	See samples in Toolkit G
Lead Agency/Person	Friends Group, MSUE
Key Partner(s)	
Indicator of Success	Number of benefits identified, Number of people educated about benefits
Action Priority	Immediate
Comments/Progress	

Goal #6: Ensure fiscal stability.

Objective: Develop a strategic financial plan.

Action: Evaluate trends and needs of VBPT and rural transit systems in general.	
Resources Needed	See 2005 study – needs assessment section
Lead Agency/Person	SWMC
Key Partner(s)	Steering committee, MDOT
Indicator of Success	Summary of trends and needs
Action Priority	Immediate
Comments/Progress	VBPT Board/Director could have additional discussions with other rural transit agencies

Action: Develop a short-term budget (2 years).	
Resources Needed	Revenues and expenses for 2 years
Lead Agency/Person	VBPT Board, VBPT Director, County Commissioners
Key Partner(s)	MDOT, funding agencies, contract agencies, LAC
Indicator of Success	No shortfalls in budget for 2 years
Action Priority	Immediate
Comments/Progress	Explore gap financing if necessary -see 2005 study – funding options section

Action: Develop a long-term budget (5-10 years).	
Resources Needed	Revenue and expense projections, potential funding sources, equipment needs
Lead Agency/Person	VBPT Board, Director, County Commissioners
Key Partner(s)	MDOT, other funding sources, LAC, contract agencies
Indicator of Success	No shortfalls in long term budget
Action Priority	Immediate
Comments/Progress	

Action: Develop a millage proposal (determines the millage amount needed now and into the future).	
Resources Needed	Short term and long term budgets
Lead Agency/Person	VBPT Board, Director
Key Partner(s)	County commissioners, municipal leaders, LAC, Key Agencies
Indicator of Success	Millage proposal accepted by county
Action Priority	Immediate
Comments/Progress	See millage schedule in 2005 study – funding options section

Objective: Identify and meet requirements to maintain state and federal funding.

Action: Maintain regular contact with MDOT departments to keep updated on RTAP, 5311, JARC funding and new funding sources.	
Resources Needed	MDOT contact list
Lead Agency/Person	VBPT Director
Key Partner(s)	LAC
Indicator of Success	All federal and state funding sources are received
Action Priority	Immediate - On-going
Comments/Progress	
Action: Keep up-to-date on federal legislation that impacts VBPT and ensure compliance with federal and state regulations (ADA, etc).	
Resources Needed	United We Ride website, CTA (For information on SAFETEA-LU FY2006-2009 go to http://www.apta.com/government_affairs/safetea_lu/documents/brochure.pdf)
Lead Agency/Person	VBPT Director, VBPT Board
Key Partner(s)	LAC
Indicator of Success	Compliance with regulations, All federal and state funds available are received
Action Priority	Immediate – On-going
Comments/Progress	Continue to attend annual MDOT legislative meetings.

Objective: Institute an adequate and equitable fee structure for all services.

Action: Engage human service agency staff to determine equitable fee structure.	
Resources Needed	Potential fare structures
Lead Agency/Person	VBPT Director
Key Partner(s)	LAC, users, Key Agencies
Indicator of Success	Average fare does not exceed 20% of household income for a low income family
Action Priority	Immediate – Medium
Comments/Progress	
Action: Determine cost to deliver each service (Dial-A-Ride, county wide, contract).	
Resources Needed	Understand subsidies from state and federal funders and cost to deliver services
Lead Agency/Person	VBPT Director
Key Partner(s)	
Indicator of Success	Costs for each type of service compared to fare charged x number of riders
Action Priority	Immediate –Medium
Comments/Progress	See 2005 study – Performance Indicators

Action: Analyze other providers fare structures to ensure fares are comparable.	
Resources Needed	Private providers current fares (See 2005 study for list of private providers)
Lead Agency/Person	VBPT Director
Key Partner(s)	LAC
Indicator of Success	VBPT fares compared to similar systems, Fare box recovery ratio (firebox revenue/cost)
Action Priority	Immediate –Medium
Comments/Progress	
Action: Assess current contract fee structures and adjust if necessary.	
Resources Needed	Current contract information
Lead Agency/Person	VBPT Director, VBPT Board
Key Partner(s)	
Indicator of Success	Contract revenue/cost (recovery ratio)
Action Priority	Immediate
Comments/Progress	
Action: Assess expenses and subsidies to determine appropriate fee structures for potential new contracts.	
Resources Needed	
Lead Agency/Person	VBPT Director
Key Partner(s)	VBPT Board
Indicator of Success	Contract revenue/costs (recovery ratio)
Action Priority	Immediate
Comments/Progress	

Objective: Identify and secure private source funding whose customers are served by VBPT.

Action: Identify, determine amounts and sell sponsorship opportunities.	
Resources Needed	List of sponsorship opportunities and price, list of potential sponsors
Lead Agency/Person	VBPT Director, VBPT Board
Key Partner(s)	LAC
Indicator of Success	Number of sponsorships/year, amount of sponsorships/year
Action Priority	Immediate
Comments/Progress	(Opportunities can include business name on printed materials, website banners, rider subsidies, seats, bus advertising, etc.)

Action: Expand the pre-paid token program.	
Resources Needed	List of businesses/agencies to approach about program, information about program to give to businesses/agencies
Lead Agency/Person	VBPT Director, LAC
Key Partner(s)	Key agencies (caseworkers), VBPT Board
Indicator of Success	Number of tokens sold/quarter, Revenue from tokens sold
Action Priority	Immediate
Comments/Progress	Ask businesses to purchase tokens for customers – in return offer advertising on buses, brochures, website, etc.

Objective: Increase special services contracts.

Action: Explore special event shuttles, tours, and other tourism-related transportation opportunities/contracts.	
Resources Needed	Create list of events and contacts (See 2005 study for list of festivals in Tourism Related Travel)
Lead Agency/Person	VBPT Director, VBPT Board, LAC
Key Partner(s)	
Indicator of Success	Number of special services contracts/year
Action Priority	Immediate
Comments/Progress	Contact Chambers of Commerce, festival planners, wedding planners, etc.

Objective: Identify and maximize all federal and state funding sources.

Action: Secure meetings with potential new funding sources.	
Resources Needed	United We Ride
Lead Agency/Person	VBPT Director
Key Partner(s)	VBPT Board, LAC
Indicator of Success	Number of meetings secured, number of new potential funding sources
Action Priority	Immediate – Medium
Comments/Progress	Ideas for new funding sources – USDA Rural Development, Easter Seals, etc. (See Toolkit I)
Action: Investigate using CMAQ (MDOT) funds for buses and technology to increase efficiency – utilize renewable energy, etc.	
Resources Needed	CMAQ information (See Toolkit I and 2005 study funding options)
Lead Agency/Person	VBPT Director, SWMC, MDOT
Key Partner(s)	VBPT Board, LAC
Indicator of Success	Amount of funds secured from CMAQ
Action Priority	Immediate
Comments/Progress	

Action: Explore pooling transportation funding sources from different agencies.	
Resources Needed	(see Goal #1 on coordination) (See Toolkit I)
Lead Agency/Person	LAC, VBPT Director
Key Partner(s)	VBPT Board
Indicator of Success	Number of funding sources secured, amount of funding secured
Action Priority	Immediate – Medium
Comments/Progress	
Action: Determine potential role in responding to large-scale emergencies and participating in emergency planning drills.	
Resources Needed	VB County Emergency Response plans, track time and money spent while participating in drills.
Lead Agency/Person	VBPT Director
Key Partner(s)	VB Emergency Management/Al Svilpe
Indicator of Success	Number of drills VBPT participates in
Action Priority	Medium
Comments/Progress	Usually any time devoted to planning drills will be reimbursed by the federal grants for implementing the drills.

Objective: Identify and implement cost saving initiatives.

Action: Investigate strategic partnerships for supplies such as service, fuel, etc.	
Resources Needed	List of agencies that might be have similar needs in supplies and service
Lead Agency/Person	VBPT Director, VBPT Board
Key Partner(s)	LAC
Indicator of Success	Number of partnerships identified, Amount of savings
Action Priority	Medium
Comments/Progress	
Action: Assess health care, retirement, insurance, etc. and rebid, change coverage, or renegotiate contracts if necessary.	
Resources Needed	Current understanding of contracts/benefits
Lead Agency/Person	VBPT Director, VBPT Board
Key Partner(s)	Staff
Indicator of Success	Amount of savings from any changes
Action Priority	Medium
Comments/Progress	

Action: Utilize MSUE master gardeners to write grant for installing native landscaping as a demonstration site.	
Resources Needed	Potential funders – MDEQ 319 grants, Wild Ones, grant proposal, local match
Lead Agency/Person	MSUE master gardeners
Key Partner(s)	
Indicator of Success	Amount of grant received or amount saved on landscaping
Action Priority	Medium
Comments/Progress	
Action: Utilize county jail crew for routine ground/building maintenance.	
Resources Needed	
Lead Agency/Person	VBPT Operations
Key Partner(s)	City of Bangor, Sheriff's Department - jail crew or MSUE master gardeners
Indicator of Success	Amount of savings on building/ground maintenance
Action Priority	Immediate – Medium
Comments/Progress	If needed, partner with City of Bangor to ensure enough work for jail crew or to coordinate scheduling of jail crew.
Action: Determine most efficient size of buses needed to serve current and future users.	
Resources Needed	Base on rider demand surveys, TCRP manual has good guidance
Lead Agency/Person	VBPT Director, VBPT Operations
Key Partner(s)	VBPT Board, LAC
Indicator of Success	Total passengers/Total Seats (load factor)
Action Priority	Immediate – Medium
Comments/Progress	
Action: Control fuel costs and efficiency by utilizing renewable or green technology.	
Resources Needed	CMAQ funds
Lead Agency/Person	VBPT Director, VBPT Operations
Key Partner(s)	VBPT Board, MDOT, companies that sell green products
Indicator of Success	Amount of fuel savings, cost/vehicle mile
Action Priority	Immediate – Medium
Comments/Progress	(Check if buses can currently run on biodiesel)

Action: Investigate using Powernet Global or other providers for the 1-800 number.	
Resources Needed	Phone records and costs
Lead Agency/Person	SWMC
Key Partner(s)	VBPT
Indicator of Success	Phone charges less than other phone service provider fees
Action Priority	Immediate
Comments/Progress	Completed by SWMC – current phone service is very affordable for level of service provided
Action: Investigate feasibility of VBPT being the coordinator/broker to schedule transportation for clients of the Welfare to Work (Project Zero Grant) Program.	
Resources Needed	JARC funding, study findings
Lead Agency/Person	VBPT Director, Operations, Dispatch, VBPT Board
Key Partner(s)	Michigan Works – Mike Tucker
Indicator of Success	Contract expense/VBPT expense to perform contracted duties
Action Priority	Immediate
Comments/Progress	

Goal #7: Provide safer service.

Objective: Ensure safe buses.

Action: Conduct a formal safety review to identify strategies to increase safety.	
Resources Needed	Funding for reviews, See Toolkit J
Lead Agency/Person	
Key Partner(s)	Community Transportation Association
Indicator of Success	Number of accidents/year
Action Priority	Medium
Comments/Progress	
Action: Maintain safe and clean buses.	
Resources Needed	Pre trip check list, Outside inspections
Lead Agency/Person	VBPT
Key Partner(s)	
Indicator of Success	Customer complaint rate.
Action Priority	Immediate
Comments/Progress	
Action: Continue safety pre-check of buses.	
Resources Needed	Pre trip check list
Lead Agency/Person	VBPT Drivers
Key Partner(s)	
Indicator of Success	Number of road calls
Action Priority	Immediate
Comments/Progress	
Action: Hire part-time mechanic.	
Resources Needed	Funding
Lead Agency/Person	VBPT Board
Key Partner(s)	
Indicator of Success	Number of road calls
Action Priority	Immediate
Comments/Progress	

Objective: Ensure safety for customers.

Action: Ensure policies are in place to respond to passenger medical emergencies.	
Resources Needed	Review and update policies as needed (See Toolkit E)
Lead Agency/Person	VBPT Operations Manager
Key Partner(s)	
Indicator of Success	Adopted policy
Action Priority	Immediate-Medium
Comments/Progress	
Action: Require drivers to take CPR Classes.	
Resources Needed	Funding
Lead Agency/Person	VBPT Board
Key Partner(s)	American Red Cross, Community Mental Health
Indicator of Success	Number of employees with CPR training
Action Priority	Immediate-Medium
Comments/Progress	

Objective: Be prepared for countywide emergencies.

Action: Require all staff members to have CDL training.	
Resources Needed	Training
Lead Agency/Person	VBPT Operations Manager
Key Partner(s)	
Indicator of Success	Number of employees with CDL
Action Priority	Immediate-Medium
Comments/Progress	

TOOLKIT INTRODUCTION

The Toolkit contains resources that will assist in implementing the goals and objectives. The Toolkit is referred to throughout the Implementation Recommendations section of this report. There are ten toolkits and each toolkit addresses a certain topic or category of information. The topics of the Toolkits are as follows:

Toolkit A – Coordination and Stakeholders

Toolkit B – Technology

Toolkit C – Customer Satisfaction/Service

Toolkit D – Board Leadership

Toolkit E – Policies

Toolkit F – Flex Routes

Toolkit G – Public Outreach

Toolkit H – Friends Group Formation

Toolkit I – Funding

Toolkit J – Safety

TOOLKIT A - COORDINATION AND STAKEHOLDERS

Sample Memorandum of Agreement

Between Van Buren Public Transit and_____

Background

Van Buren Public Transit hereinafter referred to as VBPT, and _____ have many common interests in the provision of transportation services to the citizens/customers in the county of Van Buren County in the state of Michigan. We both have unique roles and responsibilities. Through this agreement both agencies express their intent to collaborate and coordinate through utilization of data collection, planning strategies, and program design techniques to ensure efficient use of transportation resources and coordinated access to services.

Purpose

The purpose of this memorandum is to establish a basic framework for collaboration, cooperation and coordination between VBPT and _____in a pilot Coordinated Transportation System, which will enable identification and selection of a system for coordination and delivery of transportation, services.

Objectives

To explore methods that will allow for data collection and analysis and develop procedures required for implementation of a coordinated transportation system.

1. To assist the members of the coordination team in determining the cost feasibility of coordination within their respective service community.
2. To provide mechanisms for the integration of services provided by other organizations to ensure a comprehensive coordinated service delivery system.
3. To maintain the integrity of participating organization's mission.

Methods:

1. Develop efficient routing alternatives, reduce duplication of routes and overlapping of service schedules, and generate necessary resources for implementation of the project.

2. Continue collaboration to maintain awareness of needs and revision to project.

3. To share information and resources to support the success of a coordinated service system.

4. Safeguard the quality of services expected by agency/providers and customers to ensure that needs of customers are kept at the forefront of the project.

5. Evaluate the effectiveness of the coordinated transportation project.

The undersigned agree to uphold the terms of this agreement for the period of time the project is being planned and administrated.

Van Buren Public Transit	Organization

Sample Memorandum of Understanding

MEMORANDUM OF AGREEMENT BETWEEN [Party One] and [Party Two]

Background:
The [Party One], hereinafter referred to as [ ], and [Party Two], hereinafter referred to as [ ], have many common interest and currently work together in a number of areas, including the provision of transportation services to the citizens/customers in one of the five counties of the [Party One]   service area of [state]. We share common interest and both have unique roles and responsibilities. Through this agreement both agencies express their intent to collaborate and coordinate through utilization of data collection, planning strategies, and program design techniques to ensure efficient use of transportation resources and coordinated access to services.

Purpose:
The purpose of this memorandum is to establish a basic framework for collaboration, cooperation and coordination between [Party One] and [Party Two] in the planning and implementation of a pilot Coordinated Transportation System, hereinafter referred to as CTS, Which will enable identification and selection of a system for coordination and delivery of transportation services.

Objectives:
1. To explore methods that will allow for data collection and analysis and develop procedures required for implementation of a coordinated transportation system.
2. To assist the members of the Coordination Consortium in determining the cost feasibility of coordination within their respective service community.
3. To provide mechanisms for the integration of services provided by other community providers to ensure a comprehensive coordinated service delivery system.
4. To maintain the integrity of each human service provider's mission while enhancing specialized support services contributing to that mission.

Methods:
1. To develop efficient routing alternatives, reduce duplication of routes and overlapping of service schedules, and generate necessary resources for successful implementation of the project.
2. To continue collaboration to maintain awareness of needs and revision to project.
3. To share information and resources to support the success of a coordinated service delivery
4. To establish a network of transportation providers to monitor and evaluate the success of a coordinated service delivery system.
5. To safeguard the quality of services expected by agency administrators and customers to ensure that needs of customers are kept at the forefront of the project.
6. To evaluate the effectiveness of the coordinated transportation project and report finding to Consortium members and the [state] Department of Transportation.

The undersigned agree to uphold the terms of this agreement for the period of time that the project is being administered. Once an acceptable and cost effective system is identified by consensus agreement among the active participants, each participating organization will be free, subject to the will of its policy board, to elect active participation in the project.

EXECUTIVE DIRECTOR
[PARTY ONE]

EXECUTIVE DIRECTOR
[PARTY TWO]

Sample County Resolution to Support Investment in Quality Transit

Whereas: in Oakland County, Woodward Avenue is the historic development engine of many of our established communities as the connector to the City of Detroit,

Whereas: The conventional development pattern is costly to Oakland County taxpayers and is not sustainable.

Whereas: If we can alter current development patterns to take advantage of existing infrastructure in established communities, the established urban communities in Southeast Michigan will become more vibrant and regional efficiency will increase, thereby reducing costs to Oakland County taxpayers.

Whereas: If we can alter current development patterns to take advantage of existing infrastructure in established communities, Oakland County's adjacent rural areas can be maintained, thereby protecting some of Michigan's best farmland, recreational areas and natural resources.

Whereas: Vibrant urban environments provide the energy that is a magnet for the Creative Class who produce the business innovations that can generate the next wave of economic vitality throughout Oakland County.

Whereas: Every citizen, no matter whether they have access to a car or not, should have the opportunity to maximize their contribution to Oakland County.

Whereas: Oakland County should allow for a diversity of rural, suburban and urban opportunities so that every person can have a real choice to make their contribution in the way that suits them best.

Now therefore be it Resolved that the Oakland County Board of Commissioners will continue to work to expose and remove existing barriers to urban vitality in Oakland County.

Be It Further Resolved that the Oakland County Board of Commissioners supports a solid investment in quality transit in Southeast Michigan as a proven and powerful tool to alter current development patterns and build vitality in our existing communities.

Be It Further Resolved that copies of this adopted resolution should be sent to the State Legislature, SEMCOG, MDOT, the Road Commission of Oakland County and the legislative lobbyists for Oakland County.

Michigan Non-urbanized Public Transit Agencies

1. Adrian Dial-A-Ride
2. Allegan County Transportation
3. Alma Dial-A-Ride
4. City of Alpena Dial-A-Ride
5. ALTRAN Transit Authority
6. Antrim County Transportation
7. Barry County Transit
8. Bay Area Transportation Authority
9. Belding Dial-A-Ride
10. Berrien County Public Transportation
11. Big Rapids Dial-A-Ride
12. Branch Area Transit Authority
13. Buchanan Dial-A-Ride
14. Cadillac/Wexford Transit Authority
15. Caro Transit Authority
16. Cass County Transportation Authority
17. Charlevoix County Public Transit
18. Clare County Transit Corporation
19. Clinton Area Transit System
20. Crawford County Transportation Authority
21. Delta Area Transit Authority
22. Dowagiac Dial-A-Ride
23. Eastern U.P. Transportation Authority
24. Eaton County Transportation Authority
25. Gladwin City/County Transit
26. Gogebic County Public Transit
27. Greater Lapeer Transportation Authority
28. Greenville Transit
29. City of Hancock
30. Hillsdale Dial-A-Ride
31. Houghton Motor Transit Line
32. Huron Transit Corporation
33. Interurban Transit Authority
34. City of Ionia Dial-A-Ride
35. Iosco Transit Corporation
36. Isabella County Transportation Commission
37. Kalkaska Public Transit Authority
38. Lenawee Transportation Corp.
39. Ludington Mass Transportation Authority
40. Manistee County Transportation
41. Marquette County Transit Authority
42. City of Marshall Dial-A-Ride
43. Mecosta County Area Transit
44. Midland County Connection
45. City of Midland Dial-A-Ride
   City of Milan Public Transportation
46. Ogemaw County Public Transportation
47. Ontonagon County Public Transit
48. Osceola County Area Transit
49. Otsego County Bus System
50. Roscommon County Transportation Authority
51. Sanilac Transportation Corporation
52. City of Sault Ste. Marie
53. Schoolcraft County Public Transportation
54. Shiawassee Area Transportation Agency
55. St. Joseph County Transportation Authority
56. Van Buren Public Transit
57. Yates Township Transportation System

Stakeholder Action Plan

Category: Government Agencies						
	Key Stakeholder	**Relation to Mission, Critical Issue, SWOT** *(Interest in relation to transit and its objectives)*	**Future Direction of Participation** *(How will they participate)*	**Responsible Party** *(VBPT Board, LAC, VBPT Staff, Joint, Other)*	**Action Priority Immediate Medium Long Term**	**Comments Progress**
Municipalities	South Haven Paw Paw					
	All Cities					
	All Villages					
	All Townships					
Counties	Van Buren					
	Allegan Berrien Cass Kalamazoo					
Road Commissions	Van Buren					
	Allegan Berrien Cass Kalamazoo					
MDOT	State					
	Regional (SWMC and Coloma TSC)					

Category: Education						
	Key Stakeholder	**Relation to Mission, Critical Issue, SWOT** *(Interest in relation to transit and its objectives)*	**Future Direction of Participation** *(How will they participate)*	**Responsible Party** *(VBPT Board, LAC, VBPT Staff, Joint, Other)*	**Action Priority Immediate Medium Long Term**	Comments Progress
Public Schools	Van Buren ISD Cass County ISD Lawrence ISD					
College/University	LMC South Haven LMC Benton Harbor					
Adult Education						

Category: Business

	Key Stakeholder	Relation to Mission, Critical Issue, SWOT *(Interest in relation to transit and its objectives)*	Future Direction of Participation *(How will they participate)*	Responsible Party *(VBPT Board, LAC, VBPT Staff, Joint, Other)*	Action Priority Immediate Medium Long Term	Comments Progress
Medical	Hospital Office Veteran Pharmacy					
Retail/Shopping	Grocery Big Box Mainstreet Downtown					
Services	Hair Salons					
Employers	Manufacturing Services					
Residential Facilities	Senior Apartments Developers					

Category: Human Service Agencies						
	Key Stakeholder	**Relation to Mission, Critical Issue, SWOT** *(Interest in relation to transit and its objectives)*	**Future Direction of Participation** *(How will they participate)*	**Responsible Party** *(VBPT Board, LAC, VBPT Staff, Joint, Other)*	**Action Priority Immediate Medium Long Term**	Comments Progress
Government	VB Human Services					
	Community Mental Health					
	Michigan WORKS!					
	Area Agency On Aging					
	Veteran Affairs					
	Community Action Agency					
Non-Profit	Senior Services					
	United Way					
	Easter Seals					
	Disability Resource Center					

Category: Consumers						
	Key Stakeholder	**Relation to Mission, Critical Issue, SWOT** *(Interest in relation to transit and its objectives)*	**Future Direction of Participation** *(How will they participate, when will they participate)*	**Responsible Party** *(VBPT Board, LAC, VBPT Staff, Joint, Other)*	**Action Priority Immediate Medium Long Term**	**Comments Progress**
Current Fare box Riders	Seniors					
	Disabled					
	Student					
	Workers					
	Medical					
Current Contract Riders	Community Mental Health					

Category: Community Associations						
	Key Stakeholder	**Relation to Mission, Critical Issue, SWOT** *(Interest in relation to transit and its objectives)*	**Future Direction of Participation** *(How will they participate, when will they participate)*	**Responsible Party** *(VBPT Board, LAC, VBPT Staff, Joint, Other)*	**Action Priority Immediate Medium Long Term**	**Comments Progress**
Chambers /Tourism	South Haven Visitors Bureau					
	Blueberry Festival Committee (South Haven Fly In)					
	Harbor Fest Committee					
	South Haven Chamber of Commerce					
	Paw Paw Chamber of Commerce					
Faith Based	We–Care Inc					
Civic	Van Buren Rotary					

Category: Transportation Providers						
	Key Stakeholder	**Relation to Mission, Critical Issue, SWOT** *(Interest in relation to transit and its objectives)*	**Future Direction of Participation** *(How will they participate)*	**Responsible Party** *(VBPT Board, LAC, VBPT Staff, Joint, Other)*	**Action Priority Immediate Medium Long Term**	**Comments Progress**
For Profit	Red's Taxi					
	Care A Van					
	Mr. G's Express					
	Advance Cab					
	Bumble Bee Cab					
Non-Profit	Berrien Bus					
	Cass County Bus					
	Cass County ISD					
	Dial A Ride					
	Rideshare					
Volunteers						

Social Services in Van Buren County

The following list represents social services available in Van Buren County from the United Way website. This information may need to be verified that it is up to date.

Agency	Service Name	Description
Michigan State University Extension, Van Buren County	4-H Youth Club, MSU Extension, Van Buren County	Provides fun, educational opportunities through after school programs, and local, state, national and international events. The opportunity to test and develop leadership skills as volunteers, sharing their skills in a variety of programs and project
Family Independence Agency, Van Buren County	Adult Medical Program (AMP), Family Independence Agency, Van Buren County	Provides basic outpatient health care services to low-income adults who do not qualify for Medicaid or other medical benefits. State Disability Assistance recipients who do not qualify for Medicaid and other low-income persons may be eligible.
Family Independence Agency, Van Buren County	Adult Services, Family Independence Agency, Van Buren County	Adult services for clients 18 years of age and older. Adult Protective Services; Physical Disabilities Services; Independent Living Services; Community Placement; Domestic Violence Services; HIV/AIDS Services.
American Red Cross, Van Buren County Chapter	American Red Cross Van Buren County Chapter	Will provide relief to victims of disaster and help people prevent, prepare for, and respond to emergencies.
Bangor Public Schools	Bangor Community Education	Provide adult education including high school completion, English as a Second Language, GED and enrichment classes to community members, and alternative high school to students 14-20 from most Van Buren County school districts.
Bishop's Committee for Migrants/Immaculate Conception	Bishop's Committee for Migrants/Immaculate Conception Catholic	Clothing, food and some household items to distribute during the migrant season.
Family Independence Agency, Van Buren County	Child Day Care, Family Independence Agency, Van Buren County	Pays all or a portion of child day care expenses when the parent, legal guardian or other caretaker is unavailable to provide child care due to employment, education, and/or a health/social condition for which treatment is being received.

Family Independence Agency, Van Buren County	Children's Services, Family Independence Agency, Van Buren	Investigates/advocates for children in abusive/neglectful homes. Program also includes Foster Care; Adoption Services; Juvenile Justice Services; Family Preservation Services; Family Support Services; Preventive Services for Families; Runaway and Homeless
Cooperating Ministries, Inc., United Methodist Church	Cooperating Ministries, Inc., Hartford United Methodist Church	Emergency food pantry and referral for other needs.
Decatur Human Services	Decatur Human Services	To help anyone in an emergency with food, gas or electric shut-offs. Gas for Dr. or Hospital appointments. Providing clothing as available from our clothing center.
Van Buren County Community Mental Health Services	Elder Day Program, Van Buren County Mental Health	Provides a structured, supportive environment where care givers can bring individuals on a scheduled basis. A registered nurse, social worker and occupational therapist develop an individual plan to meet the needs of each participant.
United Way, Inc. Van Buren County	Emergency Fund, Van Buren County	Provides assistance for emergency needs (utility bills, rent, and prescriptions, etc).
Family Independence Agency, Van Buren County	FIP, Family Independence Agency, Van Buren County	A cash assistance program for families with children.
Family Independence Agency, Van Buren County	Family Independence Agency, Van Buren County	Helps individuals and families meet financial, medical, and social needs; assists people to become self-sufficient; and helps protect children and adults from abuse, neglect, and exploitation.
Michigan State University Extension, Van Buren County	Family Nutrition, MSU Extension, Van Buren County	Providing food and nutrition information for food stamp recipients. Nutrition education including food safety, basic cooking skills, budgeting. Instructors work one on one with individuals or families in their homes or in groups.
Michigan State University Extension, Van Buren County	Family and Consumer Science, Michigan State University Extension, Van Buren County	Helping families succeed thru research based information, programs and resources to help make decisions about complex issues including health, parenting, time, money, aging and other realities. Program include: Family Nutrition Program, Volunteer ...
First Congregational Church, Bangor	First Congregational Church, Bangor	
Family Independence Agency, Van Buren County	Food Assistance Program, Family Independence Agency, Van Buren County	Increases the food-purchasing power of low-income households.

Southwest Michigan Community Action Agency	Food, SMCAA, Van Buren County	Provides food commodities to senior citizens and also operates a food pantry for low-income families.
Friend of the Court, Van Buren County	Friend of the Court, Van Buren County	Protects rights and interests of children in divorce situation or family dispute.
Van Buren County Community Mental Health Services	H.O.P.E. Center	
Habitat for Humanity, Eastern Van Buren County	Habitat for Humanity, Eastern Van Buren County	Information not available at time of this update.
Van Buren County Community Mental Health Services	Hartford Family Resource Center	
Hospice Care of SW MI	Hospice of Van Buren County	Offering a coordinated service of medical, emotional, spiritual and practical care to enhance the quality of life through the process of dying for individuals and their families in the final months of life and the period of bereavement.
Family Independence Agency, Van Buren	Medical Assistance, Family Independence Agency, Van Buren County	Provides necessary health care services to FIP and SSI recipients and other low-income persons who are under age 21, pregnant, disabled, blind, or age 65 or older.

Other Key Agencies/Businesses

Telamon Offices
C/O Employment & Resources Centers
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In more than three decades, our maturity as a nonprofit organization has grown along with
the number of programs we operate and our geographic reach. Today, over 100 projects bring
help with childcare, employment, housing, education and community development to people
in ten states. The following is a list of the current program categories; click for details.

- Programs For Youth
- Head Start Programs
- Housing Programs
- National Farmworker Jobs Programs
- Other Employment, Education, and Emergency Programs

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HEAD START TRANSPORTATION FACT SHEET

United We Ride is a national campaign launched by the Coordinating Council on Access and Mobility to implement Executive Order #13330 issued by President Bush in February 2004. The Executive Order requires ten federal departments to work together to enhance transportation access, minimize duplication of federal services, and facilitate the most appropriate, cost-effective transportation allowed with existing federal resources.

It is vitally important that organizations providing *transportation services* to Head Start children fully understand the regulatory requirements involved when committing to service provision. For a copy of the Head Start Transportation Regulation visit http://www.acf.hhs.gov/programs/hsb/performance/1310.htm.

Head Start Program

Head Start, created in 1965 and authorized under the Head Start Act, is a national program that provides comprehensive child development services primarily to low-income children (ages 3 to 5) and their families, with a special focus on helping children develop the early literacy and numeric skills they need to succeed in school. In 1994, the Early Head Start program was authorized in response to mounting evidence that the earliest years, from birth to age 3, matter a great deal to a child's growth and development. Early Head Start provides services to infants and children from birth to age 3 as well as to pregnant women. Program regulations require that 10 percent of program enrollment opportunities be made available to children with disabilities.

Head Start Transportation Regulation

Under the authority of sections 640(i) and 645A(b)(9) of the Head Start Act (42 U.S.C. 9801 et seq.), the final Head Start transportation regulation was published in the Federal Register (66 FR 5296) on January 18, 2001 with full implementation targeted by January 18, 2006.

This regulation, under 45 CFR part 1310.10, states that each Head Start agency must assist as many families as possible who need transportation in order for their children to attend the program in obtaining that transportation. Agencies have the option of providing *Transportation Services*, or providing reasonable assistance to Head Start families to arrange transportation to and from its activities.

Transportation Services

Transportation Services are defined in the regulation as the planned transporting of children to and from sites where an agency provides services funded under the Head Start Act. *Transportation services* can involve the pick-up and discharge of children at regularly scheduled times and pre-arranged sites, including trips between children's homes and program settings. Incidental trips, such as transporting a sick child home before the end of the day, or such as might be required to transport small groups of children to and from necessary services, are not included under the term.

The term includes services provided directly by the Head Start and Early Head Start grantee or delegate agency and services, which such agencies arrange to be provided by another organization or an individual. When an agency provides transportation through another organization or an individual, the agency must ensure the compliance of the transportation provider with the requirements of this regulation.

Transportation Coordination

The Head Start transportation regulation reinforces new opportunities for transportation coordination. The regulation requires that Head Start agencies make reasonable attempts to coordinate transportation resources with other human services agencies in their communities in order to control costs and to improve the quality and the availability of *transportation services*. At a minimum Head Start agencies must 1) identify the true cost of providing services for comparison purposes, 2) examine the option of participating in existing coordinated public or private transportation systems, and 3) if no coordinated system exists, work with other human service agencies providing transportation, where reasonable, to form a local transportation coordinating council.

School Buses and Allowable Alternate Vehicles (AAV)

Head Start agencies providing *transportation services* are required to transport enrolled children in school buses or allowable alternate vehicles. It should be noted that vans may not be used for this transportation purpose. These vehicles, when not being used to provide transportation services for children enrolled in Head Start may be used to transport older adults, people with disabilities, or to provide a broader level of community transportation service.

Since these regulations were issued, the National Highway Traffic Safety Administration (NHTSA) issued regulations for a vehicle called a Multifunction School Activity Bus, or MFSAB. This vehicle is constructed and equipped to school bus construction and crashworthiness standards, but lacks the school bus traffic control devices of four-way/eight way flashing lights and a stop arm. The Head Start regulations also require that vehicles be

equipped with specific safety and emergency equipment (see 1310.10 General). The MFSAB meets the Head Start definition of an allowable alternate vehicle, but may not be used for traditional school bus transportation (see http://www.nhtsa.dot.gov/cars/rules/rulings/buspedsafety/SchoolbussFinal_07-21-2003.html#secVI).

Availability and Use of Multifunction School Activity Bus (MFSAB)

The MFSAB is currently on the market and in use by Head Start programs, childcare centers, and other programs. Most large school bus manufacturers offer this type of vehicle, which may be purchased with Federal Transit Administration (FTA) funds. In addition to meeting the NHTSA crashworthiness standards, the vehicle must also meet operational testing standards. Two important points to remember when purchasing an MFSAB with FTA funding:

Federal law requires that vehicles purchased with FTA funds may only be of models that have been tested at the FTA Altoona Bus Research and Testing Center. This testing is targeted for operational functions of the vehicle. Information on the bus testing facility, including lists of tested models, may be found on-line at www.vss.psu.edu/BTRC.htm. Altoona testing does not examine any of the NHTSA requirements concerning crashworthiness.

FTA funded equipment may not be used for charter bus or traditional school bus service (e.g., transportation between home and school for students from kindergarten through twelfth grade). These FTA rules are codified at 49 CFR Parts 604 and 605.

FTA funded vehicles must meet all applicable requirements under the Americans with Disabilities Act (49 CFR Part 37).

Child Safety Restraint System Requirements

Head Start agencies providing *transportation services* must ensure that children are seated in height and weight appropriate restraint systems. In addition to new options in vehicles, NHTSA recently released a regulation allowing the use of harnesses in school buses and the MFSAB. These web-type harnesses attach to the vehicle seat back, and do not include a hard plastic body. This type of restraint system can be a valuable asset when vehicles are used to provide services to multiple populations during the course of a day (e.g., storage, proper installation, etc.). The seat directly behind children in safety restraints must either contain restrained passengers or remain unoccupied for safety purposes. For more information, see http://a257.g.akamaitech.net/7/257/2422/14mar20010800/edocket.access.gpo.gov/2004/04-5168.htm.

Bus Monitors

There must be at least one bus monitor on board at all times, with additional bus monitors provided as necessary, such as when needed to accommodate the needs of children with disabilities. Bus monitors are on board to help ensure the safety of the very young children enrolled in Head Start programs. They assist children in boarding and exiting the vehicle and in the use of child restraint systems. They must be trained in assisting the children, in emergency response, emergency evacuation procedures, and use of special equipment, child pick-up and release procedures and pre- and post-trip vehicle checks. Head Start funds can be used to pay for bus monitors.

Helpful Web Sites:

To learn more about Head Start, visit http://www.acf.hhs.gov/programs/hsb/.
To find more information about the Federal Transit Administration grant programs and requirements, visit, http://www.fta.dot.gov/25_ENG_HTML.htm.

The Head Start Information and Publications Center provides relevant regulatory information in the form of a Transportation Toolkit.
http://www.headstartinfo.org/infocenter/tran_tkit.htm.

The National Highway Traffic Safety Association contains information related to the transportation of young children. Of particular interest is the section on the proper use of child restraint systems on school buses at
http://www.nhtsa.dot.gov/people/injury/buses/busseatbelt/index.html.

The FTA Altoona Bus Research and Testing Center has information on the bus testing facility, including lists of tested models at www.vss.psu.edu/BTRC.htm.

The Community Transportation Association of America in partnership with the U.S. Department of Health and Human Services and the Federal Transit Administration of the U.S. Department of Transportation maintain the Information Station,
http://www.ctaa.org/ntrc/, under the "Coordination" tab.

School Transportation News has a section on Head Start that provides additional resources and helpful information at http://www.stnonline.com/stn/schoolbus/index.shtml.

Learn more about "United We Ride" at www.unitedweride.gov
February 7, 2005

TOOLKIT B - TECHNOLOGY

CCRAFT: ITS for Smaller Transit Systems

While many small urban and rural transit managers wonder what, if any, benefits ITS can bring to their operations, a system developed at the University of New Mexico by the Alliance for Transportation Research Institute may provide solutions to many challenges managers face.

The system, Client Referral, Ridership and Financial Tracking (CRRAFT), is unusual because it is not a scaled-down version of those used in major metropolitan areas. It is a system that has been developed from the beginning to promote coordination in smaller systems.

The cornerstone of CRRAFT is a Web-based software program that aids users in scheduling rides, managing ridership data, and producing financial reports. Authorized users however, are not limited to those involved in transportation. By using a password, individuals from funding agencies can gain access to relevant information and reports as needed with the click of a button. This system is currently used by a number of regional demand-response providers throughout New Mexico as well as the state's Health Services Department.

The Alliance for Transportation Research Institute (ATRI) is expanding the scope of CRRAFT by implementing on-vehicle technology to help efficiently gather more accurate ride data. By making use of smart card technology, automatic vehicle location technologies and on-board electronics, the time and location and purpose of each trip are recorded on small, hand-held computers mounted near the driver. At the end of each day, the data is downloaded to the CRRAFT system. All hardware is available commercially and costs are relatively low, about $1,200 per vehicle.

According to Eric Holm, a program manager at ATRI, the success that CRRAFT has enjoyed in New Mexico should be transferable to other small, demand-response providers. "CRRAFT is very portable and can be implemented in another state with some simple configuration. Once this setup is done, the system could be used with little or no change."

TCRP Report 76

Guidebook for Selecting Appropriate Technology Systems for Small Urban and Rural Public Transportation Operators   TCRP Report 76

TCRP REPORT 76, "Guide for Selecting Technology for Rural and Small Urban Public Transportation Systems," provides guidance to public transportation managers and other professionals in the selection of technology that is appropriate for the needs, size, and type of their operations. Though the focus is on rural and small urban operations, study findings also have some application to larger urban transit operations. The guidebook can be useful in the procurement of technologies, such as off-the-shelf (OTS) computer software, as well as systems, such as automatic vehicle location (AVL) systems.

The companion document to the guidebook is a report that focuses on the Advanced Public Transportation Systems (APTS) applications implemented at small urban and rural transit operations and includes both advanced and basic technologies. The principal guidance tool is a taxonomy—a series of tables that provide important "technology-screening" information to transit professionals based on the characteristics of their transit systems that are most important in determining technology efficacy. The report also presents the basis for the taxonomy including: information gathered during six case-study site visits, an examination of the current status of ongoing APTS sites, measures used to evaluate the effectiveness of APTS technologies, and APTS financing issues. This report is published as *TCRP Web Document 20*, available at: www4.trb.org/trb/crp.nsf.

During the past 10 years, there has been steady growth in the use of custom advanced communications and information technology systems in public transportation operations. These systems have been used primarily to automate manual processes, increase the amount and quality of operations data collected, increase system efficiencies, and enhance operating productivity. While technologies have been demonstrated successfully in many larger transit environments, rural and small urban public transportation operations have not yet taken full advantage of transit technology systems. The Institute for Transportation Research and Education (ITRE) at North Carolina State University with assistance from SAIC/TransCore and the KFH Group, Inc. prepared the guidebook and final report for TCRP Project B-17. To achieve the project's objectives of producing a set of guidelines and a report that may be used to assist in the selection of appropriate technology, the research team performed a literature review, conducted telephone interviews, and performed case studies.

Download the Report at: http://gulliver.trb.org/publications/tcrp/tcrp_rpt_76.pdf

TOOLKIT C - CUSTOMER SATISFACTION/SERVICE

Customer Service Self Assessment Tool

Self-Assessment Tool ....

Is your transit system focused on customer service? See how customer service oriented your transit system and management practices are with this self-assessment tool.

Self-Assessment

The questionnaire in this section of the toolkit is a self-assessment tool designed to help you assess your management practices relative to the management approach presented in the toolkit. The toolkit is designed around the concept of managing transit service to ensure customer satisfaction. It is organized according to seven, closely linked attributes of quality, customer-oriented transit service: *reliability, safety/security, convenience/accessibility, comfort/cleanliness, understandability, affordability, and empathy.*

The self-assessment questionnaire presents a set of questions for each of the seven customer service attributes. These questions ask you about current practices at your transit system. Answer simply, YES or NO to each question that applies. For example, if you provide only paratransit service, just skip questions related to fixed-route service. And, don't worry -- there are no "wrong" answers.

We recognize that answers to some questions may not be a simple YES or NO. But the intent of this self-assessment tool is not to look at nuances of your current practices; rather, it is to help you with a "broad-brush" review of where your transit system stands relative to a customer-oriented management approach. We also hope that the self-assessment tool stimulates your thinking about new ways to approach the responsibility of putting transit service on the street and gives you ideas for new strategies and management practices. The rest of the toolkit will provide you with more information on such ideas and strategies for managing your transit system with a strong customer service attitude.

Scoring

If you use the electronic version of the self-assessment tool, the computer will automatically score your responses for each of the seven sections of the questionnaire, and will then show you a summary of all your answers. If you use the hard copy (paper) version, you can easily determine your own score. After answering the questions in each section, count the total number of "YES" answers that you checked, and record that number in the space provided at the end of that section. You will need these numbers in order to calculate your overall scores, using the scoring sheet located on the last page of this self-assessment exercise.

Self-Assessment Tool
Part A: Reliability

For fixed-route service: on an annual basis, do you evaluate the on-time performance of individual routes and make any needed adjustments to schedules? ❑ Yes ❑ No

For paratransit service: do you periodically review the on-time performance of your vehicles--overall and by time of day--and, as warranted by the review, assess scheduling procedures and external factors (e.g., traffic flows, weather patterns) to improve on-time performance? ❑ Yes ❑ No

Has your system developed and implemented policies prescribing the time window for permissible deviation from scheduled arrival time at fixed-route stops and/or paratransit pick-up locations? ❑ Yes ❑ No

Has your system developed and implemented policies and procedures ❑ Yes, Cancellations ❑ No

for paratransit service passenger cancellations and no-shows? ❑ Yes, No-shows ❑ No

Are schedulers/dispatchers properly trained in all aspects of effective trip scheduling and dispatching for paratransit service (e.g., to review schedules to ensure they are realizable prior to assigning trips, to arrange the order in which each trip will be picked-up, to maintain regular contact with the drivers to monitor progress, update trip requests, and respond to operational problems, etc.)? ❑ Yes ❑ No

Do you routinely track daily operating and performance data (including passengers carried, no-shows, time of pick-up and drop-off, beginning and ending route mileage and time)? ❑ Yes ❑ No

Do you conduct regular on-street supervision of operations, on at least a weekly basis? ❑ Yes ❑ No

Do you periodically consult with local planners and traffic engineers to stay informed of changes to circulation patterns resulting from new development and/or changes to roadways? ❑ Yes ❑ No

Do you have contingency plans in place to provide an alternate route in the event a route becomes impassible? ❑ Yes ❑ No

Has your system developed internal communications procedures to alert staff to changing conditions in the operating environment -- a vehicle breakdown, delays resulting from traffic, a vehicle accident, etc.? ❑ Yes ❑ No

Are there procedures for communicating to passengers the reason for a service delay and of the system's efforts to manage and correct the delay? ❑ Yes ❑ No

Do you track the number of road calls made for your vehicles?	❏ Yes	❏ No
Do you track road calls by different types of vehicles and by time of year?	❏ Yes	❏ No
If you have experienced excessive road calls resulting from vehicle breakdowns, has your transit system adjusted maintenance procedures or reduced intervals between preventive maintenance activities?	❏ Yes	❏ No
Does your system have an annual vehicle replacement plan?	❏ Yes	❏ No
Do you have a spare vehicle ratio of at least 10% (i.e., if you operate fewer than 10 vehicles, do you have at least one spare vehicle)?	❏ Yes	❏ No
Does your transit system have a preventive maintenance program?	❏ Yes	❏ No
Do drivers conduct daily vehicle inspections prior to driving vehicles?	❏ Yes	❏ No
Is an inspection form completed as part of the daily vehicle inspection?	❏ Yes	❏ No
Does your maintenance program include inspection of equipment such as lifts according to a regular preventive maintenance schedule?	❏ Yes	❏ No
Do you record and monitor, over time, customer complaints and commendations?	❏ Yes, Complaints ❏ Yes, Commendations	❏ No ❏ No
Are there procedures in place to investigate complaints, including a review of the cause of complaint and any corrective action taken?	❏ Yes	❏ No
Do you have screening procedures for evaluating applicants for your various job positions (e.g., review of driving records)?	❏ Yes	❏ No
Do you train some staff members in several areas of job responsibility to ensure skilled staff are always available to handle all jobs?	❏ Yes	❏ No
Do you use part-time staff (particularly as drivers) to cover your span of service and help ensure adequate staffing?	❏ Yes	❏ No
Do you have back-up drivers (extraboard) available to avoid missed trips?	❏ Yes	❏ No
Are your staff benefits comparable to those offered by other systems with similar size and operating characteristics in your area?	❏ Yes	❏ No
Have you established a disciplinary program for employees?	❏ Yes	❏ No
Have you established a clearly defined incentive program for employees?	❏ Yes	❏ No
Do you track the average length of employment for the various positions at your transit system (e.g., driver, dispatcher, mechanic, etc.)?	❏ Yes, Drivers only ❏ Yes, All positions	❏ No

Have you reviewed employees' rates of pay for adequacy within the past year? ❏ Yes ❏ No

Do you have an employee appreciation program to recognize employees? ❏ Yes ❏ No

Have you developed an employee policies and procedures manual and distributed it to all employees? ❏ Yes, Have manual ❏ No
❏ Yes, Distribute to all

TOTAL "YES" SCORES FOR RELIABILITY:_____

Self-Assessment Tool
Part B: Safety/Security

Does your transit system record the number of accidents/incidents? ❏ Yes, Accidents ❏ No
❏ Yes, Incidents ❏ No

Are monthly and annual totals for accidents/incidents, vandalism, and crimes compiled and monitored over time? ❏ Yes ❏ No

Does the system record vandalism to your vehicles, facilities, stops, and other property? ❏ Yes, Vehicles ❏ No
❏ Yes, Property ❏ No

Do you track passenger complaints related to safety and security, e.g., passenger "A" complained about a driver speeding on a particular trip? ❏ Yes ❏ No

Do you record crimes against riders as well as against your employees while they are at work? ❏ Yes, Riders ❏ No
❏ Yes, Employees ❏ No

If you track accident/incident statistics, and if your system's performance changes, do you investigate to determine *why* it has changed? ❏ Yes ❏ No

Do you survey your passengers on a regular basis to determine their perceptions of the transit system's safety and security? ❏ Yes ❏ No

Do you compare your accident/incident statistics with passengers' perceptions as revealed in surveys to determine if perceptions are accurate? ❏ Yes ❏ No

Is there a comprehensive risk management program in place at your system? ❏ Yes ❏ No

If your system has a risk management program, do you regularly review and update it? ❏ Yes ❏ No

Do you maintain your facilities according to a regular schedule? ❏ Yes ❏ No

Is adequate lighting installed at all your facilities (office, maintenance garage, transfer locations, bus stops)?	❑ Yes, Office ❑ Yes, Garage/Storage ❑ Yes, Bus stops ❑ Yes, Other Passenger Facilities	❑ No ❑ No ❑ No ❑ No
Has your transit system established procedures for communications with law enforcement personnel/emergency personnel?	❑ Yes	❑ No
Does your system provide training in First Aid, CPR, and blood-borne pathogens/bodily fluids?	❑ Yes, First Aid ❑ Yes, CPR ❑ Yes, Pathogens/ bodily fluids	❑ No ❑ No ❑ No
Are pre-trip vehicle inspections required and documented?	❑ Yes	❑ No
Do you provide training for driving techniques in inclement weather?	❑ Yes	❑ No
Is Defensive Driving included as part of driver training?	❑ Yes	❑ No
Are drivers trained in proper wheelchair management and securement, specific to the vehicles and wheelchair lifts that you operate?	❑ Yes	❑ No
Does driver and other employee training include assistance techniques for riders with disabilities/special needs?	❑ Yes	❑ No
Does staff training include emergency response procedures?	❑ Yes	❑ No
Do you record the training courses/areas that each staff member has successfully completed?	❑ Yes	❑ No
Have you developed emergency/incident response policies and procedures for dispatchers and customer service representatives as well as for drivers?	❑ Yes, Drivers ❑ Yes, Dispatchers ❑ Yes, Customer Service Reps	❑ No ❑ No ❑ No
Are copies of the system's accident/incident report form available in all vehicles at all times?	❑ Yes	❑ No
Has your system implemented an *accident review board*?	❑ Yes	❑ No
Does your system use an *employee safety committee*?	❑ Yes	❑ No
Has your system developed clear, written procedures for handling cash and trained all employees in those procedures?	❑ Yes	❑ No
Has an appropriate fare storage receptacle been provided in each vehicle?	❑ Yes	❑ No
Have you implemented an incentive program to reward drivers and other system personnel who successfully meet safety criteria?	❑ Yes, Drivers ❑ Yes, Other personnel	❑ No ❑ No

Have you implemented training that provides for one-on-one coaching of experienced vehicle operators by other peer operators to improve driving skills, ensure use of appropriate safety equipment and safe practices, and to develop uniformity in operating practices among drivers?   ❏ Yes   ❏ No

Do you regularly inform law enforcement and emergency response personnel of planned changes to system facilities, operations, etc., so that they may respond quickly to emergencies?   ❏ Yes   ❏ No

Do you develop and conduct mock training exercises in cooperation with law enforcement and emergency service personnel?   ❏ Yes   ❏ No

TOTAL "YES" SCORES FOR SAFETY AND SECURITY:_____

Self-Assessment Tool
Part C: Convenience/Accessibility

Are fixed-route service headways that are longer than 10 minutes evenly divisible into 60-minute segments, i.e., 12, 15, 20, or 30 minutes?   ❏ Yes   ❏ No

Is there some consistency among the schedules of your routes, or do they all vary?   ❏ Yes, Consistent   ❏ No

If your transit system operates in a town or city with a college, are transit schedules coordinated with class starting and ending times?   ❏ Yes   ❏ No

Are transit schedules coordinated with shift start/stop times of major employers located on transit routes?   ❏ Yes   ❏ No

Do you have a maximum wait time policy for paratransit customers who place advance reservations?   ❏ Yes   ❏ No

For paratransit services, do you track the difference between *scheduled* pickup time and *actual* pickup time?   ❏ Yes   ❏ No

Do your routes minimize the use of loops?   ❏ Yes   ❏ No

Do your paratransit routes/services minimize extensive backtracking?   ❏ Yes   ❏ No

Do you have any bicycle racks or storage at stops?   ❏ Yes   ❏ No

Have you placed (or considered placing) bicycle racks on vehicles?   ❏ Yes   ❏ No

Have you calculated your service area coverage, or the number of people living within a specific distance of transit routes (for example, ¼ mile), either manually or by using a geographic information systems (GIS) software?	❏ Yes	❏ No
Have you conducted a passenger origin-destination survey within the past year?	❏ Yes	❏ No
Have you determined the difference in travel time via transit versus private automobile for any trips in your service area within the past year?	❏ Yes	❏ No
Have you surveyed passengers within the past year to two years to gather suggestions to make your transit system more convenient?	❏ Yes	❏ No
Have you contacted any local retailers to determine if they would sell bus passes at the customer service counter of their store?	❏ Yes	❏ No
Have you promoted transit use for shopping purposes by asking any local merchants if they would agree to provide discounted prices to customers who use transit passes to travel to those stores?	❏ Yes	❏ No
Does your transit system have up-to-date user information materials (e.g., timetable, brochure, route map)?	❏ Yes	❏ No
Do you have a process for regularly updating user information materials?	❏ Yes	❏ No
Does your system have current information about other transit service options in the community to provide to your riders upon request?	❏ Yes	❏ No
Does your transit system publish a newsletter on a regular basis?	❏ Yes	❏ No
Do you have (or have you considered) a system Web site on the Internet to provide information online?	❏ Yes	❏ No
Are there procedures for placing informational materials at locations frequented by current and potential customers, such as employment centers, senior centers, shopping/recreation facilities, childcare centers?	❏ Yes, Employment ctr ❏ Yes, Senior ctr ❏ Yes, Shop/rec ctr ❏ Yes, Childcare ctr	❏ No ❏ No ❏ No ❏ No
Do you periodically conduct informational meetings/public open houses?	❏ Yes	❏ No
Does transit management staff attend local job fairs and work with employers to develop methods for providing transportation opportunities to employment sites?	❏ Yes	❏ No
Does management staff attend civic organization meetings and inform community leaders of your system's activities?	❏ Yes	❏ No

Does your transit system keep local, state, and federal government representatives apprised of successes and of needs on a regular basis?	❑ Yes, Regularly ❑ Yes, When we need more $$	❑ No
Do you maintain ongoing relationships with other transit system peers?	❑ Yes	❑ No
Does management staff conduct regular meetings with front-line employees to gather suggestions on how to improve service convenience/accessibility?	❑ Yes	❑ No
Does your transit system provide other opportunities for employees (beyond regular meetings), such as work groups to tackle a specific issue or an accident review committee to provide input back to management?	❑ Yes	❑ No
Within the past year, have you determined the percentage of passenger trips that require a transfer?	❑ Yes	❑ No
Do you have voice mail or electronic messaging to accept reservations during times when your phones are not staffed?	❑ Yes	❑ No
Does your system provide training in how to request and take a trip, and an explanation of the transit system's rules to customers with disabilities who are eligible for ADA paratransit service?	❑ Yes	❑ No
Do you regularly involve customers in, and gather their input as part of, planning activities?	❑ Yes	❑ No
Do you review routes and schedules with regard to changing community needs and development patterns at least every year?	❑ Yes	❑ No
Have you modified your routes and/or schedules to better serve new residential, commercial, or employment development?	❑ Yes	❑ No
Have you tried using relatively small vehicles (e.g., 22-foot vans) operated by private providers under contract to test new routes in un-served or under-served areas where ridership levels cannot be predicted adequately?	❑ Yes	❑ No
Do you use geographic information systems (GIS) software to help plan community-based service designs?	❑ Yes	❑ No
Do you actively investigate opportunities to provide new types of transportation services that are needed in the local community?	❑ Yes	❑ No
Do you coordinate transportation services, or have you attempted to coordinate, with other local transportation providers?	❑ Yes	❑ No
Does your transportation system use existing non-profit agency transportation programs to supplement and augment services to maximize available community transportation services, or serve a broader ridership base?	❑ Yes	❑ No

Has your system developed a formal agreement with an emergency service department (fire departments, hazardous waste removal teams, etc.) to provide transportation assistance during times of emergencies?   ❑ Yes   ❑ No

TOTAL "YES" SCORES FOR CONVENIENCE AND ACCESSIBILITY:___

Self-Assessment Tool
Part D: Comfort/Cleanliness

Are vehicles inspected for cleanliness on a regular basis and the results entered into a spreadsheet or database and tracked over time?	❑ Yes, Inspected ❑ Yes, Tracked	❑ No ❑ No
Are vehicles inspected for cleanliness on a *random* basis?	❑ Yes	❑ No
Are facilities inspected for cleanliness on a regular basis and the results entered into a spreadsheet or database and tracked over time?	❑ Yes, Inspected ❑ Yes, Tracked	❑ No ❑ No ❑ No
Are facilities inspected for cleanliness on a *random* basis?	❑ Yes	❑ No
Are the exteriors *and interiors* of revenue vehicles cleaned on a regular basis?	❑ Yes, Regularly ❑ Yes, Before a VIP visit	❑ No
Are all employees encouraged to report vehicle and facility problems to maintenance staff?	❑ Yes	❑ No
Is the condition of vehicle components such as mufflers and exhaust systems checked on a regular basis to ensure that vehicles are operating within noise design specifications?	❑ Yes	❑ No
Do you provide appropriate customer amenities (benches, shelters, trash receptacles, telephones, rest rooms, etc.), at fixed-route waiting areas?	❑ Yes	❑ No
Have you implemented or considered implementing a program through which individuals, civic groups, and businesses can provide taxdeductible contributions of plants, benches, trash cans, and other transit stop/facility amenities?	❑ Yes	❑ No
Has your system developed, implemented, and enforced policies on appropriate passenger behavior while in vehicles and facilities?	❑ Yes	❑ No
Has your system developed, implemented, and enforced policies for employees' personal grooming and cleanliness?	❑ Yes	❑ No

Has your system implemented a policy requiring employees to wear only clean clothing and/or a uniform?   ❑ Yes   ❑ No

Has your system developed and implemented a comprehensive, long-range vehicle maintenance plan keyed to the requirements of each type of vehicle operated to ensure vehicles will remain in good condition throughout their life?   ❑ Yes   ❑ No

Has your system developed a comprehensive, long-range vehicle replacement plan to ensure a sufficient number of vehicles to meet customers' needs?   ❑ Yes   ❑ No

Has your system developed a comprehensive, long-range facilities maintenance plan to ensure facilities will remain in good condition throughout their life?   ❑ Yes   ❑ No

Has your system developed a comprehensive, long-range facilities construction and replacement plan to ensure adequate and timely provision and replacement of facilities?   ❑ Yes   ❑ No

Have you developed and implemented a comprehensive, long-range maintenance and replacement plan for other needed equipment?   ❑ Yes   ❑ No

Do you conduct customer surveys to track the comfort and cleanliness of your transit system on a regular basis?   ❑ Yes   ❑ No

TOTAL "YES" SCORES FOR COMFORT AND CLEANLINESS:____

Self-Assessment Tool
Part E: Understandability/Intelligibility

Has your transit system developed and does it distribute rider information materials, including a schedule and, for fixed-route services, a route map?   ❑ Yes   ❑ No

Have you developed or considered developing an Internet Web site to provide transit information?   ❑ Yes, Developed   ❑ No
❑ Yes, Would like to but first need on-line access

Do your rider information materials include information on transit system policies and procedures, such as expectations for rider behavior?   ❑ Yes   ❑ No

Does your transit system post informational materials at appropriate locations, such as transit stops, senior centers, public offices (e.g., library, shopping centers, employment assistance/training centers, Website, local community access cable TV channel)?   ❏ Yes   ❏ No

Have you used or considered using a "focus group" to review printed customer information--schedules, maps and "how to ride" guides--to determine if those materials are clearly written and easily understood?   ❏ Yes   ❏ No

Do you survey passengers to determine their ease of understanding your system's information and procedures on a regular basis?   ❏ Yes   ❏ No

Do you update information materials on a regular basis?   ❏ Yes   ❏ No

Does your agency conduct community outreach activities on a regular basis (e.g., attend community events, update local political leaders)?   ❏ Yes, Regularly   ❏ No
❏ Yes, Only when asked

Is your fare structure relatively easy to understand and use by your riders?   ❏ Yes   ❏ No

Do you use fare media other than cash or transfers?   ❏ Yes   ❏ No

Do you have clear instructions for the purchase of all fare media?   ❏ Yes   ❏ No

Have you developed and implemented a comprehensive marketing and public information program?   ❏ Yes   ❏ No

Do you regularly update your marketing and public information program?   ❏ Yes   ❏ No

Are all staff members trained so they are familiar with the entire system and its range of services?   ❏ Yes   ❏ No

Are all employees instructed on the system's internal policies/procedures?   ❏ Yes   ❏ No

Have you compiled a policy and procedures manual to serve as a single reference point for employees and to streamline existing policies?   ❏ Yes   ❏ No

Have you developed a checklist mechanism for managers that lists all critical practices, documents, and facility and safety requirements?   ❏ Yes   ❏ No

Have you established a set of service standards to facilitate performance monitoring and decision-making?   ❏ Yes   ❏ No

Does your transit system have systemwide job descriptions for each employee to provide specific guidelines as to what is expected of them and to give supervisors a means through which to evaluate employees?   ❏ Yes   ❏ No

Are all staff members trained in effective verbal and written communications techniques and procedures?   ❏ Yes   ❏ No

Have reservations personnel been trained to communicate clearly with passengers using proper telephone etiquette? ❏ Yes   ❏ No

Do you periodically survey passengers to determine how well the system is performing and meeting customers' service expectations? ❏ Yes   ❏ No

TOTAL "YES" SCORES FOR UNDERSTANDABILITY/INTELLIGIBILITY:___

Self-Assessment Tool
Part F: Affordability

Do you periodically survey customers and service area residents to help in determining different people's varying abilities to pay for using your services? ❏ Yes   ❏ No

Do you regularly survey customers and service area residents to help determine alternative transportation services (express services, shoppers' specials, employment transportation, etc.) that would be viable to provide in your area? ❏ Yes   ❏ No

Have you completed an analysis of your fully allocated costs to determine the relative size of your expense categories and to ensure that resources are used as effectively as possible? ❏ Yes   ❏ No

Do you track fully allocated costs over time in a spreadsheet or a database to see changes in costs and to help prepare annual budgets? ❏ Yes   ❏ No

When it is necessary to increase fares, have you developed and implemented a public information process to explain the reasons for the increase to customers? ❏ Yes   ❏ No

Do you compare fares and operating costs from comparable transit systems to see if your costs and fares are reasonable and if your operations are conducted efficiently compared to similar systems? ❏ Yes   ❏ No

Does your fare structure provide differential fares by time of day? ❏ Yes   ❏ No

Does your system have differential fares for different types of customers (seniors, students, individuals with disabilities, etc.)? ❏ Yes   ❏ No

Do your fares reflect the differences in cost to provide different services? ❏ Yes   ❏ No

Have you investigated the use of volunteers to keep services affordable? ❏ Yes   ❏ No

Does your system provide coordinated services, in which clients of various human service agencies are transported on a single vehicle?	❑ Yes	❑ No
Have you sought voluntary donations from the local community or local businesses to help offset costs?	❑ Yes	❑ No
Have you contracted with other transportation providers in the local service area for transportation services as a means of increasing residents' access without expanding the transit system's personnel or equipment budget?	❑ Yes	❑ No
Have you implemented specialized demand management techniques, such as requiring customers who are able to use fixed-route service to do so when and where such service is available?	❑ Yes	❑ No
Has your system implemented or considered implementing any new technology such as automatic vehicle location (AVL), card readers, mobile data terminals (MDT), or automatic passenger counters?	❑ Yes	❑ No
Do you conduct an annual performance evaluation of employees, using well-defined written criteria, to help ensure employees' skills are utilized effectively?	❑ Yes	❑ No
Have you investigated the potential for utilizing regional or statewide contracts to procure goods or services?	❑ Yes	❑ No
Have you investigated the potential cost savings from hiring a private management firm to conduct aspects of your program, e.g., planning, reporting, performance review, or grant application activities?	❑ Yes	❑ No
If your agency has any excess facilities or services (such as maintenance, fueling, cleaning services), have you sold/leased such excess or considered selling/leasing?	❑ Yes	❑ No
Do you sell advertising space on or in vehicles and/or facilities?	❑ Yes	❑ No

TOTAL "YES" SCORES FOR AFFORDABILITY:____

Self-Assessment Tool
Part G: Empathy

Have you developed and implemented customer service policies and procedures to encourage staff to be empathetic to customers' needs?	❑ Yes, For all riders ❑ Yes, For riders with special needs	❑ No

Have you developed and implemented policies and procedures encouraging empathy to other staff members?	❑ Yes	❑ No
Have you trained all staff members to listen carefully to customer questions, concerns, and complaints?	❑ Yes	❑ No
Have you implemented training to teach staff members to respond more sensitively to customers, creating a more empathetic environment and fostering increased customer satisfaction?	❑ Yes	❑ No
Do you circulate among employees on a daily basis, and record observations?	❑ Yes	❑ No
Do you track commendations of employees who provide exceptional service?	❑ Yes	❑ No
Have you implemented incentive programs that stress the importance of providing exceptional customer service and that reward those who provide exceptional service?	❑ Yes	❑ No
Do you respond to changing customer travel needs by making adjustments to routing and scheduling on a relatively frequent basis?	❑ Yes	❑ No
Do you teach front-line staff (drivers, reservationists, customer assistance personnel, etc.) customer service management principles that encourage them to assume greater responsibility for the service delivery process?	❑ Yes	❑ No
If your area has a significant non-English speaking population, have you implemented a telephone reservations service in that language?	❑ Yes	❑ No
Have you instituted training programs to increase the awareness and sensitivity of vehicle operators toward the needs of people with disabilities?	❑ Yes	❑ No
Do you provide training to all staff in procedures to respond effectively to customers with special needs?	❑ Yes	❑ No
Have you developed and implemented outreach activities to educate people with disabilities about your services such as notices/mailings to senior citizens and persons with disabilities, or community speaking engagements?	❑ Yes	❑ No
Do you track customer complaints to determine if problem areas are improved promptly and satisfactorily?	❑ Yes, In all cases ❑ Yes, Just when a VIP complains	❑ No ❑
Do you survey passengers to determine their perceptions of your system's empathy?	❑ Yes	❑ No

Do you track press coverage of the transit system to determine public perceptions toward the system?

❑ Yes
❑ No, We get press coverage only when there's a problem.

Have you ensured that an appropriate staff member responds promptly to each customer question, concern, or complaint?

❑ Yes   ❑ No

TOTAL "YES" SCORES FOR EMPATHY: ____

Scoring Sheet ....

To calculate your <u>overall score</u> for each section of the self-assessment tool, count the number of "YES" boxes that you checked in each section, and record below. For each section (numbered below as A through G), divide your total "YES" answers by the number of "Total Possible YES Answers" listed for that section. Record the resulting percentage in the third column. This is the overall score for that section. Continue to calculate your overall scores for the remaining sections. Add the total overall scores for sections A through G to receive your total score.

	YES Answers	Total Possible YES Answers	% YES (Overall)
A. Reliability Score	_____	37	_____
B. Safety/Security Score	_____	42	_____
C. Convenience/Accessibility Score	_____	45	_____
D. Comfort/Cleanliness Score	_____	21	_____
E. Understandability/Intelligibility Score	_____	24	_____
F. Affordability Score	_____	20	_____
G. Empathy Score	_____	10	_____
TOTAL	_____	208	_____

You may want to begin reading that section of the toolkit for which you received the lowest percentage score above. You can track changes in your system's (and your personal) customer service focus by completing the self-assessment tool on a regular basis, say once a year, and checking your new score against previous scores. This will allow you to see those areas in which you and your system have improved--as well as those areas in which there is still room for improvement.

Sample Elderly Handicap Information Form

http://www.city.red-deer.ab.ca/NR/rdonlyres/7A012462-0BBC-4FF6-AEB1-25CE29F9A661/0/2005RegistrationFormTRN.pdf

http://www.city.red-deer.ab.ca/NR/rdonlyres/14A7B93E-CC62-427D-AE32-97E2A0B99B39/0/NursingHomeSurveyTRN.pdf

Types and Times of Met and Unmet Trips

Types and Times of Met and Unmet Trips

Date:								
	Before 8:00 a.m.		8:00 a.m.-5:00 p.m.		5:00 p.m.-6:00 p.m.		After 6:00 p.m.	
Type of Trip Request	**Met**	**Unmet**	**Met**	**Unmet**	**Met**	**Unmet**	**Met**	**Unmet**
Employment								
Education								
Daycare								
Human Services								
Medical Services								
Shopping/Services								
Entertainment/Recreation								
Other (Church, Visiting, etc.)								
Total								

TOOLKIT D - BOARD LEADERSHIP

Board Assessment Tool Instructions

The purpose of a transit board self-evaluation is to give the board an opportunity to regularly examine its goals and objectives, as well as its overall performance. The organization's ability to function effectively hinges on the board's concurrence with, and demonstration of, common values and goals.

The self-evaluation is an organized process by which the board regularly reexamines its goals, objectives, structure, processes, and collective performance. The board then reaffirms its commitment by adopting new goals and improved methods of operation. The administrator could be a member of the transit agency or a third party. The administrator will play the role of facilitator by explaining, distributing, collecting, and summarizing a survey (the assessment tool) and then presenting the results to the board.

The transit board can evaluate its effectiveness through the following self-assessment process:

▪ The transit board agrees to participate in the self-assessment and selects the administrator.

▪ The administrator presents a summary of the surveys and explains that the board should select one of three survey levels. The board then selects the level that is to be administered

▪ The board makes changes to the survey tool because this tool is *not* designed to be "one size fits all." Changes are encouraged to accommodate the uniqueness of each board.

▪ The administrator distributes the assessment tool to each board member to individually perform the assessment.

▪ The administrator then collects results from each board member.

▪ The administrator compiles the results into a single document and distributes it to board members.

▪ The board decides what actions to take on the basis of the results.

Level of Assessment to Use

The three successive and cumulative levels of assessment differ with regard to the number of responses required from board members. The three assessment levels are as follows:

1 Level I assessment uses 13 items to address the most important measures.

2. Level II assessment includes the next 9 most important measures, for a total of 22 items. This assessment acquires more detail regarding board dynamics, policies, and procedures. In addition, a goal-setting process is suggested for boards as a means for them to approach future self-assessment based on goals that are adopted.

3. Level III assessment includes an additional nine performance measures that address advanced or more in depth interactions among board members. This level of assessment typically entails extensive board member participation, discussion, and follow-up, using a total of 31 items. An additional optional behavioral assessment tool is followed by the same goal-setting process used in Level II. The major difference in the assessment levels is in the number of measures used to describe board performance and the resulting time required for board member responses.

Boards using the self-assessment instrument for the first time might choose Level I or, if there is an initial interest in more detail, Level II. Level I is regarded as a "bare bones," minimum level of detail for assessment of board performance effectiveness.

Level II adds considerably more coverage to the assessment; it is a good choice for first-time users who are interested in more than the minimum (Level I) but who do not desire the amount of detail posed by Level III.

Categories of Assessment. All three levels of assessment use the same six categories to assess board performance, as follows:

1. Board processes

2. Strategic planning

3. Fiduciary and legal responsibilities

4. Diversity programming and implementation

5. CEO relations

6. Public advocacy

Distribution of Assessment Tool

The administrator is responsible for distributing the assessment tool to each board member and for collecting and compiling results, as directed by each individual board.

Responses

Board Members will respond to each statement about board performance using a 5-point scale that ranges from 1 ("strongly disagree") to 5 ("strongly agree").

Compilation of Responses

The compilation of responses can be qualitative and descriptive, or it can be quantitative and statistical. Informal compilation of responses would reflect a relatively non-quantitative approach, in which directors' evaluations would be reported for each assessment statement in a summary table. In formal compilation, the responses would be carefully analyzed in terms of degrees.

For example, for Question 1, if two out of five respondents chose 1 (on a scale of 1 to 5) and three respondents chose 4, these results might be averaged (1 + 1 + 4 + 4 + 4 =14; 14 ÷ 5 = 2.8). Statistics can be compiled for each statement. These include average score values (sum of all scores divided by the number of responses) for individual statements, for all statements for particular board performance categories, or for all performance categories and (2) the ranges between high and low score responses. One of the advantages of typically small transit boards (those with fewer than 10 persons) is that the responses can be compiled relatively easily, without using computers or calculators.

Presentation of Board Results

The administrator should get directions from the board with regard to how the results should be presented. The board may choose to have the administrator summarize the results orally,

or they may prefer a detailed formal summary report to be distributed among board members, within the agency, and to the public. The resulting presentation is largely dependent on each board's preference as to the level of disclosure; this preference will vary from board to board.

Board Actions Based on Results

For boards that choose Level II or Level III assessments and therefore go through the goal-setting process, the administrator will compile all suggested goals and present the results. The board must collectively agree on its adopted goals, either by consensus or by formal board action (resolution). The administrator will then schedule a reassessment time when the board will reevaluate itself against its own adopted goals.

Transit Board Self-Assessment Tools

TRANSIT BOARD SELF-ASSESSMENT TOOLS

Transit Board Self-Assessment Tool Level I

Level I Survey Tool: Please rate each measure below, using the rating system of 1 = Strongly Disagree through 5 = Strongly Agree	Strongly Disagree 1	2	3	4	Strongly Agree 5
I. Board Processes					
1. The Board sets policy; management implements policy. Board members do not become involved in specific management, personnel, or service issues except in a predetermined oversight role.					
2. a. Board members devote sufficient time to fulfilling their responsibilities.					
b. Board members attend meetings well prepared and participate fully in all matters.					
3. Board members work cohesively and cooperatively to try to minimize miscommunication and confusion.					
4. There is an orientation process for new board members.					
II. Strategic Planning					
5. Board creates and communicates the agency's strategic direction; this is achieved by regularly evaluating core values and strategic mission.					
III. Fiduciary and Legal Responsibilities					
6. Board provides effective monitoring, evaluation, and oversight of the agency's fiscal concerns, including understanding of the funding mechanisms.					
7. Board supports a code of conduct and ethical practices; each board member is committed to ethical practices and guards against conflicts of interest.					
8. Board approves annual operating and capital goals and budgets.					

Transit Board Self-Assessment Tool Level I (continued)

Level I Survey Tool: Please rate each measure below, using the rating system of 1 = Strongly Disagree through 5 = Strongly Agree	Strongly Disagree				Strongly Agree
IV. Diversity Program and Implementation	1	2	3	4	5
9. The board develops and implements diversity policies and programs for the agency.					
V. Chief Executive Officer (CEO) Relations					
10. The board strives to recruit and maintain superior management talent.					
11. The board chair and CEO meet regularly, maintain ongoing communications, and ensure availability.					
12. The board develops a regular policy and process for carrying out evaluations and compensation reviews for the CEO and other staff reporting directly to the board.					
VI. Public Advocacy					
13. The board assumes an active public and legislative advocacy role (i.e., by promoting the transit system and working with community and business leaders, outside interest groups, lobbies, local governments, and community associations).					

Transit Board Self-Assessment Tool Level II

Level II Survey Tool: Please rate each measure below, using the rating system of 1 = Strongly Disagree through 5 = Strongly Agree	Strongly Disagree				Strongly Agree
	1	2	3	4	5
I. Board Processes					
1. The board sets policy; management implements policy. Board members do not become involved in specific management, personnel, or service issues except in a predetermined oversight role.					
2. a. Board members devote sufficient time to fulfilling their responsibilities.					
b. Board members attend meetings well prepared and participate fully in all matters.					
3. Board members work cohesively and cooperatively to try to minimize miscommunication and confusion.					
4. There is an orientation process for new board members.					
5. The board knows the difference between policy and administration and between governance and management.					
6. The board regularly communicates with management and staff and remains open to comment and feedback.					
7. Board committee structures are streamlined for effective decision making.					
II. Strategic Planning					
8. The board creates and communicates the agency's strategic direction; this is achieved by regularly evaluating core values and the strategic mission.					
9. Board members ensure programs are consistent with the organizational mission and ensure that programs and services meet expectations.					
III. Fiduciary and Legal Responsibilities					
10. The board provides effective monitoring, evaluation, and oversight of the agency's fiscal concerns, including an understanding of the funding mechanisms.					
11. The board supports a code of conduct and ethical practices; each board member is committed to ethical practices and guards against conflicts of interest.					
12. The board approves annual operating and capital goals and budgets.					

Transit Board Self-Assessment Tool Level II (continued)

Level II Survey Tool: Please rate each measure below, using the rating system of 1 = Strongly Disagree through 5 = Strongly Agree	Strongly Disagree				Strongly Agree
	1	2	3	4	5
13. The board develops a regular policy for carrying out employee evaluations and compensation reviews.					
14. The board understands and makes effective decisions regarding employee benefit and retirement plans.					
15. Board members do not reveal sensitive and confidential information.					
16. The board sets measurable objectives that permit monitoring of agency performance.					
IV. Diversity Program and Implementation					
17. The board develops and implements diversity policies and programs for the agency.					
V. Chief Executive Officer (CEO) Relations					
18. The board strives to recruit and maintain superior management and talent.					
19. The board chair and CEO meet regularly, maintain ongoing communications, and ensure availability.					
20. The board develops a regular policy and process for carrying out evaluations and compensation reviews for the CEO and other staff reporting directly to the board.					
VI. Public Advocacy					
21. The board assumes an active public and legislative advocacy role (i.e., by promoting the transit system and working with community and business leaders, outside interest groups, lobbies, local governments, and community associations).					
22. The board takes note of how the public views the system, and the board responds.					

Level II Goal-Setting Process

Please suggest the most important, challenging, and realistic goals that the board should achieve in the next year.
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Transit Board Self-Assessment Tool Level III

Level III Survey Tool: Please rate each measure below, using the rating system of 1 = Strongly Disagree through 5 = Strongly Agree	Strongly Disagree				Strongly Agree
	1	2	3	4	5
I. Board Processes					
1. The board sets policy; the management implements policy. Board members do not become involved in specific management, personnel, or service issues except in a predetermined oversight role.					
2. a. Board members devote sufficient time to fulfilling their responsibilities.					
b. Board members attend meetings well prepared and participate fully in all matters.					
3. Board members work cohesively and cooperatively to try to minimize miscommunication and confusion.					
4. There is an orientation process for new board members.					
5. The board knows the difference between policy and administration and between governance and management.					
6. The board regularly communicates with management and staff and remains open to comment and feedback.					
7. Board committee structures are streamlined for effective decision making.					
8. The authority that the board retains for itself (i.e., without delegating to management) is clearly defined by the agency.					
9. The board maintains flexibility to adjust to changing internal and external circumstances.					
10. The board considers member candidates for endorsement based on each candidate's performance and actions.					
11. The chairman assumes active responsibility for ensuring the development and leadership of the board.					
12. There is an appropriate level of staff support for the board.					
II. Strategic Planning					
13. The board creates and communicates the agency's strategic direction; this is achieved by regularly evaluating core values and the strategic mission.					
14. Board members ensure programs are consistent with the organizational mission and ensure that programs and services meet expectations.					
15. The board identifies and uses the specific talents and skills that board members possess.					
16. The board promotes planning for leadership transitions.					

Transit Board Self-Assessment Tool Level III (continued)

Level III Survey Tool: Please rate each measure below, using the rating system of 1 = Strongly Disagree through 5 = Strongly Agree	Strongly Disagree				Strongly Agree
	1	**2**	**3**	**4**	**5**
III. Fiduciary and Legal Responsibilities					
17. The board provides effective monitoring, evaluation, and oversight of the agency's fiscal concerns, including an understanding of the funding mechanisms.					
18. The board supports a code of conduct and ethical practices; each board member is committed to ethical practices and guards against conflicts of interest.					
19. The board approves annual operating and capital goals and budgets.					
20. The board develops a regular policy for carrying out employee evaluations and compensation reviews.					
21. The board understands and makes effective decisions regarding employee benefit and retirement plans.					
22. Board members do not reveal sensitive and confidential information.					
23. The board sets measurable objectives that permit monitoring of agency performance.					
24. The board has processes for making effective decisions regarding new business proposals, and for reviewing existing practices.					
IV. Diversity Program and Implementation					
25. The board develops and implements diversity policies and programs for the agency.					
26. The board supports a board composition that reflects the community's demographics.					
V. Chief Executive Officer (CEO) Relations					
27. The board strives to recruit and maintain superior management and talent.					
28. The board chair and CEO meet regularly, maintain ongoing communications, and ensure availability.					
29. The board develops a regular policy and process for carrying out evaluations and compensation reviews for the CEO and other staff reporting directly to the board.					
VI. Public Advocacy					
30. The board assumes an active public and legislative advocacy role (i.e., by promoting the transit system and working with community and business leaders, outside interest groups, lobbies, local governments, and community associations).					
31. The board takes note of how the public views the system, and responds.					

Transit Board Self-Assessment Tool Level III (continued)

VII. Behavioral Assessment Tool (Optional): Please answer the questions in the space provided.
32. **Goals**: Does the board know what needs to be accomplished and when? Do members know what the organization is trying to achieve?
Goals:
33. **Participation**: Do board members have an opportunity to contribute in meetings? Are all members listened to during board meetings?
Participation:
34. **Feelings**: Can board members express their feelings? If they do, do they get empathetic responses?
Feelings:
35. **Diagnosis of team problems**: When process problems arise are the causes addressed, rather than the symptoms?
Diagnosis of team problems:
36. **Leadership** : Does the board depend too much on a single person? Do members other than the nominal leader feel free to volunteer to meet group needs?
Leadership:
37. **Decisions** : Is consensus sought and tested? Are deviations appreciated? Once made, are decisions fully supported by the board?
Decisions:
38. **Trust** : Do board members trust one another? Can they express negative reactions without fearing reprisals?
Trust:
39. **Creativity**: Does the board seek new and better ways to do things? Are individuals changing and growing?
Creativity:

Level III Goal-Setting Process

Please suggest the most important, challenging, and realistic goals that the board should achieve in the next year.
1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Transit Board Self-Assessment Tool Level III (continued)

VII.   Behavioral Assessment Tool (Optional): Please answer the questions in the space provided.
32. **Goals** : Does the board know what needs to be accomplished and when? Do members know what the organization is trying to achieve?
Goals:
33. **Participation:** Do board members have an opportunity to contribute in meetings? Are all members listened to during board meetings?
Participation:
34. **Feelings** : Can board members express their feelings? If they do, do they get empathetic responses?
Feelings:
35. **Diagnosis of team problems**: When process problems arise are the causes addressed, rather than the symptoms?
Diagnosis of team problems:
36. **Leadership** : Does the board depend too much on a single person? Do members other than the nominal leader feel free to volunteer to meet group needs?
Leadership:
37. **Decisions** : Is consensus sought and tested? Are deviations appreciated? Once made, are decisions fully supported by the board?
Decisions:
38. **Trust** : Do board members trust one another? Can they express negative reactions without fearing reprisals?
Trust:
39. **Creativity:** Does the board seek new and better ways to do things? Are individuals changing and growing?
Creativity:

Trends in Transit Board Effectiveness

In 2002 Simon & Simon Research and Associates, Inc completed a study to provide national data and information on public transit board governance and the nature and characteristics of transit board effectiveness. The advice is based on the results of a national survey of transit chief executive officers/general managers and board chairs, a series of focus groups with transit board members and support staff, and case studies of six selected transit system boards.

These researchers explored the relationship between the type of board structure and its relationship to system performance. Transit system performance was analyzed by two performance criteria, *the ability to restrain costs while increasing ridership*. The research concluded that the effectiveness of a transit governance system is explained by assessing the relationships that it does or does not foster between the transit system and its authorizing environment. According to the researchers, key suggestions for effective boards and transit system success include the following:

1. Boards should include individuals who are critical to securing funding and support of key constituents.
2. Board members should include members who share the vision of transit's role.
3. Boards should include members who bring a business ethic.
4. Dedicated funding that contributes to success.
5. A multimodal focus that enhances effectiveness.
6. Board members should focus on policy, not management.

Transit board members and support staff identified the following characteristics of effective board members and effective transit boards.

Achieves Goals
An effective public transit board achieves the goals identified in the strategic plan. In terms of transit system performance, at a minimum, this would include the quality of the transit service, meeting community needs, increased ridership, and so on.

Assesses Progress
An effective transit board monitors its progress on an annual basis, but also conducts a through assessment every 3 to 5 years. Such an assessment would not only evaluate progress in terms of the transit system's performance, but also evaluate the effectiveness of the board's organization, structure and functioning, and its impact on performance. A comprehensive assessment includes evaluating the board's composition, membership, orientation, meetings, committee structure, and information flow, as well as transit system performance criteria. This type of assessment would be under the purview of the board development committee.

Balanced
An effective transit board is balanced along several dimensions. These dimensions include age, gender, race, skills and talent, transit system riders, constituency, and jurisdictional and

political representation. In terms of skills and talent, many focus group participants mentioned the importance of having board members who are political, as well as those with business, financial, legal, and marketing backgrounds.

Cohesive Group

An effective transit board functions as a cohesive group. Open communication is encouraged, but the group supports the majority opinion. Personal and individual agendas are eliminated or decreased for the good of the transit system. Board members are team players who are willing to support the majority decisions of the board.

Committed

An effective transit board is committed to and advocates for public transit. Board members are focused and accountable. They attend meetings, devote adequate time for meeting preparation, stay abreast of the issues, and participate in meetings and work to influence favorable outcomes for the transit system.

Educates

An effective transit board informs and educates its members. All new members receive a orientation, which includes at a minimum: a thorough introduction to transit history and current facts; budget information; policies, procedures and statistics about the transit system; meetings with the general manager/CEO and key staff, board chair and executive committee chairs; and tours of the equipment and facilities. In addition, they are informed of the role and   responsibilities of a board member, kept abreast of current issues, and provided access to ongoing education and training.

Focuses on Policy

An effective transit board understands the distinction between policy and management and focuses on policy making. Member role clarity and expectations are communicated and reinforced by the board chair and executive committee. All activities, such as meetings and agenda items are designed to focus members on policy making and away from day-today management concerns.

Maintains Good Communication

An effective transit board has a good communication system that encourages open, honest discussion, as well as challenging questions. The board assures the flow of accurate information in a timely manner to all members, including the dissemination of written materials prior to board and committee meetings.

Maintains a Good Relationship with CEO

Effective transit boards have established positive and supportive working relationships with the chief executive officer and senior support staff.

Helps to Improve Transit System Performance

A major objective of an effective transit board is to be able to put service on the street in a cost-effective manner that meets the mobility needs of the community. Performance

measures include cost per revenue miles, cost per revenue hours, vehicle-hours per employee, and vehicle miles.

Increases Revenue
An effective transit board understands and undertakes a critical fund-raising role, which includes generating ridership and fare box income. This role often includes communicating with legislators and other key leaders through meetings, information dissemination, presentations, and providing testimony.

Knowledgeable
Effective transit boards do not work in a vacuum. They are knowledgeable of the community that the system serves in terms of culture and needs of the community business leaders, and other organizations.

Politically Astute
Effective transit boards establish good working relationships with all constituent groups and stakeholders, including, employees, support staff, community, legislators, politicians, and labor. Politically astute boards also monitor employee morale and the system's reputation and image in the community.

Strategic
Effective transit boards help the transit system to set a strategic direction and shape a strategy for the future. The board helps the system to identify and maintain focus on strategic priorities.

Strong Chair
A strong chairperson is essential for an effective transit board. It is the chair's role to lead and motivate the board in achievement of the transit system's mission, strategic goals, and performance.

Measures to Assess Board Effectiveness

Surveyed board members from various sized transit systems identified the following criteria their boards used for measuring board effectiveness:

Achieves Strategic Goals - Did the system achieve the goals and objectives as identified in the strategic plan?

Appearance of Equipment - Are the vehicles and facilities safe, well maintained, and clean?

Balanced Budget - Did the year end with a balanced budget?

Increased Ridership - Did ridership increase?

Labor/Management Relationship - What is the relationship among the board, transit system, and labor? Were contract negotiations successful?

Meets Community Public Transit Needs - Do the transit services meet the needs of the community?

Morale/Attitudes of Employees - What is the attitude/morale of the transit system employees?

Public Opinion of Board and Transit System - How does the public view the system?

Quality of Transit Service - Has the quality of the service improved? What are the areas of complaints?

Reputation with Media - Does that transit system have a positive reputation with the media?

Revenue - Was there an increase fare box income? Was there an increase in revenue?

Transit System Performance - How did the transit system perform during the year?

Working Relationship among Board Members - Does the board work as a cohesive group?

Working Relationship with General Manager/CEO and Other Staff - Does the board have a positive relationship with the CEO and other transit system staff?

Board Appointments

Transit CEOs and board chairs provided the following suggestions for improving transit board effectiveness when appointing new board members.

- Appointing bodies should carefully weigh appointments, particularly in terms of the appointee's interest and time commitment.
- Appointing bodies should get input from the board regarding the expertise or representation needed prior to making board appointments.
- The role of the board should be clearly defined, discussed and written.
- Board functions should be clearly described, discussed and written.
- Board members should have clearly defined attendance requirements.
- Board members should receive formal orientation to the board and ongoing education.
- Board members should receive information in a timely manner.
- Committee assignments should be made based on the member's experience and interest.

<u>**Sample Internal Mission and Value Statements**</u>

Mission

Our mission is to manage the transit system so that it provides for the safe mobility of the traveling public. We accomplish this through effective leadership in the planning, and creation of efficient, and diverse modes of transportation, serving Van Buren County.

Value Statements

Integrity - We value honesty and forthright employees that provide excellent customer service and stewardship of public resources. We believe that ethical employees foster public trust and a strong foundation for future relationships.

Innovation - We value employees that present creative and proactive solutions for solving public transportation challenges. We believe that innovative employees foster cutting edge solutions and visionary ideas that place Van Buren County in a leadership role in the rural transportation field.

Safety - We value safety in our work place and for the people we serve. Safety is the most important aspect of transportation and protecting the traveling public is our highest priority. Our staff gives special attention to safety when providing services to people in Van Buren County.

Accountability - We value accountability for our financial management and for the professionalism of our work. We consider the effective and efficient use of taxpayer dollars as a sacred trust between our agency and the public. We are also committed to maintaining a well-trained staff with guidelines and standards that enable us to stand by and be accountable for the services we provide.

Communication & Collaboration - It is extremely important that Van Buren Transit communicates and collaborates effectively at several levels because of the complexity of transportation. We value the ability to involve stakeholders in our planning process, ensure that details are communicated to the public and elected officials, and to build a consensus in favor of decisions. We also value internal communication and collaboration within our staff that results in greatly improved coordination to meet customer's needs and maintain quality service.

Excellence/Quality - We pride ourselves on the quality services and products that Van Buren Transit provides to the County of Van Buren and endeavor to maintain the highest standards of excellence. We seek to improve on the effective and efficient delivery of those products and services while fostering the partnerships essential to the attainment of excellence.

Customer/Community - We embrace the diverse and historically rich communities that generate our customer base.

Sample Application Citizens Advisory Committee

SAMTRANS
SAN MATEO COUNTY TRANSIT DISTRICT
APPLICATION FOR CITIZENS ADVISORY COMMITTEE
PLEASE TYPE OR PRINT USING DARK INK

Name: _____
               Last   First   Middle

Business Address: _____
                              Number, Street, City, Zip Code

Residence Address: _____
                              Number, Street, City, Zip Code

Work Phone: _____   Residence Phone: _____   E-Mail: _____

Why do you wish to be considered for membership on the SamTrans Citizens Advisory
Committee?
_____
_____
_____
_____

What specialized skill or expertise would you bring to the Citizens Advisory Committee?
_____
_____
_____
_____

Employer:_____ Length of Service: _____ Occupation: _____

Are you a citizen of the U.S.? _____

How long have you lived in San Mateo County? _____

Are you a registered voter of San Mateo County? _____

How often do you use public transit? Daily _____ Weekly _____ Occasionally _____

Will you be able to attend night meetings? Yes _____ No _____

Will you be able to attend day meetings? Yes _____ No _____

If you are presently active or have been active in the past five years in any organization, please
give the organization name, nature of your activities and appropriate dates.

_____
_____
_____

<u>**SAMTRANS CITIZENS ADVISORY COMMITTEE'**</u>
<u>**Page 2**</u>

In what transportation-related activities have you been involved?
_____
_____
_____

How do you rate your knowledge of city and county government?
_____
_____

Have you ever attended a SamTrans Board meeting or CAC meeting? _____

Additional comments you believe pertinent:
_____
_____
_____
_____

Representative community position applied for: ☐ **Bus Riders**
                                                ☐ **Community Riders**
                                                ☐ **Multimodal Riders**

RESUME MAY BE ATTACHED TO APPLICATION.

APPLICATIONS MUST BE <u>RECEIVED</u> BY MARCH 18, 2005.

Please send completed application to: Administrative/Board Secretary
                                      San Mateo County Transit District
                                      1250 San Carlos Avenue
                                      P.O. Box 3006
                                      San Carlos, CA 94070-1306

DATE: _____ SIGNATURE _____

Trends in Organizational Structure of Transit Organizations

Capacity	Traditional Transit Model	New Transit Model
Service Orientation	Vehicles in operation	Customers' transportation experience
Governance	Service vertically integrated with in a single public agency	Service horizontally integrated across multiple public and private providers.
Market Definition	Narrow Limited by program restrictions Poor responsiveness to change	Open market High level of responsiveness to change
Pricing Policy	Determined by budget constraints	Market driven (or policy-driven) Price differentiation through quality and service levels
Cost Characteristics	High subsidies under budget constraints	Market related Incentives for lower cost
Performance Measures	Related to vehicle use	Real time customer oriented
Technology Focus	Vehicle oriented Slow adoption, adaptation	Customer oriented Information focus Rapid adoption, adaptation
Accountability	To external political controllers, by top management. To top management, by staff at lower levels	To customers By staff at lowest organizational level
Culture	Closed Oriented to position description	Open Oriented to problem solving

TOOLKIT E - POLICIES

ADA Paratransit Service Eligibility Criteria Guidelines

Brochure Example http://www.broward.org/bct/pdfs/criteria.pdf
Application Example: http://www.broward.org/bct/pdfs/adaapp.pdf

CATEGORIES OF ELIGIBILITY

Those persons who are certified eligible are classified as having unconditional, transitional or conditional eligibility for ADA Paratransit Service as follows:

UNCONDITIONAL status is assigned to persons who are determined unable to ever independently use BCT buses even with training.

TRANSITIONAL status is assigned to persons who are determined capable of using accessible BCT buses but cannot do so at present, either because of a temporary disability or the applicant has not completed "travel training."

CONDITIONAL status is assigned to persons who are able to use BCT buses most of the time, but would, under certain circumstances, and for certain trips, be prevented from independently using BCT buses.

Examples of conditional eligibility include persons with extreme fatigue after treatments such as dialysis, a bus stop which requires a traveler who is blind to negotiate a dangerous pedestrian area, such as a large, open parking lot with no reference points, or a BCT route that is not yet accessible.

APPEALS

Information regarding the appeals process is available from BCT ADA Paratransit Service.

Applicants who are certified not eligible, or who do not agree with the conditions established for their use of BCT ADA Paratransit Service , may request a review by an appeals panel.

We are always happy to hear from you.
Questions? Need Assistance? Please call

954.357.6794

Hearing-speech impaired/TTY
954.357.8330*
*Teletype Machine Required

Toll free
1.800.599.5432

This public document can be made available in LARGE PRINT, audio cassette, or braille, by request.

BROWARD COUNTY
Transit
The Bus with Mass Appeal
Broward County Board of County Commissioners
Josephus Eggelletion, Jr. • Ben Graber • Sue Gunzburger
Kristin D. Jacobs • Ilene Lieberman • Lori Nance Parrish
John E. Rodstrom, Jr. • Diana Wasserman-Rubin • Jim Scott

ELECTRONIC   2/04

BROWARD COUNTY TRANSIT
ADA
Paratransit Service
Eligibility
Criteria
guidelines

Broward County Mass Transit Division
ADA Paratransit Service
3201 West Copans Road
Pompano Beach, FL 33069

broward.org/bct/paratran.htm

We're
TOPS!
BROWARD COUNTY
TRANSPORTATION OPTIONS

ADA PARATRANSIT SERVICE

Broward County Mass Transit Division's ADA Paratransit Service is offered in accordance with the Americans with Disabilities Act (ADA) of 1990. The ADA Paratransit Service is for persons with physical, cognitive, emotional, visual or other disabilities which functionally prevent an individual from using the county's fixed-route bus system, known as Broward County Transit (BCT),either permanently or under certain conditions.

Disability alone does not create eligibility for ADA Paratransit Service. The decision is based solely on the applicant's functional ability to use BCT buses.

The BCT fixed-route bus system is fully accessible, with wheelchair accessible buses and major transfer facilities.

"Travel training" service is also available to those who need help in learning how to use the BCT buses.

In addition, other accommodations, such as stop and route announcements, and easier-to-read signs, make using BCT buses possible for many people with disabilities.

Persons who are able to use BCT buses should do so whenever they can.

The unavailability of fixed-route service does not constitute eligibility for a person who could otherwise take the same trip on BCT buses, if service were available.

EVALUATION PROCEDURE

All applicants seeking eligibility for the ADA Paratransit Service must go through an eligibility determination process. A personal functional evaluation is required to determine if the applicant can use the BCT fixed-route bus system. Transportation assistance is provided as necessary to and from the evaluation appointment.

The purpose of the evaluation is intended to determine when and under what circumstances the applicant can use BCT buses and when paratransit/van shared-ride service is required.

The ADA Paratransit eligibility evaluation includes a medical verification of disability, the applicant's own assessment of his/her ability to use BCT buses, and a functional assessment. Information provided by a social service agency or other professional regarding the applicant's ability to use the bus may also be considered.

An application form is sent in advance to give the applicant sufficient time to carefully consider the information requested.

FUNCTIONAL ASSESSMENTS

The personal functional assessment helps determine whether an applicant has the ability to use BCT buses, and if so, under what circumstances.

The functional physical evaluation consists of a simulated bus travel experience, including boarding a bus, negotiating a curb and a curb cut, and crossing the street. Skills evaluated include balance, strength, coordination and range of motion.

The cognitive functional assessment consists of certain standardized tests designed to measure skills such as memory, attention span and route-finding ability.

Variables in the environment, as well asthe applicant's ability to perform the tasks required to use the bus, are
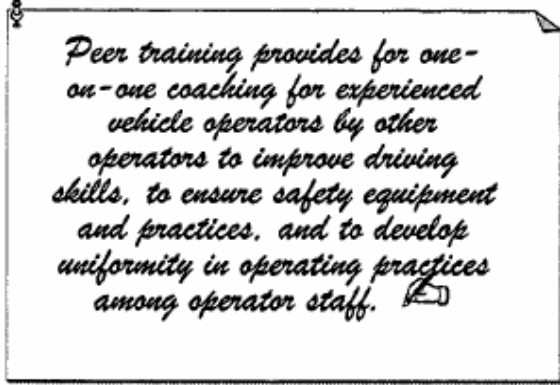
Human Resources Program

Human Resources Program

A well-trained staff is critical to providing a safe and secure environment for public transportation passengers. Drivers must be trained in safe vehicle operations procedures, such as vehicle pre-trip inspection proced-ures, defensive driving techniques, inclement weather driving techniques, and proper whe-elchair management and securement pro-cedures.

Peer training provides for one-on-one coaching for experienced vehicle operators by other operators to improve driving skills, to ensure safety equipment and practices, and to develop uniformity in operating practices among operator staff.

All staff should receive training in CPR and First Aid techniques, proper passenger as-sistance procedures, and appropriate techni-ques to manage difficult passengers. In addition, all staff should receive drug and alcohol awareness training and testing, and training in proper response to emerg-encies/incidents.

One method to ensure that staff receive regular training is to develop a training log using a computer spreadsheet program. Create a record for each staff member and a field for each type of required training. By entering the date when each staff member received a specific type of training, a record of staff training can be created.

In addition to a regular group training sessions, some employees may benefit from, and respond more favorably to, individual peer training. This typically provides for one-on-one coaching of new drivers by experienced drivers. It has been used to improve driving skills, to ensure that safety equipment and practices are followed, and to develop uniform operating practices among drivers.

Sample Public Involvement Policy

Policy: #VB04-047

Policy Adopted: 05/19/2004
Policy Effective: 05/19/2004
Policy Adopted Page Replaced: 00/00/2001

ValleyRide Public Involvement Policy

The public plays a critical role in the success and vitality of public transportation in the Treasure Valley. Public input in all phases of transit – from route planning to fare structures – is essential. The guiding principles in the ValleyRide Strategic Plan recognize the importance of public input. These principles stress the importance of teamwork, communication and customer service. Public comment is a vital element in accomplishing these principles. The following policy outlines the local process for soliciting and considering public comment prior to a fare increase, service reduction or adoption of, or changes to, the ValleyRide annual budget.

Definitions
A fare increase is any change to an existing, established fare rate or fare type applicable to regular fixed route or paratransit service which results in a higher fare rate than is currently in effect.

A major service reduction is any action that reduces services hours and/or service miles by 10 percent of the entire system.

A service change is defined as any change that:
▪ Reduces 25 percent or more of the number of transit route miles of a single route; or
▪ Reduces 25 percent or more of the number of transit revenue vehicle miles of a single route commuted on a daily basis for the day(s) of the week for which the change is made.

An open house is a public forum to provide an opportunity for the public to learn about a project or proposed operational changes and to solicit public comment prior to any public hearing.

A public meeting is designed to: facilitate participation in the decision-making process; assist the public in gaining an informed view of a proposed project at any level of the public transportation project development process; gather public comment.

Policy

ValleyRide will solicit public input prior to or during the development of any proposal for a service change or fare increase. The public input process includes, but is not limited to,

public hearings, public meetings, open houses, or written or electronic comment forms. ValleyRide staff will develop recommendations as to the appropriate type and level of public input required. The ValleyRide Management Committee will review these recommendations and determine the method or methods to be used to collect this input.

If a proposal involves service changes or modifications deemed to be minor, the Management Committee can either approve the changes/modifications or request that a public hearing be held. If the Committee approves the changes/modifications, it will be subject to a review by legal counsel before it is included on the consent agenda at the next ValleyRide Board of Directors meeting.

A public hearing is mandatory when a fare increase or major service reduction is proposed or prior to the Board adoption of, or changes to, the annual budget. A determination is made related to each proposal as to the appropriate scheduling of the public hearing. If service changes are temporary in nature for evaluation for the proposal, the hearing will be held after the pilot period and the evaluation is completed. For changes in fares or significant service changes, the hearing will be held prior to initiation of action.

ValleyRide will consider and implement the principles of equality for all citizens as formulated in Title VI and the Executive Order for Environmental Justice to the extent reasonably possible.
Hearing Process
The following processes can be used for soliciting and considering public comment prior to a fare increase, a major service reduction or approval of, or changes to, the ValleyRide annual budget:

On-going public comment
Throughout the year, ValleyRide welcomes comments by riders and other members of the public. Comments are recorded and accumulated for consideration at the time of the development of draft proposals for change or system improvements. Comments related to service changes, including requests for new routes or other services, are accumulated for consideration in planning activities.
An open house. See definition above
A public meeting. See definition above.

Public hearing on changes
The ValleyRide Management Committee will approve the scheduling of any public hearings concerning proposed service cuts and/or fare increases. ValleyRide's Community Relations Manager will be responsible for scheduling a hearing. Those responsibilities include ensuring that proper notice is given, a panel of board members/elected officials is present to listen to testimony and that the comments made during the hearing are recorded. A public hearing concerning service changes or fare increases will be scheduled enough time in advance to allow for an additional public comment period and review of all public input by ValleyRide staff.

The public hearing on the proposed ValleyRide budget for the next fiscal year shall be held during a regular quarterly meeting of the Board of Directors. Notice of any public hearing for budget adoption shall be posted at least 10 working days prior to the date of the Board meeting.

Public notice for any hearing shall be posted in at least one (1) conspicuous place in the county affected by the proposal. A copy of the notice also shall be published in accordance with section 40-206 Idaho Code.

For all public hearings, public meetings and open houses, public notification shall include posting notices in bus shelters and on system buses and vans.

Development of Draft Changes in Service or Fare Changes
Upon completion of a public meeting on proposed service changes/fare increases, a 10-day period for additional written comment will be scheduled. At the end of this period, the Community Relations Manager will prepare a written summary analysis and report on the disposition of any and all comments received during this public comment period and at the public hearing.

ValleyRide staff may draft proposals for changes in services or in fares based on consideration of public comment. The recommendations will be sent to the Management Committee for evaluation and consideration. The Committee may choose to act on the recommendation or require additional public input.
Budget Adoption
After completion of a hearing on the proposed ValleyRide annual budget or changes to the budget, the Board may choose to act on the budget as proposed, suggest changes before acting on the budget, or hold additional public hearings.

Publication of Notice of Service/Fare Changes or Budget Adoption
After final approval by the Board of Directors or the Management Committee, a notice is published in the local newspaper for all major service reductions/changes and for fare changes. Also notices should be posted in buses and paratransit vans, shelters and other distribution points, and on the ValleyRide Web site.

Approved: _____   _____
                    Jerome Mapp, Chairman   Kelli Fairless, Executive Director
Date: _____

Reliability Checklist

Reliability Checklist..

In order to provide reliable on-time services, transit managers need to ensure that their system has:

- ❑ Sufficient vehicles -- which requires an effective:
    - ✓ Annual vehicle replacement plan
    - ✓ Adequate spare ratio
- ❑ Reliable vehicles -- which requires an effective:
    - ✓ On-going preventive maintenance program
    - ✓ Maintenance repair program
    - ✓ Procurement program
- ❑ Sufficient drivers/dispatchers -- which requires:
    - ✓ Effective recruiting procedures
    - ✓ Adequate staff benefits
    - ✓ Adequate backup personnel (driver extraboard planning and management)
- ❑ Reliable drivers/dispatchers -- which requires effective:
    - ✓ Applicant screening procedures
    - ✓ Disciplinary/incentive programs including procedures to minimize tardiness and absenteeism
    - ✓ Training programs
- ❑ Good operating procedures for pull outs and service adjustments en route
- ❑ Adequate on-street supervision
- ❑ Well-planned routes and schedules
- ❑ Contingency plans for unexpected changes or emergencies
- ❑ Good reservations and dispatch procedures
- ❑ Good communications procedures
- ❑ Passenger and driver understanding, training and cooperation to manage service disruptions (e.g., procedures to control passenger behavior)

Risk Management Policies and Procedures

Risk Management Policies and Procedures

Establishing and regularly reviewing/updating a comprehensive risk management program is essential to providing a safe and secure environment for the transportation of customers. A comprehensive risk management program addresses the whole spectrum of activities at a public transportation system.

While all activities contain some risk or the potential for unintended loss or damage, your public transportation system has special and unique risks. For example, a passenger may fall and become injured, a maintenance employee may sustain an injury from a slip on spilled oil, or an advisory board member may be sued for negligence as the result of an injury to a passenger in a vehicle accident.

Risk management is a systematic process for planning, organizing, directing, and controlling the resources and activities of an organization to protect its assets and minimize the effects of accidental loss. Accidental losses include loss of property, loss through liability suits, and loss through employee injury or illness.

An effective risk management program can provide protection from severe financial disruption due to accidental losses at an affordable cost that does not fluctuate severely from year to year. Risk management objectives include protecting the system's assets from loss or destruction, creating a safe work environment for employees, and reducing the likelihood of injury to a customer or other third party.

In terms of management, risk management promotes safe practices to minimize anticipated and unexpected losses. The financial role of risk management is to analyze available options to pay for potential loss and recommend alternatives that make the best use of the system's financial resources. Development and implementation of safe practices, policies, and procedures can positively affect operations. Finally, risk management involves personnel through development and support of sound standards for employee hiring, training, performance, evaluation, and medical benefits.

TOOLKIT F- FLEX ROUTES

Handbook for Rural Flex Route Implementation

The Santeewateree Regional Transportation Authority Experience
For Easter Seals Project ACTION
By: Crain & Associates, Inc
Doc. No. 20-0200

Download this report at:
http://projectaction.easterseals.com/site/DocServer/00FLEX.pdf?docID=3437

TOOLKIT G - PUBLIC OUTREACH

Why Public Transportation?

General Benefits of Public Transportation
- Good public transportation is an essential part of a balanced transportation system.
- People who use public transportation save money. Passenger fares in the Treasure Valley range from $326 to $1,000 per year. People spend between $4,000 and $9,000 per year to own and maintain an automobile.
- The Treasure Valley is planning for a transit system that will serve rural and urban communities. Expanded transit service provides jobs for workers directly employed by the transit providers. Other jobs are created indirectly in the engineering, construction, and retail industries.
- Public transportation provides access to jobs for those who are trying to enter the workforce from the welfare system.
- Public transportation provides economic development. National studies show that the net return on public investment in public transportation is as high as six to one.
- Public transportation corridors are a natural focal point for economic and social activities that help to build neighborhood centers and boost the economy.
- The availability of public transportation increases the mobility and accessibility for all citizens.

Public Transportation Facts
- *National operating data:*
    - 37 percent of operating costs come from fares,
    - 22 percent from local governments
    - 22 percent from state governments
    - 3.9 percent from federal government
    - 16.4 percent from other sources (advertising, interest)
- *National capital data:*
    - 44.1 percent of capital costs come from federal government
    - 10 percent from state government
    - 12.6 percent from local government
    - 33.1 percent from transit agency (directly levied taxes, advertising, interest income)

Public Transportation Funding
- People argue that public transportation should pay for itself; however, the roadway transportation system is also heavily subsidized by taxpayers.
- Public transportation systems are more likely to be successful when policy makers and the public view it as a part of the community's infrastructure, like the publicly funded highway system.

Why Increased Investment in Public Transportation is Important to You
- Public transportation provides jobs to nearly 400,000 individuals. A strong surface transportation bill means job protection, job creation and access to and from jobs each day.

- While transit clearly benefits those who use it, there are great benefits for all citizens in the form of economic development, reduced congestion, more livable communities and cleaner air.
    - Public transportation can bring vibrancy to community centers, bring development or redevelopment to the area, and improve your quality of life, enabling you to spend more time with friends and family.
    - Car drivers spend on average 62 hours stuck in traffic during peak travel periods adding stress to their lives and reducing personal time.
    - Public transportation reduces annual emissions of the pollutants that create smog, helping people "breath easier" and stay healthier.

- Increased investment in public transportation will stimulate the economy, create jobs and provide greater access to employment, education, and medical and social services.
    - Every dollar taxpayers invest in public transportation generates $6 or more in economic returns.
    - For every $10 million invested in public transportation, more than $15 million is saved in transportation costs to both highways and public transportation.
    - For every $1 billion invested in public transportation infrastructure, 47,500 jobs are created.
    - The Transportation Equity Act (TEA-21) has prompted expanded investment, new local transit projects, expansion and improvement to service.

- State and local governments cannot finance essential improvements in their public transportation system alone. The Federal Government's investment through TEA 21 reauthorization is critical.

- To meet the increasing demands being placed on transit systems throughout the country, Congress will need to increase the annual federal transit program.

- Public transportation, through TEA 21 investment, helps all Americans—from all walks of life—enriches the quality of our lives and communities, and provides us with the freedom, access, mobility and options necessary in today's world.

Source: APTA website

Marketing Planning Process

Step 1
What is Success?
Identifying goals and objectives. (See implementation recommendations)
Goals need to be determined for each project up front
Objectives to reach the goals should be as specific as possible

Step 2
Stop Look and Listen
Research is a very necessary part of the planning process
Find and mine existing research sources.
Find who your audience is and what they do, what they want through surveys and from data from existing sources

Step 3
The Who and the What –
Prioritize audiences (who you want to reach) and identify behavior change.
For each priority audience, choose the behavior you want to change.
What behaviors do you need to change to achieve your goal?
Behaviors should be as specific as possible
If multiple audiences, each audience might have a different desired behavioral change.

Step 4
Why They Do What They Do –
Create a detailed profile of the target audience.
Find out as much as you can about your priority audience
Demographics (age income, gender, geography, travel patterns, etc.)
What are the barriers to and motivations for behavior change?
Where are they (priority audience) on the behavior continuum?
   Awareness
   Understanding
   Relevance to Their Life
   Trail Behavior
   Satisfaction
   Loyalty (habit)

Step 5
What's the Hook? Creating an Effective Message
Messages should be:
Simple (Can the audience understand the message in 3-5 seconds?)
Emotional
Sell benefits, <u>Not</u> features
Relevant (Why should I care?)
Timely

You have 3-5 seconds to catch your audience's attention
Test! Test! Test! Your Message

Create Value statements
Describe what you want your audience to feel, believe and do
"If I (desired action/behavior change) I will (reward/benefits of behavior) because (support)

Step 6
Who Else Can Help? Identify and Enlist Partners.
Look for partners whose audiences overlap with your key audiences
Make sure your partner has something of value to offer/bring to the table and in turn, you have something of value to offer to them.
Consider private, public, and/ or non-profit sectors
Identify potential local media partners that could provide added exposure.

Step 7
Chart the Right Path- Developing a Communications Plan
AVOID the mistake of starting with this step!
Look for integration of tactics so that your audience is exposed to message multiple times and ways which can include:

One-on one outreach (use Friends of Transit group)
Ideal is friend to friend
Most effective form of communication
Ask people to make commitment (sign pledge form)

Public relations
Need real news – what's the hook?
Holding a media event does not mean the media will come
Provide facts and figures
Ability to control message is not good

Promotions
Find a hook
Partner with others

Community outreach & events
Direct contact with audiences
Leverage into media relations opportunities

On-line (website)
Primary place that people go to research products and issues
E**mail – Create a list serve**

Direct (targeted)
Direct Mail

Door Hangers
Flyers
Avoid mass distribution

Advertising (less targeted)
Newspaper, radio, cable
Can be expensive
100% control of message
Choose media that best reaches your targeted audience
Invest in a nice looking ad (hire a graphic designer)

Step 8
Are We There Yet? – Creating an Evaluation Plan
Create evaluation plan before you implement marketing
Decide how you will measure against each objective
Set an evaluation timeline
Look for trends/unmet/met
Change strategies if necessary

Common Myths about Public Transportation

EMPTY BUSES MEAN INEFFICIENT SERVICE AND A WASTE OF TAXPAYER DOLLARS. It is natural and logical that buses are empty at times. A bus size has to reflect the maximum demand (busiest point on the route and the busiest time of day) for that day. Empty buses are not wasteful since transit's operating costs are almost 80% labor. Also, federal funding sources for fleet will not fund buses that are used only at off-peak times. The federal priority is to help develop fleets that are useful all day.

TRANSIT IS ONLY EFFECTIVE IN LARGE METROPOLITAN AREAS. Public transportation is vital for residents of small communities and rural areas. The lack of reliable public transportation can pose more of a hardship for rural residents than urban residents because travel distances are greater and options for walking, cycling or getting a ride with friends or family are often limited. Transportation is often a crucial obstacle to getting off public assistance.

ONLY THOSE WHO RIDE TRANSIT BENEFIT FROM ITS EXISTENCE. Benefits to motorists and other residents exist in addition to direct benefits to users. A statewide study in Virginia shows that taxpayer spending on public transit provides an economic return on that investment that is at least three to one. Other nationwide studies conducted by the Transit Cooperative Research Program have quantified economic returns on transit investment as high as six to one. Public transit adds capacity to existing roadways, limits roadway construction and maintenance costs, provides more capacity for growth, encourages job growth and bolsters business by providing reliable access to a larger workforce.

TRANSIT IS HIGHLY SUBSIDIZED WHILE PERSONAL TRAVEL IS NOT. Actually, both are subsidized, but transit's economic benefits exceed the subsidy. While drivers pay to operate their own vehicles and pay gas taxes, they do receive public subsidy for the construction and maintenance of roadways and highways. Transit fares make up only a percentage of the total cost to operate any transit system. The remaining costs are subsidized by federal, state and local funds. A federal study reported that motor vehicle users pay for only 53% to 69% of the social (public plus private) costs of motor vehicle use.

ONLY THE POOR, SENIORS AND THE DISABLED RIDE PUBLIC TRANSPORTATION. Nationwide, transit carries a higher percentage of work trips than do highways. Additionally, 82.8% of transit riders nationally are between the ages of 18 and 65. In surveys, citizens often identify a need for public transportation to access jobs. Many of the county residents who would most benefit from a regional transit system are young adults who are having difficulty accessing jobs because they are unable to drive or have unreliable personal transportation.

PEOPLE WITH CARS WON'T USE TRANSIT. When quality service is provided, some people will choose to use transit. There is a direct nexus between investment in service frequency and the ability to attract a broader range of passengers, including "choice riders." Systems in small urban and rural communities have shown significant growth in ridership when they've invested in offering quality service. For low-income households or

transitioning off of welfare, it can be a huge financial benefit to own only one car. Rising fuel prices also make public transit more attractive.

LAND USE DENSITIES ARE NOT HIGH ENOUGH TO SUPPORT SUCCESSFUL PUBLIC TRANSIT SYSTEMS. Transit systems can be as relevant in small communities and rural areas as big cities. Small city and rural transit systems provide residents access to worksites, medical facilities, shopping and other crucial facilities - all also common destinations on urban systems. Services are simply scaled back to meet lower demand and land use patterns. Often smaller vehicles and more flexible route structures are employed to serve these areas efficiently. Small city and rural transit systems must be measured against different standards than large urban systems, but benefits are just as high if not higher. Rural residents using public transportation are much more likely to have no other travel options.
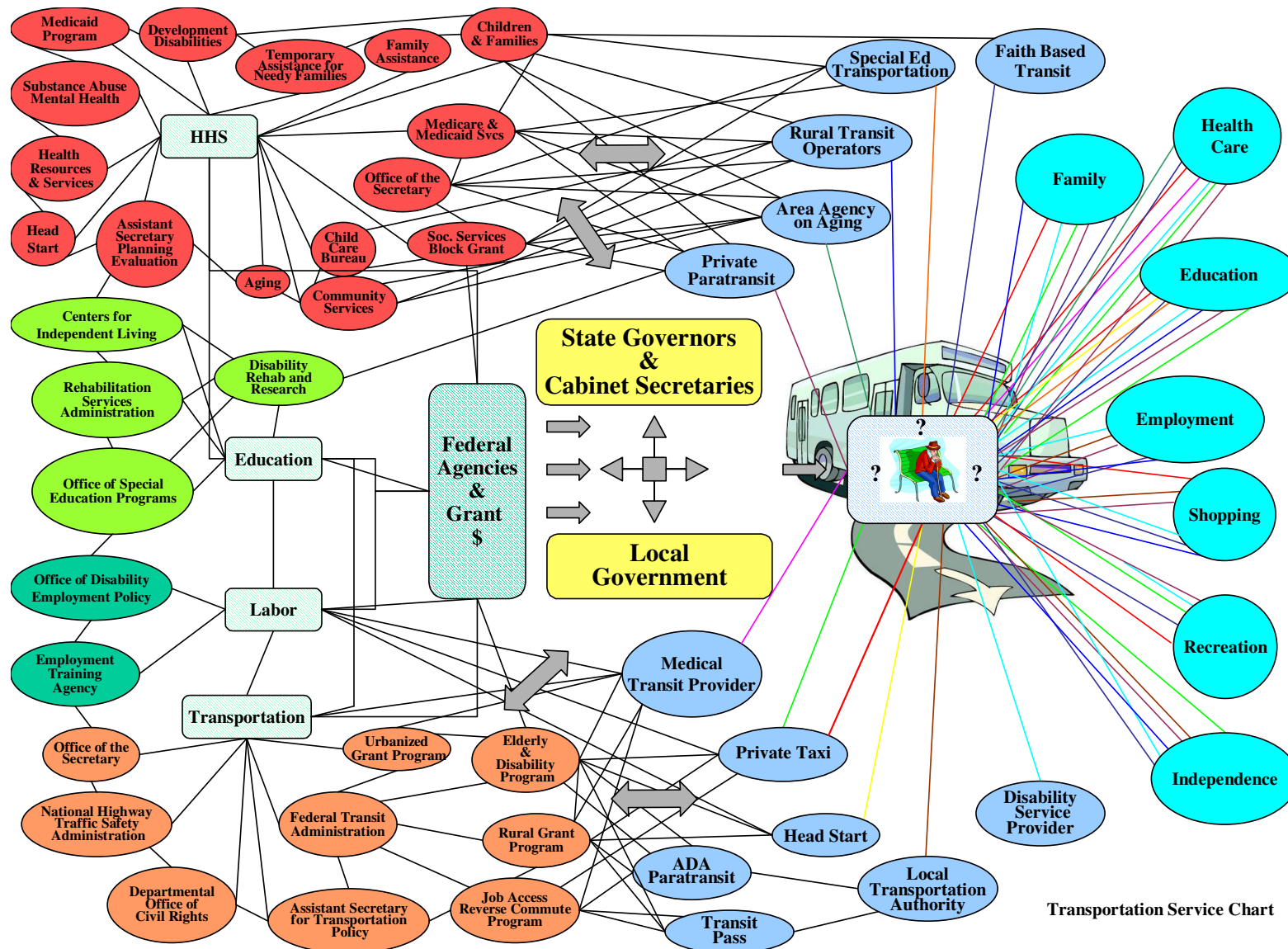
Transportation Service Chart

Sample Millage Postcard

Working, shopping, ailing, healing, learning, playing, voting, banking, visiting, exploring, participating, connecting…

Little pieces of everyday life, tied together by connections that create the meaningful place we live.

Van Buren Public Transit
Improving the Quality of Someone's Life

<u>Van Buren County Website Resources Links/Listings</u>

The following organizations websites need to have VBPT listing and links:

South Haven Visitor Bureau
Listing/Link under Wedding Services/Transportation
http://www.southhaven.org/weddings.asp

Listing/Link under Community Links
http://www.southhaven.org/community.asp

City of South Haven
Listing/Link under Economic Development-
http://www.south-
haven.com/csh%20folder/csh/Pages/Economic%20Dev/Econ%20Dev%20Main.html

Listing/Link under Quick Links / Home Page
http://www.south-haven.com/csh%20folder/csh/index.html

South Haven Community Hospital
Listing under Community Links
http://www.shch.org/

Village of Paw Paw
Listing/Link under Links
http://pawpaw.net/home/links.php

Southwest Michigan Wine Trail
Listing/Link under Transportation
http://www.miwinetrail.com/Transportation.html

Village of Decatur
Listing/Link under Residential Services
http://www.decaturmi.org/resident.phtml

City of Bangor
Listing/Link on Home Page
http://ci.bangor.mi.us/

United Way of Southwest Michigan
Listing under SWMI.Info
http://swmi.info.communityos.org/

Michigan Works!
Listing/Link under Job Seekers
http://www.miworks.org/Job_Seeker.htm

Van Buren Technology Center
Listing / Link Home Page
http://www.vbisd.org/techcenter/Index.htm

City of Hartford
Listing / Link Business Directory
http://www.hartfordmi.com/coc/Directory/hba%20welcome%20page.htm

Van Buren Community Mental Health
Link under Related Links
http://www.vbcmh.com/links.htm

Area Agency On Aging
Listing/ Link Community Services
http://www.region-iv.org/CommunityServices.html

South Haven Senior Services
Listing / Link under links of interest
http://www.shass.org/links.htm

Sample Websites and Public Outreach

How to Use Transit:
http://www.reginatransit.com/rps/03_bookings_cancell.html#following%20_information

Coordination of Multiple Services:
http://lapeer.org/ServiceOrg/LapeerTransportation/glta.html

Annual Report
http://www.rabbittransit.org/images/other/annreport.pdf

Public Outreach
http://www.rabbittransit.org/images/other/annreport.pdf

Sample Resolutions:
http://www.cfte.org/critics/resolution.asp

TOOLKIT H - FRIENDS GROUP FORMATION

Forming a "Friend's of Transit" Advocacy Group

Building support for transit is critical now and in the future for Van Buren Transit. There are two important reasons why advocacy is vital to VBPT. First, an advocacy program will enlist the help of consumers of transit, indirect consumers, human service agencies, and governmental entities who depend on VBPT's services.

VBPT's is providing critical services to Van Buren County, but it may not be fully understood by the community at large. Though advocacy and public relations the citizens of Van Buren County can gain a better understanding of:
- Who VBPT serves
- VBPT's services and strengths
- Actual costs of service
- How transportation services affects the lives of citizens in need of accessing medical services, education, shopping, social services and much more.
- How VBPT helps people live more independently
- What would it mean to the customers of VBPT and the county as a whole if VBPT would cease services?

Prior to implementing a formal advocacy plan, it is important that all internal stakeholders, (drivers, board members, management,) of how VBPT service and performance indicators compare with similar systems. If performance is higher or lower it is important to know why. Selling a transit system that is efficient and well managed is much easier if VBPT is perceived as providing high quality efficient service.

The steps in building an advocacy group includes:
- Create Buy-In
- Develop a plan
- Implement the plan
- Evaluate Often

The support and buy-in that needs to be generated for VBPT will come from several stakeholder groups that can include:
- Members of VBPT's governing board
- Members of VBPT's Local Advisory Group
- Existing riders of or users of VBPT services
- Indirect customers (care givers, families of riders, health care and rehab facilities)
- Agency employees
- Elected officials
- Taxpayers

Using the proposed mission statement, goals and objectives outlined in the VBPT action plan the governing and advisory boards can create an advocacy plan for the short-term. The plan should:
- Tie advocacy efforts into new VBPT' goal objective of Forming A Friends Group
- Create an "atmosphere" of community involvement

- Identify opportunities to advocate for VBPT.
- Address strategies for addressing community presence
- Identify how you will receive feed back from the community, and a timeline for accomplishing each activity.

Some critical points to remember through out the process is for advocacy efforts to be effective, they must be a priority for all employees, from managers to drivers to governing board members. Every member of VBPT's staff who represents the agency and who has contact with the community needs to be considered while developing the advocacy plan. Staff who interface with the public on a regular basis needs to be well informed of what is taking place and what is being said by the general public on issues facing VBPT and the service they provide.

There are several ways to document and monitor progress in this short time period.
- List the specific tasks or steps necessary to achieve each stated objective
- Assign tasks to appropriate staff, board members or volunteers.
- Identify completion dates for each task
- Meet regularly to evaluate progress and re adjust of necessary.

Ideas for Immediate Implementation

In addition to the steps outlined in the action plan, the following outreach activities can be implemented immediately with very little effort or cost;

1. At every opportunity invite elected or appointed officials to visit VBPT. Host an open house for these officials and the public and send VBPT vehicles to pick them up. Ribbon cuttings for new vehicle acquisitions could be a good opportunity to host an open house.
2. Post VBPT's services, days, hours, fares in churches, libraries, human service agencies and on public bulletin boards (electronic too) Use this piece to inform the community of VBPT service. See web resource section page_____
3. Ask directors of human service agencies and businesses (medical, shopping, nursing homes) to write letters in support of VBPT services. Be sure to ask them to state how valuable your service is to their clients, and how not having VBPT would negatively impact their clients.
4. Ask employees of VBPT to make two ten minute telephone calls each week to ask scripted questions about VBPT's service and the passenger needs. This process can identify potential future members for the Friends of Transit Group.
5. Governing board members and administrative staff can ride-along to listen and ask riders if they are getting the service they need, and if not, what might help.

Sample Friends of Transit Enrollment Form

You can use this form to sign up members for your coalition.

Yes, my organization strongly supports the viability and expansion of public transportation in our community! We support increased funding for public transportation and would like to participate in the coalition's efforts. Please add our organization's name to the *(insert name of coalition's membership list)*. We understand that there is no financial obligation connected to our enrollment and our participation is voluntary.

Organization:_____

Contact Person/Title:_____

Signature:_____

Street Address: _____

City/State/ZIP: _____

Phone Number: _____

Fax Number: _____

E-mail: _____

Preferred method of
communication:_____

Please indicate the activities in which you or your organization is most interested:
   Communicating with elected officials at the state and federal levels
   Communicating with local officials (through meetings, letters and telephone calls)
   Communicating with the media (through interviews, meetings and briefings)
   Communicating with the public (through speeches or presentations to local groups)
   Participating in public events, such as government hearings and press conferences
   Providing the following in-kind contributions or support:
_____
_____

Other activities:
_____
_____
_____
_____

Sample Letter to Solicit Participation

*Make sure letter is proofread before sending out.

[name]
[title]
[name of organization]
[street address]
[city/state/zip]

Dear Mr./Ms. *[last name]:*
As a longtime supporter of public transportation, I am writing to seek your help.

Public transportation is facing critical challenges today. On the one hand, our transit system has never been stronger. In *[city/state/community]*, ridership is at record levels this year and we expect demands will continue to grow. Our future continues to look bright.

Yet, in order to meet these increasing demands, our system must continue to invest in the infrastructure needed to maintain our facilities and expand to meet future needs. This will take additional investment by our local, state, and federal governments.

You understand the vital role that public transportation plays in our community providing opportunities for people from every part of our community to get to jobs or visit family; contributing to economic development; saving energy and reducing pollution; and helping to alleviate traffic. That is why I am inviting you to become a member of a new coalition that is being formed to promote greater awareness and support for public transportation in our community and among our local, state, and federal officials. The group will be called *[name]*. There is no financial obligation to participate. All that is required is support for the strong future of public transportation.

I hope you will be willing to join us as a founding member of *[name]*. I'll call you in a few days to discuss the enclosed enrollment form and to answer any questions. I look forward to the prospect of working with you on this important issue.

Sincerely,

[name]
[title/organization]

Sample Telephone Script to Solicit Participation

*Use to follow up on letter sent out.

- I'm calling to follow up on a letter that I sent to you last week on the formation of a new coalition to promote public transportation in *[city/state/community]* and throughout the nation.

- *[Friends group name]* is being established to ensure that our local transit system gets the funds it needs to meet the community's current needs and to keep pace with the increasing demands.
  I know you're aware of the essential role that *[local public transit authority]* plays in our community. That's why I wrote to you.

- *[Local public transit authority]* has helped support economic growth; it's serving all workers every day as well as our citizens from every walk of life; it's saving energy; and it's reducing pollution and traffic congestion. It's making our community stronger and better.

- I hope you'll join me in becoming a member of this important group. Participation is free and purely voluntary. Can I count on your help?

[If response is positive]
Great. I'll fax you an enrollment form! Let's plan to talk next week about how best to launch this effort. I'd be grateful for any ideas you may have.

[If response is negative]
Naturally, I'm disappointed because I believe you would make an important contribution to this group. Can you suggest any other people who might be willing to help?

Event Management Checklist

EVENT MANAGEMENT CHECKLIST

1. PRE-PLANNING
    ☐ Objectives
    ☐ Audience(s)
    ☐ Messages
    ☐ Costs
    ☐ Dates
    ☐ Location

2. INVITATIONS
    ☐ Phoned
    ☐ Letter
    ☐ Printed, informal
    ☐ Printed, formal
    ☐ RSVP return card
    ☐ RSVP by telephone
    ☐ Reminder mailing

3. PROGRAM
    ☐ Topics
    ☐ Speakers
    ☐ Speaker contact
    ☐ Speaker agreements, honoraria
    ☐ Equipment needed
    ☐ Biographies
    ☐ Introductions
    ☐ Hospitality
    ☐ Transportation
    ☐ Housing
    ☐ Mementos

4. FACILITIES
    ☐ Number of people
    ☐ Auditorium-type seating
    ☐ Conference room seating
    ☐ Table shapes: O, U, V
    ☐ Food service needed
    ☐ Parking
    ☐ Directional signs
    ☐ Marquee sign(s)

5. EQUIPMENT
    ☐ Lectern
    ☐ Podium
    ☐ Public address system
    ☐ Microphone(s): Neck, podium, table, floor
    ☐ Raised platform
    ☐ Projection screen
    ☐ 35mm slide projector
    ☐ Remote control cord
    ☐ Overhead projector
    ☐ Video projector
    ☐ Flip charts, markers
    ☐ Extension cords
    ☐ Videocassette player and monitor: _" or other
    ☐ Cassette tape player

    ☐ Other: _____

6. PUBLICITY, PROMOTION
    ☐ Mailing lists
    ☐ Promotional mailings
    ☐ Posters, flyers
    ☐ Advertising
    ☐ Media contact
    ☐ Media fact sheets
    ☐ News releases
    ☐ Talk show appearances
    ☐ Press packets
    ☐ Press room
    ☐ Special phone lines for media

7. PHOTOGRAPHY
    ☐ Type: slides, b&w, color
    ☐ Videotape: _" or other
    ☐ Hire photographer
    ☐ Shot list for photographer

8. FOOD, BEVERAGES
- [ ] Menu selection
- [ ] Caterers
- [ ] Schedule
- [ ] Type service (buffet, seated)
- [ ] Tables for 6, 8, 10
- [ ] Head table
- [ ] Place cards
- [ ] Seating diagrams
- [ ] Beverages
- [ ] Hospitality room service

9. PRINTED PROGRAM
- [ ] Agenda
- [ ] Speakers' biographies & photos
- [ ] Organizational information
- [ ] Lists of officers, committees
- [ ] Lists of contributors
- [ ] Design, printing
- [ ] Quantity
- [ ] Distribution

10. REGISTRATION
- [ ] Registration form
- [ ] Bank account
- [ ] Reporting system
- [ ] Registration confirmation
- [ ] On-site registration:
  - [ ] Tables
  - [ ] Computers, equipment
  - [ ] Personnel
  - [ ] Cash receipts
  - [ ] Programs
  - [ ] Name badges
  - [ ] Pre-registration list
  - [ ] Ticket sales
- [ ] Host identification
- [ ] Signs

11. TRANSPORTATION
- [ ] For equipment
- [ ] Lease or charter vehicles
- [ ] To and from parking areas
- [ ] For speakers & special guests
- [ ] Between locations
- [ ] Signs on vehicles
- [ ] Publish or post schedules

12. ESCORTS AND GUIDES
- [ ] For speakers
- [ ] For special guests
- [ ] For tours, exhibits, etc.
- [ ] Aboard buses as needed

13. DÉCOR
- [ ] Select theme
- [ ] Entrances and exits
- [ ] Speaker platform
- [ ] Head tables
- [ ] Dining tables
- [ ] Hospitality suite

14. TICKETS
- [ ] Prices
- [ ] Advance sales
- [ ] Printing
- [ ] Distribution
- [ ] Sales reports
- [ ] Ticket and money control
- [ ] Complimentary tickets
- [ ] Press tickets
- [ ] Sales at doors
- [ ] Collection at events

15. ADDITIONAL CONSIDERATIONS
- [ ] Bad weather planning
- [ ] Exhibits, displays
- [ ] Entertainment
- [ ] Security
- [ ] Technicians for equipment
- [ ] Ambulance on stand-by
- [ ] Police, traffic control, security
- [ ] Valet parking

Compliments of: The Texas Public Relations Association

TOOLKIT I - FUNDING

Websites about Funding

Millage Tools:
http://www.apta.com/research/info/online/winning_transit.cfm#how_to

Sponsorship / Funding Idea
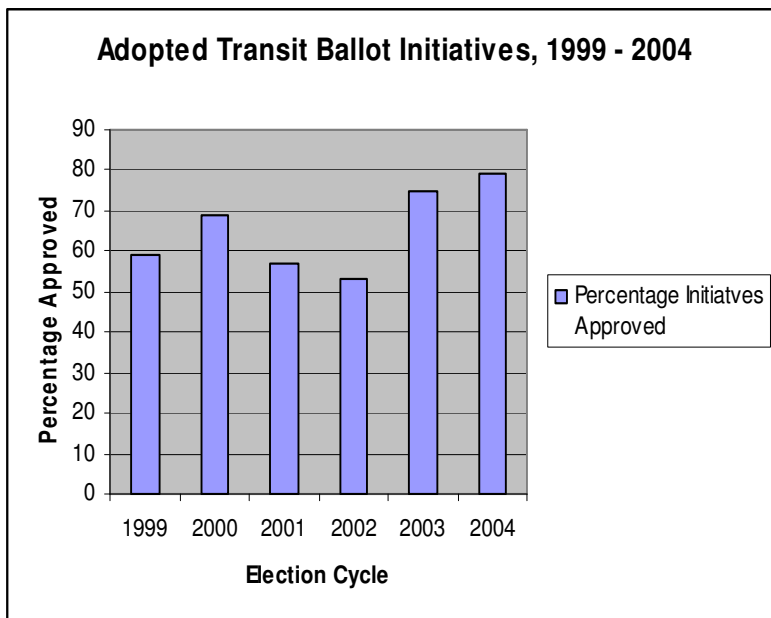http://www.rabbittransit.org/sponsor.html

Public Transportation at the Ballot Box

Center for Transportation Excellence

Voters Value Transportation Choice

Voters in communities large and small, red and blue have demonstrated strong and growing popular support for increasing transportation choices through transit. Ballot initiatives and referenda have been adopted in record numbers leading to significant new investment in transit service and infrastructure. Popular approval of public transportation initiatives is surging with more than 70% approved in 2003, nearly 80% last year, and more than 90% so far this year. Citizens can be mobilized to make sound, albeit tough, choices when advocates speak clearly and effectively about the role of transit in sustaining and expanding local quality of life. The message sent by voters is that citizens recognize the need for transit investment and understand the need to fund those investments.

Adopted Transit Ballot Initiatives, 1999 - 2004

[Bar chart showing Percentage Approved on the y-axis (0 to 90) and Election Cycle on the x-axis (1999-2004). Values: 1999 ≈ 59, 2000 ≈ 69, 2001 ≈ 57, 2002 ≈ 53, 2003 ≈ 75, 2004 ≈ 79. Legend: Percentage Initiatves Approved]

Decision 2004: Mandate for Transit

In 2004, an astonishing 79% of all proposed transit-related ballot initiatives passed (42 of 53). The average transit initiative garnered 62% support from voters. These adopted initiatives represent a taxpayer endorsed investment of $55 billion – with $22 billion for transit and hundreds of millions more in leveraged private capital. In a polarized election year, transit won in every region of country and in communities large and small. Initiatives were approved in 13 different states, from West Virginia to California.

2005 & Beyond

Was the last election season a fluke? Early evidence suggests just the opposite. Despite being an off year election season, ten of eleven transit initiatives have already been approved in 2005. Successful initiatives this year include a $1.93 million bond proposal in Anchorage, Alaska, that was approved 54% to 46%. In Saginaw, Michigan, voters agreed to a 3 mill increase in property taxes to sustain transit services. Interestingly,
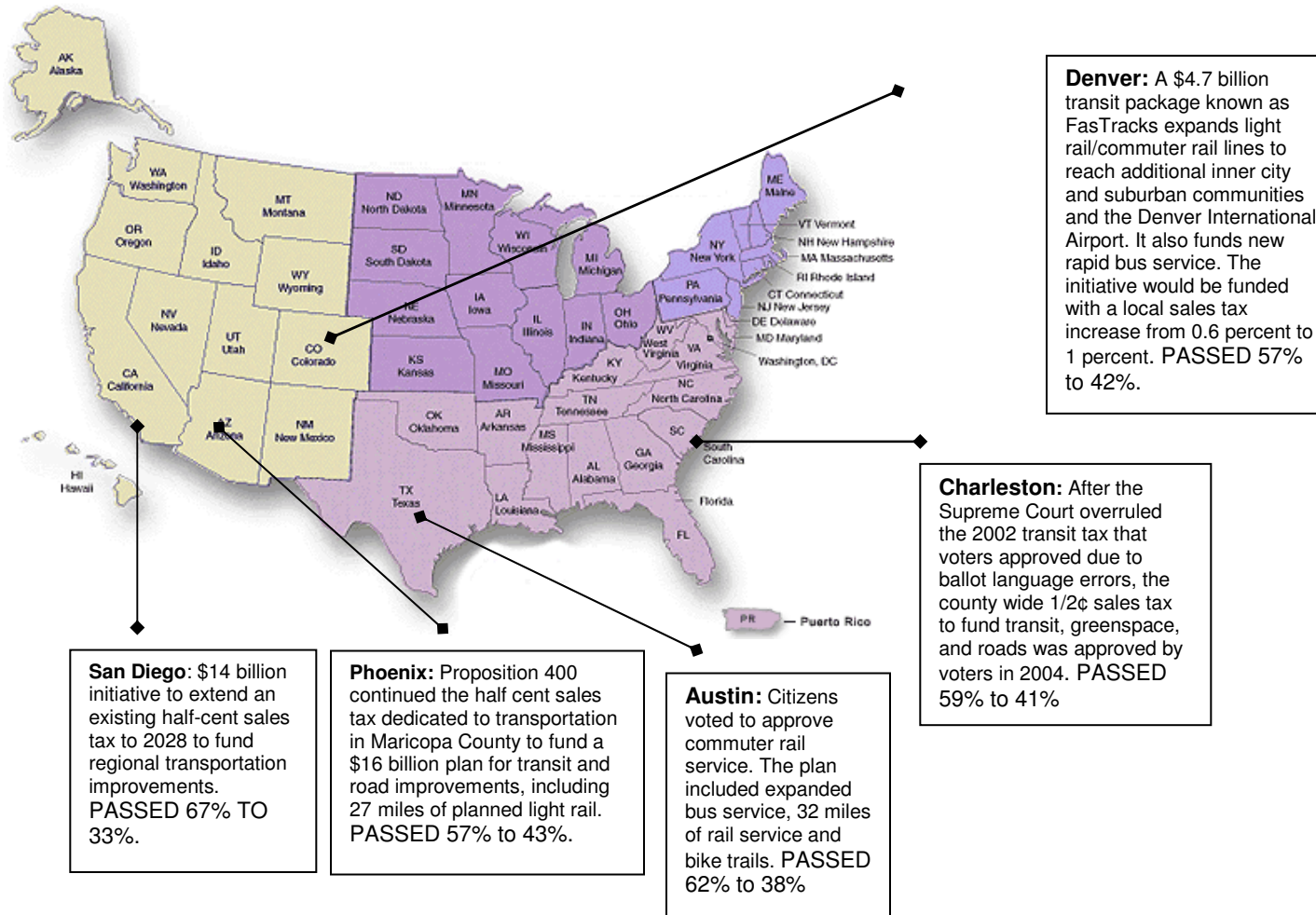
both of these elections mark a reversal of narrow defeats last year. 2006 looks to be another pivotal election season for transit with more than 50 communities already contemplating going to the voters with transit initiatives. Some prominent contests are expected in Orange County, California and Tucson, Arizona. Among the areas with initiatives on the ballot this November are New York State, Youngstown, Ohio, Castle Rock, Colorado, and Custer County, Nevada.

What Works
CFTE has analyzed transit elections nationwide. Some common themes emerged from successful campaigns. Here are some hallmarks of winning strategies …
- Voters are more likely to approve tax increases if specific projects are linked with the funding request.
- Successful transit elections promote projects focused on the short-term time frames.
- Successful campaigns had grassroots election support as well as professional management.
- Early public involvement and outreach helps neutralize critics.

Transit Campaign Successes – 2004

Denver: A $4.7 billion transit package known as FasTracks expands light rail/commuter rail lines to reach additional inner city and suburban communities and the Denver International Airport. It also funds new rapid bus service. The initiative would be funded with a local sales tax increase from 0.6 percent to 1 percent. PASSED 57% to 42%.

Charleston: After the Supreme Court overruled the 2002 transit tax that voters approved due to ballot language errors, the county wide 1/2¢ sales tax to fund transit, greenspace, and roads was approved by voters in 2004. PASSED 59% to 41%

San Diego: $14 billion initiative to extend an existing half-cent sales tax to 2028 to fund regional transportation improvements. PASSED 67% TO 33%.

Phoenix: Proposition 400 continued the half cent sales tax dedicated to transportation in Maricopa County to fund a $16 billion plan for transit and road improvements, including 27 miles of planned light rail. PASSED 57% to 43%.

Austin: Citizens voted to approve commuter rail service. The plan included expanded bus service, 32 miles of rail service and bike trails. PASSED 62% to 38%

Funding Trends & Elections

The recently enacted federal transportation law, SAFETEA-LU, contains a record level of funding for transit. In spite of this important increase, ballot initiative and referenda funding are likely to become even more important in the future. Federal funds are stretched thin and the demand for new systems and enhancements to existing systems is only growing. Limitations on federal and state gas taxes coupled with rising energy costs make traditional funding increasingly difficult. Turning to local citizens to approve the resources necessary to provide increased choice, improved mobility, and decreased pollution is likely to continue to be a useful and successful strategy for transit.

10 Keys to Electoral Success

1. Timing
2. Specific Plan, Simple Issues
3. Committed Champions
4. Clear Benefits
5. Early Public Involvement

6. Listen to the Community; Deal with the Critics
7. Regional Balance
8. Governance & Accountability
9. Creative Solutions & Professional Campaigns
10. Adequate Funding

Adopted Transit Ballot Initiatives, 1999 - 2004
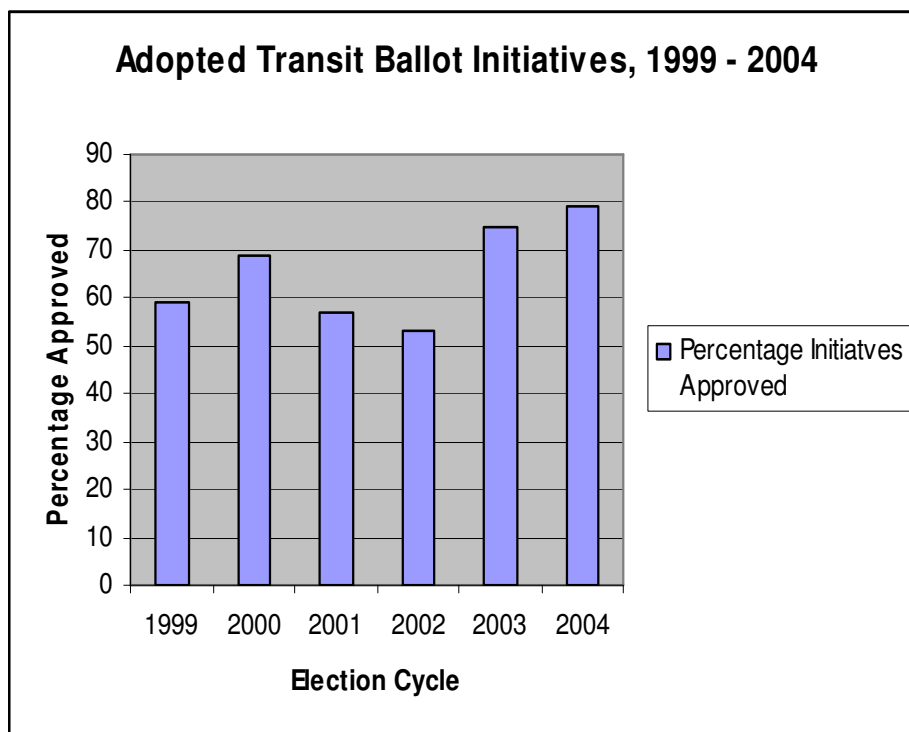
Want to Know More … Resources for You

The CFTE website contains a wealth of resources, including arguments and ideas for responding to critics, case studies of successful campaigns, the latest news on initiatives around the country, a transit benefits calculator, and a downloadable guide to running transit campaigns, *Building Communities Through Public Transportation*. Visit us online today at **www.cfte.org**.

The Center for Transportation Excellence is a clearinghouse of information in support of quality transportation choices. Contact CFTE at info@cfte.org or 202.244.2405.

Federal Investment Guide - 2005

   This is the Community Transportation Association of America's guide to help identify the federal government's investment sources available to help states and communities address their vital transportation needs. We have scoured the entire federal budget in this effort to identify the universe of federal investment opportunities for transportation and mobility partnerships, not just those programs traditionally used to help support community transportation services.

   As with its previous editions, this guide is a product of the Community Transportation Assistance Project, which you will find described in greater detail later in this very guide. Preparation of this guide is pursuant to a grant from the U.S. Department of Health and Human Services. An electronic version of the Federal Investment Guide is available at the Community Transportation Association's web site at www.ctaa.org/transitfunding.

Methodology

   The starting point for this guide was the *Catalog of Federal Domestic Assistance*. Published twice a year, the Catalog lists every federal grant program and can be found on-line at www.cfda.gov.

   To compile the information for this guide, we searched the Catalog on-line, using a variety of search keywords (e.g., transportation, access, support service, development and infrastructure). These searches led to hundreds of leads, which we then examined in greater detail. We looked up information in congressional appropriations and other reports, reviewed past notices of investment availability and other items in the Federal Register, and reviewed information at sponsoring agencies' own web sites to learn more about these programs. Ultimately, we made informed, but subjective, decisions about which programs seemed most pertinent to the provision or furtherance of transportation services.

   Those results were used to compile this guide, which lists 61 programs from 13 different federal departments and independent agencies.

How This Guide Is Organized

   On the following pages, we have listed all 61 programs selected for inclusion in this edition of this guide to community transportation funding resources. They are organized under the headings of the federal departments and agencies that administer these programs and are listed with those agencies most involved in direct investment in community and public transportation first, followed by those agencies involved more indirectly. Please note that the investment levels are for the total program, not just for transportation.

   This guide provides short narrative descriptions of each program, including federal contact names, addresses, phone numbers and, where possible, web sites and e-mail addresses.

Understanding the Listings

   For each program that is listed in this guide, we provide the following information

 • Name of the agency administering the program;
 • A descriptive name for the program itself (but bear in mind that these programs often go
   by many different names, especially when they are administered through state and local

governments);
• The total investment appropriated to the program in FY 2005; these are program totals, and do not necessarily reflect how much funding the program may have available for transportation or related purposes;
• A letter code for the investment style of the program (explained in greater detail below);
• A star rating code that indicates the relative degree to which the program's funds are used for transportation purposes (also explained below) and by which these listings are organized;
• A short narrative description of the program; and
• Sources for additional information, such as for applications or program guidance.

Please note that the descriptions, codes, and ratings for these programs were developed by the Community Transportation Association of America, and do not represent official statements, interpretations or positions of any agency of the United States Government.

Accessing the Investment and Making it Work – a Key to Funding Styles and Ratings
While we wish this guide could include specific schedules of grant announcements, or even indications of schedules as to when to apply for particular programs' funds, that simply isn't possible, as each one of these 61 programs has its own approach for including transportation partners. However, we have categorized the programs' various investment mechanisms into six funding styles, as explained below:

A — Most of this program's funds are designated, or earmarked, to specific projects by members of Congress. To pursue funding, contact your Congressional delegation.
B — The indicated federal agency solicits investment proposals, most likely on an annual, competitive basis. To pursue funding, watch the agency's web site (if listed), or contact the indicated official to learn about funding schedules and procedures.
C — This program allocates all (or most) of its funds on a formula, or block grant basis to states or other entities, as indicated in its description. While the federal agency may be able to provide general program guidance and information, you must contact the state(or other) administering agency for application instructions, grant schedules, or other details.
D — To participate in this program, you must contact an existing grantee, and explore possible subcontracts, interagency agreements, or other such partnerships.
E — This is a program of federally sponsored loans. Contact the indicated federal agency, or a participating intermediary, for information.
F — There is no straightforward way to categorize this program's investment. Simply contact the indicated person or office to learn more about the program and how it operates.

We also have attempted to indicate the extent to which each of these programs is involved in investing in transportation services. Realizing that such involvement may take many forms, ranging from grants for the construction of buildings and facilities to reimbursements to individuals for their own transportation services, we have summarized this involvement into a one- to three-star rating, described as follows:

*** This program's grants directly address or support community and public transportation

services.

** This program's funds have been used, in at least a few instances, to support community transportation activities.

* This program could support community transportation activities, but doesn't have a documented history of such support.

*** THREE-STAR SOURCES ***

This program's grants directly address or support community transportation services.

DEPARTMENT OF TRANSPORTATION

www.dot.gov

Federal Transit Administration

www.fta.dot.gov

Job Access and Reverse Commute Grants
FY 2005 Investment: $109.4 million
Investment Style: A
Rating: *

The Job Access and Reverse Commute grant program promotes transportation services in urban, suburban and rural areas that assist welfare recipients and low income individuals in accessing employment opportunities. Discretionary grants are awarded to state and local units of government and private nonprofit entities, and may be used for transit operating and capital assistance. Most of these projects are specified by members of Congress. For more information, contact your FTA regional office, or Sue Masselink, Office of Program Management, Federal Transit Administration, 400 Seventh Street, S.W., Washington, DC 20590. Tel: 202.366.2053. Fax: 202.366.7951. E-mail: Sue.masselink@fta.dot.gov. Web: www.fta.dot.gov/

Special Note: In partnership with the Dept. of Labor and the Federal Transit Administration, the Community Transportation Association provides technical assistance designed to help communities overcome one of the most significant barriers preventing low-income people from getting and keeping jobs — transportation. This program, known as JOBLINKS, includes demonstration projects, technical assistance and conferences. For information, contact Charles Dickson, Community Transportation Association of America, 1341 G Street N.W., 10th Floor, Washington, DC 20005; Tel: 202.247.8356. Fax: 202.737.9197. E-mail: dickson@ctaa.org.

Metropolitan Transit Planning Grants
FY 2005 Investment: $59.9 million
Investment Style: D
Rating: *

This is a program of formula funding for the transportation planning activities of

metropolitan planning organizations (MPOs). Funds are allocated to each MPO on a formula basis. For more information, contact your local MPO, state transit administering agency, or Charles Goodman, Chief, Metropolitan Planning Division, Office of Planning, Federal Transit Administration, 400 Seventh Street, S.W., Washington, DC 20590. Tel: 202.366.6385. Fax: 202.493.2478. Web: www.fta.dot.gov

National Transit Planning and Research
FY 2005 Investment: $37.2 million
Investment Style: F
Rating: ****

This is a program of public transportation research, demonstration and special projects that are in the national interest, such as advanced technology, Clean Air Act compliance, transit finance initiatives, transit accessibility and human resource development. Some of these activities are specified by members of Congress; others are selected at the discretion of FTA staff. For more information, contact Barbara Sisson, Associate Administrator for Research, Demonstration and Innovation, Federal Transit Administration, 400 Seventh Street, S.W., Room 6431, Washington, DC 20590. Tel: 202.366.4052. Fax: 202.366.3765. E-mail: Barbara.sisson@fta.dot.gov. Web: www.fta.dot.gov

Nonurbanized Area Formula Transit Grants
FY 2005 Investment: $250.9 million
Investment Style: C
Rating: ****

Commonly known by its authorizing legislation as Section 5311, this is a program of formula funding to states for the purpose of supporting public transportation in areas with populations of less than 50,000. Funds may be used to support administrative, capital or operating costs of local transportation providers. States are to spend 15 percent of their funding allocation on rural intercity bus needs, unless their governor certifies these needs already are adequately met. States may distribute funding to public, private non-profit or tribal organizations. In addition to this program, the Rural Transit Assistance Program (RTAP) provides $5.3 million in formula funding to states for rural transit training and technical assistance. For more information, contact your state transit agency, or Lorna Wilson, Office of Program Management, Federal Transit Administration, 400 Seventh Street, S.W., Washington, DC 20590. Tel: 202.366.2053. Fax: 202.366.7951. E-mail: lorna.wilson@fta.dot.gov. Web: www.fta.dot.gov

Special Note: In partnership with FTA, the Community Transportation Association, together with the American Public Works Association, provides a variety of information and technical assistance to assist providers of public transportation in rural areas, under the auspices of the RTAP National Program. For information, contact Charlie Dickson, Community Transportation Association of America, 1341 G Street N.W., 10th Floor, Washington, DC 20005; Tel: 202.247.8356. Fax: 202.737.9197. E-mail: dickson@ctaa.org. Web: www.ctaa.org/ntrc/rtap, or Beth Denniston, American Public Works Association (1401 K Street N.W., 11th Floor, Washington, DC 20005; Tel: 202.408.9541 ext. 3011. Fax: 202.408.9542. E-mail: bdenniston@apwa.net. Web: www.nationalrtap.org.

Over-the-Road Bus Accessibility Grant Program
FY 2005 Investment: $6.9 million
Investment Style: B
Rating: ***

   This is a program of grants to help private operators of over-the-road buses finance a portion of their costs in complying with unique aspects of the Americans with Disabilities Act that pertain to these vehicles and their operations. All of these funds are awarded through annual competitive grants, a portion of which go to operators of scheduled intercity bus services, and the remainder of which go to charter, tour and other non-scheduled over-the-road bus operators. For more information, contact Sue Masselink, Office of Programs Management, Federal Transit Administration, 400 Seventh Street, S.W., TPM-10, Washington, DC 20590. Tel: 202.366.2053. Fax: 202.366.7951. E-mail: sue.masselink@fta.dot.gov. Web: www.fta.dot.gov/office/prgmmgmt/index.html

Statewide Transit Planning and Research
FY 2005 Investment: $12.5 million
Investment Style: D
Rating: *

   This program provides funding to states to carry out statewide public transportation planning, research, demonstration and technical assistance activities. Each state receives funds on a formula basis. For more information, contact your state transit administering agency, or the Office of Planning, Federal Transit Administration, 400 Seventh Street, S.W., TPL-12, Washington, DC 20590. Tel: 202.366.1626. Fax: 202.493.2478. Web: www.fta.dot.gov

Transit Capital Assistance Program for Elderly
Persons and Persons with Disabilities
FY 2005 Investment: $94.5 million
Investment Style: C
Rating: *

   Known by its authorizing legislation as Section 5310, this program provides formula funding to states for the purpose of assisting private nonprofit groups and certain public bodies in meeting the transportation needs of elders and persons with disabilities. Funds may be used only for capital expenses or purchase-of-service agreements. States receive these funds on a formula basis. For more information, contact your state transit agency, or Sue Masselink, Office of Programs Management, Federal Transit Administration, 400 Seventh Street, S.W., TPM-10, Washington, DC 20590. Tel: 202.366.2053. Fax: 202.366.7951. E-mail: sue.masselink@fta.dot.gov. Web: www.fta.dot.gov

Transit Major Capital Grant Program
FY 2005 Investment: $3.4 billion
Investment Style: A
Rating: *

   Commonly known by its authorizing legislation as Section 5309, this program provides capital assistance for new rail and other fixed guideway systems, modernization of rail and other fixed guideway systems and for new and replacement buses and facilities. Only public bodies are eligible applicants. Note that all funds under this program are allocated to projects

specified by members of Congress. For more information, contact your FTA regional office, or Susan Schruth, Deputy Associate Administrator for Program Management, Federal Transit Administration, 400 Seventh Street, S.W., Washington, DC 20590. Tel: 202.366.2053. Fax: 202.366.7951. Web: www.fta.dot.gov

Urbanized Area Formula Transit Grants
FY 2005 Investment: $3.6 billion
Investment Style: C
Rating: *

   Commonly known by its authorizing legislation as Section 5307, this program provides formula funding to urbanized areas with a population greater than 50,000. In areas of with populations greater than 200,000, funds are used to support transit capital expenses, although up to 10 percent of an urbanized area's formula funding allocation may be used to assist with the operating costs of ADA-mandated complementary paratransit services. One percent of funding allocations must be spent on transit-related safety and security measures, and one percent must also be spent on transit enhancements. Designated public bodies in these larger urbanized areas receive their funding allocations directly from the Federal Transit Administration. In urbanized areas with populations between 50,000 and 200,000, funds are used to support transit capital and operating expenses. Formula funding allocations for these smaller urbanized areas are made either directly to designated recipients in urbanized areas, or to state transit administering agencies, who then disburse funds to local transit providers, as determined by the state's governor. For more information, contact your state transit agency, FTA regional office, or Ken Johnson, Program Manager, Office of Program Management, Federal Transit Administration, 400 Seventh Street, S.W., Washington, DC 20590. Tel: 202.366.2053. E-mail: ken.johnson@fta.dot.gov Web: www.fta.dot.gov

Federal Highway Administration

www.fhwa.dot.gov

Federal-Aid Highway Program
FY 2005 Investment Limitation: $34.7 billion
Investment Style: C
Rating: *

   The Federal Highway Administration (FHWA) reimburses states for 80 percent (or more) of the expenses they incur in highway construction and related transportation projects. Several of the categories of federal highway funding also may be used in support of transit projects. All spending is made according to state and metropolitan area transportation plans. The major elements of the federal highway funding program are:

 • National Highway System ($7.4 billion in FY 2005), at least half of which states may transfer to other highway programs, including those available for transit projects;
 • Interstate Highway Maintenance ($6.0 billion);
 • Surface Transportation Program ($8.6 billion), in which states may use funds for transit capital projects with little restriction; states also must use 10 percent of their "STP" funds for transportation enhancements (e.g., pedestrian and bicycle access, preservation, beautification), which could include aspects of transit facilities;

• Highway Bridges ($5.2 billion); and
• Congestion Mitigation and Air Quality Improvement Program ($2.1 billion), in which funds must be used for projects that help clean air "non-attainment" areas achieve air quality improvements, historically, half of these "CMAQ" funds have been used for bus purchases and various other public transportation investments; under limited circumstances, CMAQ funds may be used to support the operating costs of public transportation.

For information, contact Cynthia Burbank, Planning and Environment Program Manager, Federal Highway Administration, 400 Seventh Street, S.W., Washington, DC 20590. Tel: 202.366.0116. Fax: 202.366.3043. E-mail: cynthia.burbank@fhwa.dot.gov.

Federal Lands Highway Program
FY 2005 Investment: $750 million
Investment Style: F
Rating: ***
This is a program of coordinated funding for public roads and transit facilities serving Federal and Indian lands. It has five components, all of which - despite the "roads" terminology - allow their funds to be used for transit capital projects (e.g., vehicles, buildings and other facilities):

• Indian Reservation Roads
• National Park Service Roads and Parkways
• Forest Service Highways
• Fish and Wildlife Service Refuge Roads
• Other Federal Public Lands Highways

For information, contact Arthur Hamilton, Federal Lands Highway Program Manager, Federal Highway Administration, 400 Seventh Street, S.W., Washington, DC 20590. Tel: 202.366.9494. Web: www.fhwa.dot.gov/flh/index.htm.

Intelligent Transportation Systems Program
FY 2005 Investment: $232.0 million
Investment Style: B
Rating: ***
The Transportation Department's "ITS" activities aim to use technological solutions for addressing transportation safety, congestion, and operational efficiencies in both highway and transit modes. Funds are available for ITS research and development, and to assist in the actual deployment of ITS strategies. In addition to these core ITS programs, other federal transportation funding programs (specifically including, STP, NHS, CMAQ, and transit grants) may be used for ITS purposes. For information, contact Jeffrey. F Paniati, Associate Administrator, Office of Operations, Federal Highway Administration, 400 Seventh St. S.W., Washington, DC 20590. Tel: 202.366.0408. Fax: 202.366.3302. E-mail: jeff.paniati@fhwa.dot.gov. Web: www.its.dot.gov.

National Corridor Planning and Development and Coordinated Border Infrastructure Programs

FY 2005 Investment: $140.0 million
Investment Style: B
Rating: ***

Colloquially known as "Corridors and Borders," this program provides competitive grants to states and public entities for transportation improvements - both highway- and transit-related - along designated international trade corridors and at international border crossings. For information, contact Martin Weiss, Intermodal and Statewide Programs Division, Federal Highway Administration, 400 Seventh St. S.W., Washington, DC 20590. Tel: 202.366.5010. Web: www.fhwa.dot.gov/hep10/corbor/index.html.

Transportation and Community and System
Preservation Program
FY 2005 Investment: $25.0 million
Investment Style: A
Rating: ***

Known as TCSP, this is a program of discretionary grants to state and local governments that aims to: improve transportation system efficiency, reduce environmental impacts of transportation activities, reduce the need for more expensive transportation infrastructure, ensure efficient access to jobs and commerce, and encourage private sector land use development patterns. Its funds have supported dozens of transit projects across the country. In recent years, most, but not all, TCSP projects have been specified by members of Congress. For information, contact Felicia Young, Office of Human Environment, Federal Highway Administration, 400 Seventh St. S.W., Washington, DC 20590. Tel: 202.366.1263. Fax: 202.366.3409. E-mail: felicia.young@fhwa.dot.gov. Web: www.fhwa.dot.gov/tcsp/index.html.

DEPARTMENT OF EDUCATION
www.ed.gov
Vocational Rehabilitation Grants
FY 2005 Investment: $2.6 billion
Investment Style: C
Rating: ***

Vocational rehabilitation funds are distributed to state rehabilitation agencies on a formula basis to provide a full range of rehabilitative services. Funds may be used for transportation to these services. For more information, contact your state vocational rehabilitation agency, or Beverly Stafford, Program Administration Division, Rehabilitation Services Administration, Dept. of Education, 330 C Street, S.W., Room 3028, Washington, DC 20202. Tel: 202.205.9406. Fax: 202.205.9874. Web:
www.ed.gov/about/offices/list/osers/rsa/index.html

DEPARTMENT OF HEALTH AND HUMAN SERVICES
www.hhs.gov
Administration on Aging
www.aoa.gov

Supportive Services and Senior Centers
FY 2005 Investment: $354.0 million

Investment Style: C
Rating: ***

   Through this program, authorized under Title III-B of the Older Americans Act, funds are awarded by formula to state units on aging for the purpose of providing supportive services to older persons, including the operation of multi-purpose senior centers. In turn, state units award funds to area agencies on aging, most of whom use a portion of their funding allocations to help meet the transportation needs of older persons. For information, contact your state or area agency on aging, or Edwin Walker, Deputy Assistant Secretary for Policy and Programs, Administration on Aging, HHS, 330 Independence Ave. S.W., Washington, DC 20201. Tel: 202.619.0724. Fax: 202.357.3556. E-mail: edwin.walker@aoa.gov. Web: www.aoa.gov.

Programs for American Indian, Alaskan Native and Native Hawaiian Elders
FY 2005 Investment: $26.0 million
Investment Style: D
Rating: ***

   Authorized by Title VI of the Older Americans Act, this program supports nutrition, information and referral, multi-purpose senior centers and other supportive services for American Indian, Alaskan Native and Native Hawaiian elders. Transportation is among the supportive services provided through this program. Federally recognized tribes, Alaska native corporations and Native Hawaiian organizations are the only eligible grant recipients. For information, contact M. Yvonne Jackson, Director of American Indian, Alaskan Native and Native Hawaiian Programs, Administration on Aging, HHS, 330 Independence Ave. S.W., Room 4743, Washington, DC 20201. Tel: 202.357.3501. Fax: 202.357.3560. E-mail: yvonne.jackson@aoa.gov. Web: www.aoa.gov.

Administration for Children and Families
www.acf.hhs.gov

Head Start
FY 2005 Investment: $6.9 billion
Investment Style: D
Rating: ***

   Head Start is a program of comprehensive services for economically disadvantaged preschool children. Funds are distributed to tribes and local public and nonprofit agencies to provide child development and education services, as well as supportive services such as transportation. Head Start funds are used to provide transportation services, acquire vehicles and provide technical assistance to local Head Start centers. For more information, contact Windy Hill, Associate Commissioner, Head Start Bureau, Administration for Children and Families, HHS, 330 C Street, S.W., Room 2018-C, Washington, DC 20201. Tel: 202.205.8569. Fax: 202.260.9336. E-mail: whill@acf.hhs.gov. Web: www.acf.dhhs.gov/programs/hsb.

Temporary Assistance for Needy Families
FY 2005 Investment: $16.5 billion
Investment Style: C
Rating: ***

States receive these formula grants, known as TANF, to provide cash assistance, work opportunities, and necessary support services for needy families with children. States may choose to spend some of their TANF funds on transportation and related services needed by program beneficiaries. For more information, contact your state TANF administering agency, or Andrew Bush, Director, Office of Family Assistance, Administration for Children and Families, HHS, 370 L'Enfant Promenade, S.W., 5th Floor, Washington, DC 20447. Tel: 202.4015138. Fax: 202.205.5887. Web: www.acf.hhs.gov/programs/ofa.

Centers for Medicare and Medicaid Services
www.cms.hhs.gov

Medicaid
Estimated FY 2005 Investment: $177.6 billion (total program investment)
Investment Style: C
Rating: ***
Medicaid is a state-federal partnership that ensures medical assistance to qualified low-income persons and persons with disabilities. States are mandated to provide certain categories of health care, and some chose to expand these benefits as appropriate for their beneficiary population. There is a federal mandate for states to arrange the provision of transportation when necessary for accessing health care, but each state may set their own guidelines, payment mechanisms, and participation guidelines for these transportation services. In addition, the 1999 Ticket to Work and Work Incentives Improvement Act expanded the scope of Medicaid to provide a safety net of continued health coverage and related services for qualified persons with disabilities who are entering the workforce. For more information, contact your state medical assistance agency, or Dennis Smith, Director of Medicaid and State Operations, Centers for Medicare and Medicaid Services, HHS, 7500 Security Blvd., Room C5-22-23, Baltimore, MD 21244. Tel: 410.786.3870. E-mail: dsmith@cms.hhs.gov. Web:www.cms.hhs.gov/Medicaid
DEPARTMENT OF LABOR
www.dol.gov

Employment and Training Administration
www.doleta.gov

Senior Community Service Employment Program
FY 2005 Investment: $440.2 million
Investment Style: B
Rating: ***
This program, authorized by Title V of the Older Americans Act, provides formula grants to states, and grants to national nonprofit organizations, for subsidized employment and related services for low-income elders. Transportation is among the services provided through this program. For more information, contact your state or area agency on aging, or Ria Moore-Benedict, Division of Older Worker Programs, Employment and Training Administration, Dept. of Labor, 200 Constitution Avenue, N.W., Room N-5306, Washington, DC 20210. Tel: 202.693.3842. Fax: 202.693.3817. Web: http://wdsc.doleta.gov/seniors.

Workforce Investment Act Programs
FY 2005 Investment: $5.4 billion
Investment Style: C
Rating: ***

The Workforce Investment Act (WIA) provides funding to state and local workforce development agencies for a variety of youth, adult and dislocated worker employment and training services. These funds may be used to help provide transportation to training programs for program participants. State employment and training agencies receive most WIA funds, which then are passed on to local workforce development boards, who allocate program resources according to locally developed plans. The major categories of WIA funding are:

• Adult employment and training (approx. $898 million in FY 2005)
• Youth employment and training ($994.2 million)
• Dislocated worker job training ($1.5 billion)
• Native American employment and training ($54.7 million)
• Migrant and seasonal farmworker training and employment services ($77.8 million)
• Job Corps ($1.6 billion)

WIA-funded activities primarily are designed by local workforce development boards, and carried out through a network of One-Stop centers, which coordinate delivery of WIA activities, along with federal and state employment services, unemployment insurance benefits, welfare-to-work activities, Trade Adjustment Assistance to certain categories of dislocated workers, veterans' employment and training, seniors' community service employment, and workforce activities of HUD grantees and Community Service Block Grant recipients.

For more information, contact your local workforce development board, state employment and training agency, or Emily Stover DeRocco, Assistant Secretary, Employment and Training Administration, Dept. of Labor, 200 Constitution Avenue, N.W., Room S-2307, Washington, DC 20210. Tel: 202.693.2700. Fax: 202.693.2725. Web: www.doleta.gov.

Special Note: In partnership with the Dept. of Labor and the Federal Transit Administration, the Community Transportation Association provides technical assistance designed to help communities overcome one of the most significant barriers preventing low-income people from getting and keeping jobs — transportation. This program, known as JOBLINKS, includes demonstration projects, technical assistance and conferences. For information, contact Charles Dickson, Community Transportation Association of America, 1341 G Street N.W., 10th Floor, Washington, DC 20005; Tel: 202.247.8356. Fax: 202.737.9197. E-mail: dickson@ctaa.org.

** TWO-STAR SOURCES **

This program's funds have been used, in at least a few instances directly and indirectly, to support community transportation activities.

DEPARTMENT OF AGRICULTURE
www.usda.gov

Rural Business-Cooperative Service
Rural Housing Service
Rural Utilities Service
www.ruraldev.usda.gov

Under this umbrella of Rural Development, the Dept. of Agriculture (USDA) carries out its mission of improving the economy and quality of life throughout rural America. This area of USDA has numerous financial assistance programs to support public facilities and services and economic development activities through grants, loans and technical assistance. Most of these programs are administered through USDA-designated state offices of rural development, but information, technical assistance, and some financial assistance programs are managed directly by USDA's headquarters staff in Washington, D.C. USDA also designates and supports rural Empowerment Zones and Enterprise Communities.

Rural Community Advancement Program (RCAP)
FY 2005 Investment:: $716.0 million
Investment Style: C
**Rating: **
Among the grant and loan activities funded through this program are:

 • Rural business development loans and grants (including Rural Business Enterprise Grants to local governments, private non-profits and tribal governments to facilitate business development; and Rural Business Opportunity Grants to local governments, private non-profits, business cooperatives and tribal governments for economic development planning, training and technical assistance) and

 • Housing and community facilities loans and grants (including Community Facilities loans, loan guarantees, and grants to public entities, private non-profits and tribal governments for the development of health care, public safety and other public facilities, which can include transportation facilities)

Note that within all the RCAP activities, FY 2005 funds are set aside to meet the particular needs of tribal communities ($25.0 million), the "Mississippi Delta" region ($1.0 million), rural Empowerment Zones, Enterprise Communities and Rural Economic Area Partnership (REAP) Zones ($22.2 million) and rural areas of severe economic distress ($21.0 million). Transportation activities within these set-aside priority areas may be able to share in the designated funding.

For information, contact your state's office of rural development, or the office of Gilbert Gonzalez, Deputy Under Secretary for Rural Development, USDA, 14th and Independence Avenue, S.W., Mail Stop 0107, Washington, DC 20250. Tel: 202.720.4581. Web: www.rurdev.usda.gov.

Special Note: In partnership with USDA, the Community Transportation Association provides technical assistance to aid in the development of public and community transportation programs in rural communities and for federally recognized Indian tribal

governments. For information, contact Charles Rutkowski, Community Transportation Association of America, 1341 G Street N.W., 10th Floor, Washington, DC 20005; Tel: 202.299.6593. Fax: 202.737.9197. E-mail: rutkowski@ctaa.org.

Rural Development Loan Fund
FY 2005 Lending Authority: $34.2 million
Investment Style: E
Rating: **

   These loans finance business activities in rural communities and towns with a population of less than 25,000. Transportation facilities and other community development projects are among the eligible uses of borrowed funds. Some loans are made to direct borrowers; others are awarded to national and local nonprofit intermediaries. These intermediaries then make and service loans to individual borrowers. Note that lending authority has been set aside for (1) tribally sponsored projects, (2) the Mississippi Delta region, and (3) rural Empowerment Zones, Enterprise Communities and REAP Zones. For information on this program, contact Bruce Robinson, Director, Specialty Lenders Division, Rural Business - Cooperative Service, USDA, 14th and Independence Avenue, S.W., Room 2247-S, Washington, DC 20250. Tel: 202.720.1400. Fax: 202.690.4737. E-mail: bruce.robinson@usda.gov. Web: www.rurdev.usda.gov.

   Special Note: As an intermediary in this program, the Community Transportation Association of America manages the Community Transportation Development Fund, through which loans are available to assist rural communities in improving or expanding local transit services, building facilities and promoting economic development. For information, contact Patrick Kellogg, AICP, Community Transportation Association of America, 1341 G Street N.W., 10th Floor, Washington, DC 20005; Tel: 202..415.9682. Fax: 202.737.9197. E-mail: kellogg@ctaa.org.
Food and Nutrition Service
www.fns.usda.gov

Food Stamps
Estimated FY 2005 Investment: $35.2 billion
Investment Style: F
Rating: **
Although the overwhelming majority of Food Stamp funds are spent on providing direct nutritional assistance to qualifying low-income individuals and families, there are some elements of this program, such as its $25 million annual program of employment and training services for Food Stamp recipients, that allow funds to be spent on transportation services. For more information, contact Susan Grossman, Deputy Administrator, Food and Nutrition Service, USDA, 3101 Park Center Drive, Alexandria, VA 22302. Tel: 703.305.2026. Web: www.fns.usda.gov/fsp

DEPARTMENT OF COMMERCE
www.doc.gov
Economic Development Administration
www.doc.gov/eda
Economic Development Grants

FY 2005 Investment:: $257.4 million
Investment Style : D
Rating: **

Grants support capital facilities in economically distressed areas, including transportation facilities and infrastructure improvements. Funds also are available for planning and adjustment assistance in communities experiencing severe economic deterioration. Public bodies, private nonprofit organizations and Indian tribes are eligible applicants. Most of these funds are awarded to existing state and local economic development agencies, who in turn may work with local partners in the planning and provision of transportation services. For information, contact David Sampson, Deputy Assistant Secretary, Economic Development Administration, Dept. of Commerce, 14th and Constitution Avenue N.W., Office 7800, Washington, DC 20230. Tel: 202.482.5081. Fax: 202.273.4781. E-mail: dsampson@doc.gov. Web: www.doc.gov/eda

DEPARTMENT OF EDUCATION
www.ed.gov
Office of Elementary and Secondary Education
www.ed.gov/programs/21stcclc/index.html

21st Century Community Learning Centers
FY 2005 Investment: $999.1 million
Investment Style: C
Rating: **

This is a program of formula-based grants to states for after-school tutorial services and academic enrichment activities for students in rural, inner-city and low-performing schools, as well as youth development activities, drug and violence prevention programs, technology education programs, art, music and recreation programs, counseling and character education in these after-school settings. To the extent necessary for students to access these programs, transportation services may be provided, primarily but not necessarily exclusively in school buses. For more information, contact Joseph Conaty, Director, Academic Improvement and Teacher Quality Programs, Office of Elementary and Secondary Education, Dept. of Education, 400 Maryland Ave., SW, Washington, DC 20202. Tel: 202.260.0826. Fax: 202.260.7764. Web: **www.ed.gov/programs/21stcclc/index.html**

Office of Special Education and Rehabilitative Services
www.ed.gov
Independent Living Programs
FY 2005 Investment:: $99.0 million
Investment Style: D
Rating: **

Through a combination of formula-based grants to states' independent living councils grants to individual centers for independent living and grants to states for older persons who are blind persons with disabilities receive training, counseling, advocacy and supportive services that enable them to be more fully integrated into the mainstream of American society. Transportation services are provided through this program. For more information, contact James Billy, Independent Living Branch Chief, Rehabilitation Services

Administration, Dept. of Education, 330 C Street, S.W., Room 3326, Washington, DC 20202. Tel: 202.205.9362. Fax: 202.260.0753. E-mail: james.billy@ed.gov. Web: www.ed.gov/about/offices/list/osers/rsa/index.htm

DEPARTMENT OF HEALTH AND HUMAN SERVICES
www.hhs.gov

Special Note: In partnership with the Dept. of Health and Human Services (HHS), the Community Transportation Association provides a variety of information and technical assistance to assist transportation providers and stakeholders in making more effective use of HHS-related transportation activities, especially with regard to coordination of federal transportation programs and the provision of transportation services that are accessible to persons with disabilities. This program, the Community Transportation Assistance Project (CTAP), also sponsored the development of this guide. For information, contact Charles Dickson, Community Transportation Association of America, 1341 G Street N.W., 10th Floor, Washington, DC 20005; Tel: 202.247.8356. Fax: 202.737.9197. E-mail: dickson@ctaa.org. Web: www.ctaa.org/ntrc/ctap.

Training, Research and Discretionary Projects and Programs for the Elderly
FY 2005 Investment: $43.6 million
Investment Style: F
Rating: **
Known by its authorizing legislation as Title IV, this program supports research and demonstration programs for better addressing the circumstances of older people. Title IV grants frequently have been used to demonstrate innovative solutions for elders' transportation needs. Some projects are designated by members of Congress; others are selected at the discretion of the Administration on Aging. For information, contact Edwin Walker, Deputy Assistant Secretary for Policy and Programs, Administration on Aging, HHS, 330 Independence Ave. S.W., Washington, DC 20201. Tel: 202.619.0724. Fax: 202.357.3556. E-mail: edwin.walker@aoa.gov. Web: www.aoa.gov.

Administration for Children and Families

www.acf.hhs.gov

Community Services Block Grant Programs
FY 2005 Investment: $641.9 million
Investment Style: D
Rating: **
Under these programs, states and Indian tribes receive funding to provide a broad range of social services for low-income persons. Most of the funds in this set of programs are awarded as formula-based block grants to states, which pass them on to local community action programs. An important component of these community services programs is the Job Opportunities for Low-income Individuals (JOLI) program, through which the federal Office of Community Services awards discretionary grants to local non-profits who are creating employment and business opportunities for welfare recipients and other low-income individuals. Transportation services are commonly provided in both the block grant and JOLI programs. For information, contact your state or local community action agency, or Clarence Carter, Director, Office of Community Services, HHS, 370 L'Enfant Promenade S.W., 5th

Floor, Washington, DC 20447. Tel: 202.401.9333. Fax: 202.401.4694. E-mail: clcarter@acf.hhs.gov. Web: www.acf.hhs.gov/programs/ocs.

Developmental Disabilities Grants
FY 2005 Investment: $96.8 million
Investment Style: C
Rating: **
   The Administration on Developmental Disabilities (ADD) provides formula-based grants to state agencies serving the developmentally disabled, and also awards discretionary grants for demonstrations and special projects that address the unique needs of persons with developmental disabilities. Among the activities supported through these various grants are employment-, training- and housing-related services. Transportation often figures into ADD-funded projects and services. For information, contact your state Development Disabilities Planning Council, or Patricia Morrissey, Commissioner, Administration on Developmental Disabilities, Administration for Children and Families, HHS, 200 Independence Avenue, S.W., Room 300-F, Washington, DC 20201. Tel: 202.690.5962. Fax: 202.690.6904. E-mail: pmorrissey@acf.hhs.gov. Web: www.acf.hhs.gov/programs/add.

Native American Programs
FY 2005 Investment: $45.2 million
Investment Style: D
Rating: **
   Through this set of programs, funds are provided to promote the social and economic development of Native American communities. Transportation services or projects may be funded if they are part of a tribal social or economic development program. Tribal entities are the only eligible applicants. For information, contact Quanah Crossland Stamps, Commissioner, Administration for Native Americans, HHS,, 370 L'Enfant Promenade, S.W., 8th Floor West, Washington, DC 20447-0002. Tel: 202.690.7776. Fax: 202.690.7441. E-mail: anacommissioner@acf.hhs.gov. Web: www.acf.hhs.gov/programs/ana.

Refugee and Entrant Assistance Programs
FY 2005 Investment: $488.3 million
Investment Style: C
Rating: **
   This is a family of programs that distribute funds on reimbursement, formula and discretionary bases for cash, medical assistance and social services to refugees. A leading program goal is to help refugees quickly achieve economic self-sufficiency. Transportation is supported when provided as a component of these services. For information, contact your state refugee assistance agency, or Van Hanh Nguyen, Director, Office of Refugee Resettlement, Administration for Children and Families, HHS, 370 L'Enfant Promenade S.W., 6th Floor, Washington, DC 20447. Tel: 202.401.9246. Fax: 202.401.0981. E-mail: nvhanh@acf.hss.gov. Web: www.acf.hhs.gov/programs/orr.

Social Services Block Grants
FY 2005 Investment: $1.7 billion
Investment Style: C

Rating: **

Also known as Title XX, this program provides formula funds to state welfare agencies for the provision of social services, often including transportation, that help individuals reduce welfare dependency, achieve economic self-sufficiency, or forestall unnecessary use of institutional care. Many states rely upon this program to fill programmatic gaps that cannot be addressed through TANF (see below). For information, contact your state family assistance or public welfare agency, or Clarence Carter, Director, Office of Community Services, HHS, 370 L'Enfant Promenade S.W., 5th Floor, Washington, DC 20447. Tel: 202.401.9333. Fax: 202.401.4694. E-mail: clcarter@acf.hhs.gov. Web: www.acf.hhs.gov/programs/ocs.

Centers for Medicare and Medicaid Services
www.cms.hhs.gov
State Children's Health Insurance Program
FY 2005 Investment: $4.1 billion
Investment Style: C
Rating: **

States receive formula-based funds under this program to initiate and expand child health assistance for uninsured, low-income children. States may accomplish this goal either by providing health insurance benefits to eligible children, or by expanding the coverage of their Medicaid program (see above) to include these children under those benefits. In either case, states may choose to include transportation as a covered benefit. For more information, contact your state medical assistance agency, or Dennis Smith, Director of Medicaid and State Operations, Centers for Medicare and Medicaid Services, HHS, 7500 Security Blvd., Room C5-22-23, Baltimore, MD 21244. Tel: 410.786.3870. E-mail: dsmith@cms.hhs.gov. Web: www.cms.hhs.gov/schip

Health Resources and Services Administration
www.hrsa.hhs.gov
Community Health Centers
FY 2005 Investment: $1.7 billion
Investment Style: D
Rating: **

Federal funds are allocated to community-based health care centers in medically underserved areas, migrant and seasonal farmworker communities, public housing sites, and at locations providing medical care to homeless persons. Funds may be used to provide transportation services as necessary for the delivery of primary health care services. A few community health centers provide transportation services directly, and some others contract with other providers to meet their transportation needs. For more information, contact Dr. Sam Shekar, Associate Administrator, Bureau of Primary Health Care, Health Resources and Services Administration, HHS, 4350 East-West Hwy., 11th Floor, Bethesda, MD 20814. Tel: 301.594.4110. Fax: 301.594.4072. Web: bphc.hrsa.gov.

Healthy Start Initiative
FY 2005 Investment: $102.0 million
Investment Style: D
Rating: **

    This initiative supports a community-oriented approach to reducing infant mortality. A total of 94 Healthy Start communities have been designated to demonstrate this program. Transportation services that help link pregnant women and new mothers to necessary health care and related services are provided in some of the initiative's locations. If you are in a designated Healthy Start community, contact the local partner for more information, or Maribeth Badura, Acting, Division of Perinatal Systems and Women's Health, Health Resources and Services Administration, HHS, 5600 Fishers Lane, Room 18-0s, Rockville, MD 20857. Tel: 301.443.2170. Fax: 301.443.1797. E-mail: mbadura@hrsa.gov. Web: mchb.hrsa.gov.

HIV Care Grants
FY 2005 Investment: $2.0 billion
Investment Style: C
Rating: **

    Authorized under the Ryan White AIDS CARE Act, these comprise a set of programs that help communities provide emergency assistance, comprehensive HIV/AIDS care, early intervention, dental services, education and outreach, training, and pediatric services to children with HIV/AIDS. Some of these funds are awarded on a formula basis to state public health agencies, others are awarded directly to health agencies in communities disproportionately affected by HIV/AIDS, and some funds are available for competitive, discretionary grants. In many communities, health agencies use a small portion of these funds to contract for, or reimburse, necessary transportation services. For more information, contact your state or local public health agency, or Deborah Parham, Associate Administrator, HIV/AIDS Bureau, Health Resources and Services Administration, HHS, 5600 Fishers Lane, Room 7-05, Rockville, MD 20857. Tel: 301.443.1993. Fax: 301.443.9645. E-mail: dparham@hrsa.gov. Web: hab.hrsa.gov.

Maternal and Child Services Grants
FY 2005 Investment: $724.0 million
Investment Style: C
Rating: **

    Most of these funds are distributed to states as formula-based block grants to help provide health services to mothers, infants and children. There are particular emphases on caring for children with special health care needs and children in low-income families. A portion of these funds is reserved for competitively awarded federal grants in support of special projects of regional and national significance. In both the block grants and special projects, funds may be used to support transportation that is part of these grants' services. For more information, contact your state health agency, or Dr. Peter van Dyck, Associate Administrator, Bureau of Maternal and Child Health, Health Resources and Services Administration, HHS, 5600 Fishers Lane, Room 18-05, Rockville, MD 20857. Tel: 301.443.2170. Fax: 301.443.1797. E-mail: pvandyck@hrsa.gov. Web: www.mchb.hrsa.gov.

Rural Hospital Flexibility Grants
FY 2005 Investment: $39.5 million
Investment Style: B
Rating: **

Through this initiative, state offices of rural health receive funds for discretionary grants to rural hospitals that then form integrated networks to address community health needs, such as the formation of rural health maintenance organizations, co-located health and social services, telemedicine, or transportation services as needed for rural residents' health care. For more information, contact your state office of rural health, or Dr. Marcia Brand, Director, Office of Rural Health Policy, Health Resources and Services Administration, HHS, 5600 Fishers Lane, Room 9A-55, Rockville, MD 20857. Tel: 301.443.0835. Fax: 301.443.2803. E-mail: mbrand@hrsa.gov. Web: ruralhealth.hrsa.gov.

Rural Health Outreach Grants
FY 2005 Investment: $39.0 million
Investment Style: B
Rating: **

Funds are provided for demonstration grants to expand or enhance the availability of health services in rural areas. Some grant funds also are used for applied research in rural health care topics. Transportation services that improve the availability of rural health care may be supported by this program's demonstration grants. For more information, contact your state office of rural health, or Marcia Brand, Director, Office of Rural Health Policy, Health Resources and Services Administration, HHS, 5600 Fishers Lane, Room 9A-55, Rockville, MD 20857. Tel: 301.443.0835. Fax: 301.443.2803. E-mail: mbrand@hrsa.gov. Web: ruralhealth.hrsa.gov.

DEPARTMENT OF HOMELAND SECURITY

www.dhs.gov

Disaster Assistance
Estimated FY 2005 Investment: $2.0 billion
Investment Style: F
Rating: **

The Federal Emergency Management Agency (FEMA) provides temporary disaster relief in presidentially-declared disaster areas and provides assistance for the repair, restoration or replacement of equipment and facilities damaged in these disasters. Funds are used to provide temporary public transportation services in disaster areas, as well as for the replacement of highway and transit vehicles and facilities damaged or destroyed in a disaster. Disaster assistance funding is used to reimburse the losses incurred by private individuals and businesses, and for costs and losses borne by state, local and tribal governments. For information, contact Department of Homeland Security, 500 C Street, S.W., Room 706, Washington, DC 20472. Tel: 202.646.3692. Fax: 202.646.4060.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

www.hud.gov

Office of Community Planning & Development

www.hud.gov/offices/cpd

Brownfields Economic Development Initiative
FY 2005 Investment: $24.0 million
Investment Style: D

Rating: **

Brownfields are abandoned or under-used properties whose development or improvement is complicated by real or perceived environmental contamination. This program, together with various tax benefits and assistance from other federal agencies, helps communities develop and enhance their brownfield sites. Numerous current and former transportation facilities across the country have been developed or improved through this program. The indicated funds in HUD's budget are awarded only to CDBG-receiving state and local public agencies. Additional Brownfields funding is available through the Environmental Protection Agency (see separate listing below). For more information, contact Donald Mains, Deputy Assistant Secretary for Economic Development, HUD, 451 Seventh Street, S.W., Room 7128, Washington, DC 20410. Tel: 202.708.4091. Fax: 202.708.7543. Web: www.hud.gov/offices/cpd/economicdevelopment/programs/bedi/index.cfm.

Community Development Block Grants
FY 2005 Investment: $4.7 billion
Investment Style: C
Rating: **

The Community Development Block Grant (CDBG) program supports a wide variety of community and economic development activities, with priorities determined at the local level. Some communities have used CDBG funds to assist in the construction of transportation facilities or for operating expenses and vehicle acquisition for community transportation services. Most CDBG funds are distributed on a formula basis to entitled cities, states and urban counties. In addition, the following CDBG initiatives were funded for FY 2004: Economic Development Initiative ($278 million in Congressionally designated community development projects, including numerous transit facilities) and Indian CDBG's to tribal governments ($72.0 million). For information, contact your local community development agency, state CDBG administering agency, or Richard Kennedy, Director of Block Grant Assistance, Office of Community Planning and Development, HUD, 451 Seventh Street, S.W., Room 7286, Washington, DC 20410; Tel: 202.708.3587. Fax: 202.401.2044. E-mail: richard_kennedy@hud.gov. Web: www.hud.gov/offices/cpd/communitydevelopment/programs/index.cfm

Office of Public and Indian Housing
www.hud.gov/offices/pih
Revitalization of Severely Distressed Public Housing
FY 2005 Investment: $144.0 million
Investment Style: C
Rating: **

Also known as HOPE VI, these grants allow public housing authorities to improve the living environments for the residents of severely distressed public housing through demolition, revitalization or replacement of housing units. This program's funds also may be used to promote sustainable community development and supportive services, including transportation. HOPE VI funds may be used as matching funds for some Federal Transit Administration grant programs. For more information, contact Dominique Blom, Director, Urban revitalization, Office of Public Housing Investments, HUD, 451 Seventh Street, S.W., Room 4130, Washington, DC 20410. Tel: 202.401.8812. Fax: 202.401.2320. Web:

www.hud.gov/offices/pih/programs/ph/hope6/index.cfm.

DEPARTMENT OF LABOR
www.dol.gov
Employment Standards Administration
www.dol.gov/esa
Black Lung Disability Benefits
FY 2005 Investment: $1.1 billion
Investment Style: F
Rating: **
   Coal industry workers who have been disabled from pneumoconiosis, or "Black Lung
Disease," and the widow(er)s and surviving dependents of these workers, receive monthly
cash payments and other benefits from the Black Lung Disability Trust Fund. In addition to
the cash payments, which carry no restriction on their use, persons disabled due to
pneumoconiosis are reimbursed for their travel to and from necessary medical care; these
reimbursements can be for payments to transportation providers. For more information,
contact James DeMarce, Coal Mine Workers' Compensation Division Director,
Employments Standards Administration, Dept. of Labor, 200 Constitution Ave. N.W., Room
C-3520, Washington, DC 20210. Tel: 202.693.0046. Web:
www.dol.gov/esa/regs/compliance/owcp/bltable.htm.

DEPARTMENT OF TRANSPORTATION
www.dot.gov
Research and Special Programs Administration
www.utc.dot.gov
University Transportation Centers Program
Total FY 2005 Funding: $32.5 million
Investment Style: D
Rating: **
   Funded with a mixture of transit ($6.0 million) and highway ($26.5 million) funds, these
centers form a network of academic institutions whose mission is to carry out university-
based research and technology transfer on all types of transportation issues. Activities
include academic and applied research, training and internship programs. For more
information, contact Timothy Klein, Associate Administrator for Innovation, Research and
Education, Research and Special Programs Administration, 400 Seventh Street, S.W., Room
8417, Washington, DC 20590. Tel: 202.366.4434. Fax: 202.366.3272. Web:
http://utc.dot.gov.

DEPARTMENT OF THE TREASURY
www.ustreas.gov
Community Development Financial Institutions Fund
FY 2005 Investment: $55.5 million
Investment Style: E
Rating: **
   This fund promotes economic revitalization and community development through
investments made by intermediaries such as community development banks, revolving loan

managers, and other financial institutions. The focus of these investments is largely to revitalize distressed communities. Transportation projects and activities may be financed through this fund. For information on the fund, contact Jean Morrow, Awards Manager, CDFI Fund, 601 13th St., N.W., Suite 200 South, Washington, DC 20005. Tel: 202.622.8662. Fax: 202.662.7754. E-mail: dscruggs@usda.gov. Web: www.cdfifund.gov.

Special Note: As a partner with the CDFI Fund, the Community Transportation Association of America manages the Community Transportation Development Fund, through which financing is available to assist in improving or expanding local transit services, building facilities and promoting economic development. For information, contact Patrick Kellogg, Community Transportation Association of America, 1341 G Street N.W., 10th Floor, Washington, DC 20005; Tel: 202.415.9682. Fax: 202.737.9197. E-mail: kellogg@ctaa.org.

CORPORATION FOR NATIONAL & COMMUNITY SERVICE
www.nationalservice.org
National Senior Service Corps
FY 2005 Investment: $215.9 million
Investment Style: D
Rating: **
   The National Senior Service Corps provides volunteer and community service opportunities for older persons through three programs: Foster Grandparents, Senior Companions, and the Retired Senior Volunteer Program. In each of these, program funds may be used to support the transportation needs of program participants. For more information, contact the local senior volunteer provider (often located in conjunction with senior centers or community services programs), your state community service agency, or Tess Scannell, Deputy Director, National Senior Service Corps, Corporation for National and Community Service, 1201 New York Ave. N.W., Rm. 9201, Washington, DC 20525. Tel: 202.606.5000. Fax: 202.565.2743. Web: www.seniorcorps.org.

ENVIRONMENTAL PROTECTION AGENCY
www.epa.gov
Brownfields Economic Development Initiative
FY 2005 Investment: $90.0 million
Investment Style: F
Rating: **
   Brownfields are abandoned or under-used properties whose development or improvement is complicated by real or perceived environmental contamination. This program, together with various tax benefits and assistance from other federal agencies, helps communities develop and enhance their brownfield sites. Numerous current and former transportation facilities across the country have been developed or improved through this program. In addition to these funds from EPA, the Dept. of Housing and Urban Development (HUD) has funds that are available to CDBG-receiving state and local public agencies (see above). For more information, contact Linda Garczynski, Director of Outreach and Special Projects, Office of Solid Waste and Emergency Response, Environmental Protection Agency, 1200 Pennsylvania Ave. N.W., Washington, DC 20460. Tel: 202.566.2777. Fax: 202.566.2757. E-

mail: garczynski.linda@epa.gov. Web: www.epa.gov/brownfields.

* ONE-STAR SOURCES *

This program could support community transportation activities, but doesn't have a direct, documented history of such support.

DEPARTMENT OF EDUCATION
www.ed.gov

Office of Postsecondary Education
www.ed.gov

Federal TRIO Programs
FY 2005 Investment: $843.3 million
Investment Style: D
Rating: *
   TRIO is a program of outreach and support targeted to help disadvantaged students progress from middle school to college. TRIO's Student Support Services program provides supportive services to disadvantaged college students, with the goal of helping these students successfully complete their studies. Grants are awarded to institutions of higher education, who then may provide a broad range of supportive services (including services to help students with disabilities overcome transportation or other access barriers) to eligible students. For more information, contact Larry Oxendine, Office of Higher Education Programs, Dept. of Education, 1990 K Street N.W., Room 7000, Washington, DC 20006. Tel: 202.502.7600. Fax: 202.502.7857. E-Mail: larry.oxendine@ed.gov. Web: www.ed.gov/about/offices/list/ope/trio/index.html

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
www.hud.gov
Office of Community Planning & Development
www.hud.gov/offices/cpd
Homeless Assistance Programs
FY 2005 Investment: $1.3 billion
Investment Style: C
Rating: *
   Through programs authorized by the McKinney-Vento Act, HUD helps local governments and private nonprofits provide housing and supportive services to homeless persons. Transportation is among the services many of these local housing providers seek to furnish for their residents. Most McKinney Act funds are awarded by formula to states and localities, but some are available for competitive grants from HUD's headquarters offices. For information, contact the appropriate local housing agency, or John Garrity, Director, Office of Special Needs Assistance Programs, HUD, 451 Seventh Street, S.W., Room 7262, Washington, DC 20410. Tel: 202.708.4300. Fax: 202.708.3617. Web: www.hud.gov/offices/cpd/homeless/index.cfm.

Housing Opportunities for Persons with AIDS
FY 2005 Investment: $284.0 million
Investment Style: C
Rating: *

   The Housing Opportunities for Persons with AIDS Program (HOPWA) provides grants for housing and supportive services for low-income persons with HIV/AIDS and their families. Grants may be used to provide transportation services to assist clients in accessing health care and other services. Most of this program's funding is awarded on a formula basis to state and city governments, who then may contract with local providers of transportation and other services. For information, contact: David Vos, Director, Office of HIV/AIDS Housing, HUD, 451 Seventh Street, S.W., Room 7212, Washington, DC 20410; Tel: 202.708.1827. Fax: 202.401.0805. E-mail: david_vos@hud.gov. Web: www.hud.gov/offices/cpd/aidshousing/index.cfm.

Rural Housing and Economic Development Grants
FY 2005 Investment: $24.0 million
Investment Style: B
Rating: *

   This program provides technical assistance and capacity building funds to private non-profits, housing finance agencies, community development corporations, and tribal, state and local community or economic development agencies to help develop and carry out innovative housing and community development strategies. To the extent that transportation plans and programs fit into such strategies, they can be supported through these grants. Funds are awarded every year on a competitive basis. For more information, contact Jackie Mitchell, Rural Housing and Economic Development Division Director, Office of Economic Development, HUD, 451 Seventh Street, S.W., Room 7136, Washington, DC 20410. Tel: 202.708.2290, ext. 4664. Fax: 202.708.7543. Web: www.hud.gov/offices/cpd/economicdevelopment/programs/rhed/index.cfm.

Office of Housing
www.hud.gov/offices/hsg
Supportive Housing for the Elderly
FY 2005 Investment: $747 million
Investment Style: C
Rating: *

   This program, commonly called "Section 202," helps private nonprofit entities provide housing and necessary supportive services for low-income seniors. Transportation is among the supportive services that may be funded through this program. Since 2002, $50.0 million of this program's funds are allocated to support the activities of service coordinators, whose purpose is to link supportive housing residents with their needed medical and support services, including transportation. Section 202 funds are awarded to local nonprofit housing providers by HUD field offices. For information, contact the appropriate field office, or Willie Spearmon, Director of Housing Assistance and Grant Administration, Office of Multifamily Housing Programs, HUD, 451 Seventh Street, S.W., Room 6134, Washington, DC 20410. Tel: 202.708.3000. Fax: 202.708.3104. Web: www.hud.gov/offices/hsg/hsgmulti.cfm.

Supportive Housing for Persons with Disabilities
FY 2005 Investment: $240.0 million
Investment Style: C
Rating: *

   This program, commonly called "Section 811," helps private nonprofit entities provide housing and necessary supportive services for low-income persons with disabilities. Transportation is among the supportive services that may be funded through this program. Funds are awarded to local nonprofit housing providers by HUD field offices. For information, contact the appropriate field office, or Willie Spearmon, Director of Housing Assistance and Grant Administration, Office of Multifamily Housing Programs, HUD, 451 Seventh Street, S.W., Room 6134, Washington, DC 20410. Tel: 202.708.3000. Fax: 202.708.3104. Web: www.hud.gov/offices/hsg/hsgmulti.cfm

Office of Public and Indian Housing
www.hud.gov/offices/pih
Indian Housing Block Grants
FY 2005 Investment: $627.0 million
Investment Style: D
Rating: *

   Authorized by the Native American Housing Assistance and Self Determination Act (NAHASDA), this is a program of formula-based grants to tribal governments and their designated housing enterprises for housing development, housing assistance, and a variety of services needed by residents of tribal housing services. Transportation facilities and services designed for these persons are eligible for funding under this program. For more information, contact Deborah Lalancette, Director of Grants Management, Office of Native American Programs, HUD, 1999 Broadway, Suite 3390, Denver, CO 80202. Tel: 303.675.1600. Fax: 303.675.1660. Web: www.hud.gov/offices/pih/ih/index.cfm.

DEPARTMENT OF JUSTICE
www.usdoj.gov
Office of Justice Programs
www.oip.usdoj.gov
Crime Victim Assistance and Compensation
FY 2005 Investment: $616.0 million
Investment Style: F
Rating: *

   States receive most of this funding from the Justice Dept.'s Office for Victims of Crime to help provide services for crime victims. This support can include short-term transportation assistance, along with temporary housing, child care, security measures and other supportive services. For more information, contact your local courts or prosecutors' offices, administering state agency, or Carol Watkins, Director, State Compensation and Assistance Division, Office for Victims of Crime, Department of Justice, 810 Seventh Street, N.W., Washington, DC 20531. Tel: 202.616.3586. Fax: 202.514.6383. Web: www.ojp.usdoj.gov/ovc/.

Weed and Seed
FY 2005 Investment: $62.0 million
Investment Style: D
Rating: *

   This program seeks to combat violent crime through a multi-faceted approach of crime prevention and community improvement strategies, including the improvement of facilities and services (such as those related to transportation) in high-crime areas. Much of Weed and Seed's activity is the provision of training and technical assistance to areas seeking to implement these strategies. In addition, the program funds local efforts being carried out by coalitions of community groups and local governments, in partnership with their U.S. Attorneys' offices. For more information, contact your local United States Attorney's office, or Bob Samuels, Acting Director, Executive Office for Weed and Seed, Dept. of Justice, 810 Seventh Street, N.W., Room 6224, Washington, DC 20531. Tel: 202.616.1152. Fax: 202.616.1159. E-mail: samuels@ojp.usdoj.gov. Web: www.ojp.usdoj.gov/eows.

DEPARTMENT OF LABOR
www.dol.gov
Veterans' Employment and Training Service
www.dol.gov/vets
Veterans' Employment and Training Assistance
FY 2005 Investment: $224.6 million
Investment Style: C
Rating: *

   The Labor Department's Veterans' Employment and Training Service addresses the specific needs of veterans, including veterans with disabilities, as they transition from military service to non-military employment. Working through state and local workforce agencies, veterans groups, and One-Stop centers a variety of job search, training, transitional assistance and necessary supportive services, occasionally including transportation, are provided to veterans, with particular emphasis paid to addressing the needs of veterans with disabilities and homeless veterans. For more information, contact Frederico Juarbe, Assistant Secretary, Veterans' Employment and Training Service, Dept. of Labor, 200 Constitution Avenue N.W., Room S-1316, Washington, DC 20210. Tel: 202.693.4707. Fax: 202.693.4755. Web: www.dol.gov/vets/welcome.html

DEPARTMENT OF VETERANS AFFAIRS
www.va.gov
Veterans Health Administration
www.va.gov/health
Veterans Medical Care
Estimated FY 2005 Benefits and Expenses: $30.3 billion
Investment Style: F
Rating: *

   Veterans are eligible for a wide range of hospital-based and outpatient medical services. The Dept. of Veterans Affairs (VA) will reimburse eligible veterans for some transportation to covered medical care. In addition to reimbursing individual veterans for their

transportation, some VA Medical Centers work with volunteer networks to provide transportation for veterans seeking health care; there occasionally are opportunities for transportation providers to contract directly with VA Medical Centers for some services. The VA also has specific funding opportunities for organizations serving homeless veterans. For more information, contact individual VA Medical Centers, other VA facilities, or Dr. Robert Roswell, Undersecretary for Health, Veterans Health Administration, Dept. of Veterans Affairs, 810 Vermont Avenue, N.W., Room 934, Washington, DC 20420. Tel: 202.273.5781. Web: www.va.gov/health/index.htm.

Websites for Funding Options

Federal Register
Search for updates and notices affecting federal assistance programs.
http://www.access.gpo.gov/su_docs/aces/aces140.html
Grants Management Web Site
Office of Management and Budget (OMB) establishes government-wide grants management policies and guidelines.
http://www.whitehouse.gov/omb/grants/index.html
 <http://www.whitehouse.gov/omb/grants/index.html>
Catalog of Federal Domestic Assistance
Primary source of information on federal grants and non-financial assistance programs, although actual funding depends upon annual budget appropriations.
http://www.cfda.gov <http://www.cfda.gov>
Today's Federal Register
A daily listing of federal funding opportunities published in the Federal Register
http://www.tgci.com/resources/federal/ffed.html
House of Representatives Grant Information Site
The listed sites are recommended sources of information for researching grants, procurement, and other resources on the Internet.
http://www.house.gov/ffr/Grants_Other.htm#alerts
Links to Federal Government grant programs by subject
http://www.cfda.gov <http://www.cfda.gov/>
Executive Agency Grant Web Sites
http://www.house.gov/olver/grants/index.html#top>
US Department of Agriculture
http://ocd.usda.gov/nofa.htm
US Department of Commerce
http://www.doc.gov/Assistance/Grants/
Small Business Administration
http://www.sba.gov/nonprofit/
US Department of Education
http://www.ed.gov/topics/topics.jsp?&top=Grants+%26+Contracts
<http://www.ed.gov/topics/topics.jsp?&top=Grants+%26+Contracts>
US Department of Energy
http://www.sc.doe.gov/production/grants/grants.html
US Department of Health and Human Services

http://www.hhs.gov/agencies/grants.html
National Institutes of Health
http://grants.nih.gov/grants/
US Department of Housing and Urban Development
http://www.hud.gov/grants/index.cfm
US Department of Interior
http://www.doi.gov/non-profit/fax.html
US Department of Justice
http://www.usdoj.gov/10grants/index.html
FEMA US Fire Administration
http://www.usfa.fema.gov/assist/
US Department of Labor
http://www.dol.gov/oasam/grants/prgms.htm
The State Department offers grants through USAID. USAID is the principal US agency to extend assistance to countries recovering from disaster, trying to escape poverty, and engaging in democratic reforms.
http:www.usaid.gov/procurement_bus_opp/
<http://www.usaid.gov/procurement_bus_opp/>
US Department of Transportation
http://www.dot.gov/ost/m6o/grant/
US Department of Veterans Affairs
http://www.va.gov/index.htm
Environmental Protection Agency
http://www.epa.gov/epahome/grants.htm
Office of Homeland Defense
http://www.whitehouse.gov/homeland/
National Science Foundation
http://nsf.gov/home/programs/guide.htm
National Endowment for the Arts
http://www.nea.gov/guide/
National Endowment for the Humanities
http://neh.gov/grants/index.html
Non-Federal Grant Resources On-line newsletter that provides updates on corporations, foundations, individuals and new research tools
http://www.internet-prospector.org
Lists foundations that are not often found elsewhere
http://www.guidestar.org
Web site with loads of information on new grants, announcements of grants, and individual donations
http://www.philanthropy.com
Links to many fundraising periodicals, affinity groups and funders who focus on specific populations, lists of conferences
http://www.cof.org
Organizes funding Web sites by foundation, individual and corporate prospects. Site also has a section on planned giving, development research, and provides handouts for fundraising topics and grant research

http://www.usc.edu/dept/source/
For free office supplies
http://www.giftsinkind.org
List of grant source Web sites by field of interest
http://www.fundsnetservices.com
Explains how to set up on-line donations
http://www.egrants.org

TOOLKIT J - SAFETY

Safety and Security Checklist

Safety and Security Checklist ....

Your system should have the following in order to provide as secure an environment as possible for your customers:

- ❑ A risk management program in cooperation with the system's insurer(s)
- ❑ Adequate exterior lighting at <u>all</u> facilities (bus stops, transfer facilities, office, maintenance garage)
- ❑ Well-maintained vehicles (regular preventive maintenance schedule)
- ❑ Clean vehicles and facilities
- ❑ Well-trained drivers (CPR, defensive driving, passengers with special needs, etc.)
- ❑ Policies and employee training in proper procedures for:
    - ✓ Communications between drivers and the base station, and the transit system and law enforcement personnel/emergency personnel
    - ✓ Emergency/incident actions and inclement weather operations
    - ✓ Blood-borne pathogens and bodily fluids clean-up
    - ✓ Accident investigation procedures
- ❑ Drug and alcohol awareness training and testing
- ❑ Policies and driver training on proper passenger handling and vehicle operations procedures
- ❑ Policies and procedures for cash handling
- ❑ Security personnel/community policing
- ❑ Bus stop location standards for vehicle and pedestrian safety

Tracking Measures of Safety and Security...

To take effective action to improve the safety and security of your system, you must first know your system's current levels of safety and security. This can be accomplished in a number of ways:

The number of incidents and accidents the system has over time can be tracked by developing a simple database using Excel®, Access®, or similar software to record each of these statistics. Or, a simple log could be kept on paper. Then, add your statistics each month to show monthly totals. Adding the monthly totals for a 12-month period will result in the annual totals. Decide on a date that will be your starting date for annual calculations, then calculate annual totals *at the same time* from year to year. This will enable you to track month-to-month and year-to-year changes in your accident and incident statistics. By tracking each of these statistics over time, you will be able to see if your system's performance has improved, remained the same, or worsened.

If your system's performance changes, you should investigate to determine *why* it has changed. What were the factors responsible for the change? Are those factors within the system's control? If so, you can develop a plan of action to improve your system's performance. If the cause of deteriorating performance is from outside the system, consider how you can effectively respond to those external causes.

Compare accident/incident statistics with passengers' perceptions of your system's safety as shown through passenger surveys. Do passengers' perceptions of the system's safety correspond to the level of safety shown by accident/incident statistics? If there is a disparity between perceptions and reality, you should develop a way to convey to your passengers what is really going on. Is there a perception that there is a greater level of crime against passengers than really exists? If so, you will need to better educate passengers (and the community) on the true level of safety at your system.

> *In addition to collecting and calculating statistics, survey your passengers on a regular basis to determine their perceptions of your system's safety and security.*

Track customer complaints that relate to security. Tracking not only the number of customer complaints, but also the subject of those complaints may point to problems in system operations that need to be improved in order to provide more secure service.

What Does Transit System Safety and Security Mean? ....

Your customers should not only *be* safe and secure, they must also *feel* that they are safe and secure when using your public transportation system. Your employees also need a safe and secure work environment. Some factors that contribute to a safe and secure environment at a transit system are fairly obvious, such as minimizing accidents on vehicles and in facilities, and minimizing risks to passengers from the time they arrive at a boarding area until they reach their destinations. Passengers must not only feel safe when on board your buses or vans, they must also feel safe at transfer stations, bus stops, and other pick-up and drop-off locations. Research shows that passengers feel safer in clean, well-lit vehicles and facilities, as they perceive that someone is in charge. Safety and security is also promoted through reliable service and good communication within the system and to customers.

Measuring Safety and Security..

Safety and security of transit services are generally measured by the following:

- The number of accidents
- The number of crimes against passengers
- The number of crimes against staff
- The number of incidents of vandalism on vehicles and facilities
- The number of safety- and security-related passenger complaints
- Passenger perceptions often identified through user surveys or focus groups

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Managing to Increase Your Transit System's Safety and Security...............

If you want to improve the safety and security of passengers using your services (as well as your staff), you should concentrate on a number of management activities needed to achieve these improvements, including:

- Vehicle maintenance procedures, including effective and regular vehicle cleaning
- Risk management program
- Facility maintenance program
- Staff hiring and training and incentive program
- Operating policies/supervision policies
- Cash handling procedures

Following are discussions of how safety and security can be addressed in each of these management functions.

Vehicle Maintenance Program

Well-maintained vehicles are essential to providing a safe and secure environment for transporting customers. Regular preventive maintenance can help in avoiding breakdowns that can jeopardize passenger (and operator) safety, and can also help to ensure all vehicle accessories (doors, lifts, etc.) are functioning properly. Also, ensure that vehicles are cleaned regularly. Customers will feel more secure in clean transit vehicles, as this shows attention to their comfort and well being.

✦ REFER TO CHAPTER 5 "MANAGING FOR CLEAN AND COMFORTABLE TRANSIT SERVICES" AND THE SEPARATE VEHICLE MAINTENANCE SECTION FOR ADDITIONAL INFORMATION.

Risk Management Policies and Procedures

Establishing and regularly reviewing/updating a comprehensive risk management program is essential to providing a safe and secure environment for the transportation of customers. A comprehensive risk management program addresses the whole spectrum of activities at a public transportation system.

While all activities contain some risk or the potential for unintended loss or damage, your public transportation system has special and unique risks. For example, a passenger may fall and become injured, a maintenance employee may sustain an injury from a slip on spilled oil, or an advisory board member may be sued for negligence as the result of an injury to a passenger in a vehicle accident.

Risk management is a systematic process for planning, organizing, directing, and controlling the resources and activities of an organization to protect its assets and minimize the effects of accidental loss. Accidental losses include loss of property, loss through liability suits, and loss through employee injury or illness.

An effective risk management program can provide protection from severe financial disruption due to accidental losses at an affordable cost that does not fluctuate severely from year to year. Risk management objectives include protecting the system's assets from loss or destruction, creating a safe work environment for employees, and reducing the likelihood of injury to a customer or other third party.

In terms of management, risk management promotes safe practices to minimize anticipated and unexpected losses. The financial role of risk management is to analyze available options to pay for potential loss and recommend alternatives that make the best use of the system's financial resources. Development and implementation of safe practices, policies, and procedures can positively affect operations. Finally, risk management involves personnel through development and support of sound standards for employee hiring, training, performance, evaluation, and medical benefits.