## Mobility Management Strategies for ARC Region

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Strategy Integration and Relationships

- **Regional Mobility Manager Network**
  - ARMMN website
  - Information about volunteer programs + Rideboard

- **Travel Training**
  - Accessibility infrastructure database
  - Database of accessible taxis

- **Volunteers**

- **Vouchers**
  - Information about voucher programs + Centralized management of vouchers

- **ADA Paratransit**
  - Accessibility infrastructure database + Common application

- **Regional 1-Click**

- **ARC**

- **Atlanta Regional Commission**
Workshop #1

Travel Voucher and Volunteer Driver Programs
Why Discuss Voucher and Volunteer Driver Programs Together?

Because a volunteer driver can be more effective when drivers are reimbursed, and vouchers is one way to do that.

Because vouchers require service providers and volunteer drivers may be the only service providers in more rural areas.
What are Travel Vouchers?

Vouchers issued or sold to individuals to make existing transportation services more affordable

Participating Transportation Services

- Transit, dial-a-ride, taxis and on-demand services, agency/senior vans, volunteer drivers, family or friends

Vouchers pay for a portion of the trip -- or all of the trip
Examples of Travel Vouchers

Mileage-based reimbursement

$1.00 subsidy
How Do Travel Vouchers Programs Work?

- Vouchers issued to sponsored individuals, or sold for a nominal amount
- Must have transportation services willing to accept travel vouchers as fare
- Vouchers used as fare or requested donation; script an alternative
- Service provider collects vouchers, delivers service, and turns in vouchers for payment
- Sponsor or managing organization pays service provider for vouchers collected
How Do Travel Vouchers Programs Work? (cont’d)

Single-Sponsor Scenario

Sponsor Organization
($9/trip subsidy)

Customer

Service Provider

Voucher

$1 for $10 value

Up to $10 worth of service

Used Voucher

$10 for voucher
How Do Travel Vouchers Programs Work? (cont’d)

Multiple-Sponsor Scenario A

Sponsor Organizations
($9/trip subsidy)

$9

Mobility Manager

$1 for $10 value

Voucher

$10 for voucher

Used Voucher

Customer

Up to $10 worth of service

Service Provider

Voucher
How Do Travel Vouchers Programs Work? (cont’d)

Multiple-Sponsor Scenario B

Sponsor Organizations
($9/trip subsidy)

Vouchers
$10

Mobility Manager

$10 for voucher

Customer

$1 for $10 value

Up to $10 worth of service

Service Provider

Voucher

Used Voucher

$10 for voucher

Voucher

$10/trip subsidy
<table>
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<tr>
<th>Benefits of Travel Vouchers</th>
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<tr>
<td>Maximizes use of existing transportation services</td>
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<tr>
<td>Makes them more affordable</td>
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<td>Offers riders greater flexibility – user choice</td>
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<td>In more rural areas, travel vouchers – in combination with volunteer drivers – may be the only (lifeline) option</td>
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<td>Offers cost savings to sponsor vs. operating, contracting, or purchasing service</td>
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<td>Can induce and sustain transportation services</td>
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Some Vouchers Programs in ARC Region

<table>
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<tr>
<th>Relevant Examples</th>
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<tbody>
<tr>
<td>Cobb County</td>
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<tr>
<td>Cherokee County Senior Services</td>
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<tr>
<td>DeKalb County Office of Senior Affairs</td>
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<tr>
<td>Disability Link</td>
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<tr>
<td>East Pont NORC</td>
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<tr>
<td>Fayette Senior Services</td>
</tr>
<tr>
<td>Gwinnett County</td>
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<tr>
<td>Rockdale County</td>
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<tr>
<td>Senior Services – North Fulton</td>
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<tr>
<td>Douglas County</td>
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</table>
Common Elements of Region’s Voucher Programs

- Booklets of tickets sold to sponsored individuals
- Value of ticket books = $100 to $500
- Sold to sponsored individuals for 10% to 20% of value
- Some programs allow use of vouchers for volunteer drivers; some do not
What are Volunteer Driver Programs?

WHAT IS IT?
A sponsoring organization recruits, retains and manages a roster of volunteer drivers who are called upon to serve sponsored trips for eligible individuals

- Often limited service area, days and times, specific trip purposes
- Often last-resort trips – no other option
- Some programs are faith-based

WHO ARE THE DRIVERS?
Family or friend or a true volunteer (no connection)

WHO OWNS THE VEHICLE?
Typically the driver, sometimes the sponsoring organization

COST?
Driver reimbursed based on mileage; not paid for his/her time

SUPPORT SERVICES?
Some programs often operated in conjunction with meal delivery services, or other support services (e.g., bus buddies)
How Do Volunteer Driver Programs Work?

- **Sponsoring organization** recruits drivers, performs background check, checks for insurance coverage, and sometimes provides training.

- Some program have **driver agreements** (for indemnity/insurance purposes).

- Reimbursement is based on **predetermined mileage**.

- **Alternate ways** to assign trips to drivers:
  - Clients identify driver
  - Drivers work certain day and hours; manager loads up runs
  - Drivers pick trips to serve from a list (electronic ride board)

- Successful programs incorporate **driver retention efforts**.
What are the Benefits of Volunteer Driver Programs?

**Lifeline Transportation:**

- May be the only transportation available, especially in rural areas
- May be the only transportation available on certain days and at certain times
- May be the only transportation available for certain trip purposes

**Cost savings to individual vs. public/private alternatives**

**Cost savings to sponsor vs. operating, contracting, or purchasing service**
Some Volunteer Driver Programs in ARC Region

I Care Inc. in DeKalb — largest in region

Lutheran Services of Georgia in DeKalb County
  • Friends to Go

Lifelong Mableton in Cobb County — mirroring above

ITN America — New Atlanta Franchise under consideration in DeKalb

Turnkey operational assistance and software that supports:
  • Program / operations management
  • Trip booking and tracking
  • Volunteer driver recruitment and training
  • Volunteer driver roster
  • Volunteer driver payment

Volunteers who provide rides through ITN can choose to be:
  • Reimbursed
  • Earn points that can be used for family members or themselves
Coordinating Voucher and Volunteer Driver Programs

Coordination of programs could involve:

- Using a common voucher — recognizable by service providers
- Sharing of volunteer driver resources without “giving up” program

Consolidation could involve:

- One organization takes on regional management of programs
- Universal voucher and centralized database of volunteer drivers

Coordination paves the way to scale up

- Other counties will be able to leverage the common framework
Benefits of Coordinating or Consolidating Programs?

**REDUCES**
- Administration and administrative costs
- Barriers to volunteerism
  - Streamline recruitment, screening, training, insurance
  - Make it attractive!
    - Make it fun!
- Competition for drivers

**INCREASES**
- Likelihood of matching a driver to a trip
- Likelihood of provider acceptance of vouchers
  - The more business, the more vendor participation

**OTHER**
- Provides common training, standards and policies, marketing, liability insurance
- Unified branding increases visibility of program
- 1-click able to better support a unified program
- One consolidated program can lead with purpose and passion
- Paves the way to scaling up through a common framework
Potential Funding Sources

FTA Funds

- Mobility Management expenses
  - Section 5307 and/or Section 5310 funds
  - 80% federal participation (treated as a capital expense)

Human Services Funds

- 41 separate human service agency programs that will support vouchers and volunteer drivers, most noteworthy include:
  - Temporary Assistance for Needy Families (TANF)
  - Workforce Investment Act
  - Community Development Block Grant
  - Social Service Block Grant
  - Older Americans Act Title III Program
  - Developmental Disabilities Services
  - Veterans Medical Care Benefits
Lessons learned for existing programs

**Voucher programs**

- Wyoming Statewide Voucher program
  - Mileage vs. dollars
- Denver Access-a-Ride
  - Voucher-less program through centralized intake

**Volunteer drivers**

- Recruiting and retaining volunteers is essential
  - Rewards for referrals, prizes for lengthy service, etc.
  - Social media to recruit young volunteers
  - Partnerships with colleges for service projects
Challenges of Travel Vouchers?

- Requires a sponsoring organization and $$$
- Program administration
- Service provider recruitment
- Service provider monitoring/contract compliance
- Fraud and fraud control
- Liability issues
Challenges of Volunteer Driver Programs?

- Program administration
- Recruiting and retaining drivers — it’s hard!
- Same day issues (no shows, where’s my ride calls)
- Service quality monitoring
- Fraud and fraud control
- Insurance/liability issues
Challenges of Consolidating Programs?

Some volunteer drivers may be reluctant to volunteer for an unfamiliar organization or for unfamiliar customers.

- However, driver “ground rules” can be set up in driver profile.

Reaching agreement on standards and processes.
Implementation Steps – Part 1

- **Coordinating/consolidating voucher programs**
  - Is a grant necessary to plan/implement coordination/consolidation?
  - Determine a lead agency to administer the coordination/consolidation
  - Collect detailed information of each program
  - Sponsor/partners to collectively decide on Scenario A or B
  - Design/develop region-wide voucher format, booklets, sponsorships, voucher costs, etc.
  - Set up initial program manual
  - Develop provider agreements and enlist service providers willing to accept vouchers; execute agreements
  - Develop reimbursement mechanisms and fraud control measures
  - Develop reports for sponsors and evaluation criteria
  - Work as a liaison between existing program administrators
  - Evaluate program (6-12 months)
Implementation Steps – Part 2

- Coordinating/centralizing the volunteer driver programs
  - Is a grant necessary to plan/implement coordination/consolidation?
  - Determine a lead agency; same as above?
  - Collect detailed information of each program
  - Hold joint meetings with current programs to decide level of coordination or consolidation
  - Streamline program manuals
  - Seek and obtain insurance coverage for volunteer drivers
  - Develop volunteer driver agreements
  - Develop centralized roster and website (on 1-click?)
  - Develop reimbursement mechanisms (if not vouchers) and fraud control measures
  - Develop reports for sponsors and evaluation criteria
  - Identify service gaps and evaluate program (6-12 months)
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Strategy Integration

ARC Regional 1-Click

Regional Mobility Manager Network
- ARMMN website
- Information about volunteer programs + Rideboard

Travel Training
- Accessibility infrastructure database
- Accessibility infrastructure database + Common application
- Database of accessible taxis

Volunteers

Vouchers
- Information about voucher programs + Centralized management of vouchers

ADA Paratransit

Taxi
Workshop #2

Travel Training Programs
What are the Different Types of Travel Training?

**Intensive Travel Training** — one-on-one training *(e.g., for persons with severe disabilities)*

**Orientation and Mobility (“O&M”) Training** — one-on-one training for persons who are blind or visually impaired

**Travel Orientation / Travel Training “Lite”** — less intense guidance often in a group setting *(e.g., a senior center)*

**Travel Coaching** — even less intense but one-on-one training to assess and address areas of discomfort and ability to make a trip

**Bus Buddies** — one-on-one accompanying of seniors who are able to ride — but not comfortable with — public transportation

**Information and Referral Training** — remote coaching
How Does Travel Training Work?

**STUDENTS** – self-nominated or identified in eligibility or screening processes as potential students

**Travel Trainers or O&M Specialists** – trained professionals directly providing one-on-one training

**Travel Ambassadors**
- invited to provide group training at senior centers
- trained to make path-of-travel assessments
- can provide train-the-trainer services at agencies
- can also provide information and referral services

**Bus Buddies** – often senior center volunteers – seniors themselves or students as a community service project
Travel Training Support

Four types:

- **Link between eligibility determination and the Paratransit Agency travel training program**
  - Individuals that are not eligible for ADA Paratransit are referred to travel training. Travel training can also help conditionally-eligible customers use fixed route services more.

- **Use of accessibility infrastructure database to support path-of-travel assessments**
  - Database of infrastructure obstacles
  - Database can also be made for eligibility determination.

- **Travel Ambassador Program and the spectrum of training**
  - Most Intense
  - Least Intense
  - Travel training lite (with Travel Ambassadors) is one-on-one training for individuals who require a minimal level of assistance in order to use fixed route transit on their own.

- **Coordination with other travel training programs in the region**
  - Transit
  - disABILITY Link
  - CCT
  - For example: an agency could provide one type of training (e.g. one-on-one) for the region, while disABILITY Link could provide another (e.g. group training).
Benefits of Travel Training Programs

For the individual, travel training…

- Creates independence; no longer dependent on paratransit
- Creates more mobility, e.g., immediate and after-hour trips
- Changes people’s lives and their relationship to public services
- Is voluntary; no one forces travel training on an individual

For the sponsoring organization, travel training…

- Helps their clients/customers to live more independent lives
- Saves money, if the alternative is to operate, contract for, or purchase paratransit services
Travel Training Programs in the ARC Region

**MARTA**
- One-on-one intensive travel training for MARTA and MARTA Mobility customers

**disAbility Link**
- One-on-one intensive travel training

**Cobb County Transit**
- Travel training lite primarily to groups
- Travel orientation programs for special needs students, teachers, staff and parents; primarily aimed at how to use paratransit

**Center for Visually Impaired**
- O&M Training
Coordination or Consolidation of Travel Training Programs in the ARC Region

- **What kind of coordination or consolidation makes sense?**

**Alternative #1:** Certain organizations provide certain types of training. For example:

- Each transit agency provides their group training, travel training lite services, and information and referral services.
- disABILITY Link provides one-on-one intensive travel training for their own clients and (under contract) to transit agency customers.
- Center for Visually Impaired (CVI) provides O&M training to their own clients.
- ARC (as the AAA) helps senior centers implement Bus Buddy programs, and helps arrange group training sessions.
- Marketed through the 1-click?

**Alternative #2:** All travel training consolidated. For example:

- All agencies contract with disABILITY for all non-O&M training.
- All agencies contract with CVI for O&M training.
Benefits of Coordinated/Consolidated Travel Training

- **Reduce** administration and administrative costs
- Provides **consistent** training...and marketing
- Unified branding **increases visibility** of program
- **1-click able** to better support a unified program
- One consolidated program can lead with **purpose and passion**
- **Platform for scaling up**
  - Reach more people with a new curriculum
  - Training multiplier effect
Potential Funding Sources

FTA Funds

- Mobility Management expenses
  - Section 5307 and/or Section 5310 funds
  - 80% federal participation (treated as a capital expense)

Human Services Funds

- State Vocational Rehabilitation Services Program
- Centers for Independent Living
- Independent Living State Grants
- Independent Living Services for Older Individuals Who Are Blind
- Supported Employment Services for Individuals with Most Significant Disabilities
- Rehabilitation Services American Indians with Disabilities.
Challenges of Travel Training Programs

- **Screening** individuals onto the “prospect” list
- **Matching** the individual to the right type training
- **Selling** the benefits to the individual or care giver/family
- **Follow** through
- **Expectation management** for the individual (and care giver/family) and for the sponsoring organization

“How to do you eat an elephant?”
Challenges of Coordinated/Consolidated Travel Training Programs

- Reaching agreement on a standard curriculum for each type of travel training
- Giving up direct control
Implementation Steps

- ARC will convene a meeting of current program leaders
  - Explore whether certain types of training should be performed by specific agencies – to reduce duplication and costs
  - Implementation would include integrating best practices and procedures from other programs into manuals and a travel-training website

- Long-term goal: Centralization and Consolidation
  - Is a grant necessary to plan/implement consolidation?
  - Identify a lead agency to house all types of training:
    - Collect curriculum from all programs ➔ comprehensive manual
    - Phase in each type of travel training
    - Recruit and train staff; develop partnerships with HST agencies
    - Adopt accessibility infrastructure database for path-of-travel assessments
    - Develop marketing program and information for the 1-click
    - Develop reporting requirements and evaluation criteria
    - Recruit partners from areas where there are service gaps
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**Notes:**

- Travel Training and Paratransit are on Wednesdays.
- Taxis and RMM Network are on Thursdays.
- Locations vary: Harry West Rm A and Etowah.
Strategy Integration

Regional Mobility Manager Network
- ARMMN website
- Information about volunteer programs + Rideboard

Travel Training
- Accessibility infrastructure database

Regional 1-Click
- Accessibility infrastructure database + Common application
- Database of accessible taxis

Volunteers

Vouchers
- Information about voucher programs + Centralized management of vouchers

Taxi

ADA Paratransit
Coordination Strategies for the Region’s Paratransit
What are the Coordination Strategies?

**Reciprocal acceptance of “visiting” ADA paratransit customers**
- Example: a Cobb County paratransit customer could request an intra-Atlanta trip on MARTA Mobility by calling Mobility

**Common ADA paratransit client (and trip) eligibility process(es)**
- Example: common form and common evaluation process
- Migration to in-person functional assessments?

**Identifying accessibility improvements that enable more paratransit customers to use fixed-route services**
- Somewhat connected to conditional eligibility determination
How Would Reciprocal Eligibility Work?

**Precedents for the reciprocal eligibility already exist:**

- Transfer trips between systems already accommodated
- 21-day visitor status required by the ADA

**Alternative approaches:**

- Require visitor applications but extend to one year for regional visitors
- Systems can share customer databases (e.g., a daily electronic transfer of client information from one system to another)
- Potentially, a master client list could be kept on the 1-click and downloaded to each system on a daily basis

**Policies for reimbursing “home” agency for net cost would have to be agreed upon**

- By way of a MOU or contract (much like with transfers)
Regional ADA Paratransit Customer Reciprocity

The Basic Idea: An ADA customer of one transit service area is allowed to use service in another transit service area (not as part of a transfer) without having to apply for a guest or visitor pass.

Example:

Cobb County
(Cobb County Transit)

Atlanta
(MARTA)

Cobb County
(Cobb County Transit)

Atlanta
(MARTA)

Cobb to Atlanta
Atlanta to Cobb
Within Atlanta

With regional reciprocal visitor acceptance, a Cobb County Transit (CCT) customer books a round trip ticket to Atlanta (MARTA) with transfers between CCT and MARTA to arrive at their destination in Atlanta. Once in Atlanta, the customer wishes to travel within Atlanta without applying to be a visitor on MARTA mobility. Regional reciprocal acceptance allows this to occur.

This current system allows customers to travel from Cobb county to Atlanta with a transfer and return.

How It Could Work:

Option 1: Sharing ADA paratransit customer databases

Option 2: Regional ADA Paratransit customer database is maintained on the 1-Click and downloaded to each transit agency daily
What are the Benefits of Reciprocal Eligibility?

- Allows for intra-area trips made within other regional system service areas
- Facilitates arrangements of transfer trips *(assuming transfer trips are still mandated)*
Examples of Reciprocal Eligibility Policies

Contra Costa County Transit Agency’s Reciprocal Eligibility Database

- Centralized database that systems consult – no electronic transferring

King Co. Metro Access (Seattle) / Pierce Transit SHUTTLE (Tacoma)

- Joint eligibility agreement; inter-system transfers arranged by home system; customer files shared 1 by 1; customers only pay fares in home area; no inter-agency subsidy reimbursement

ACCESS in Allegheny County, PA (Pittsburgh)

- Zone-based service providers; client eligibility information downloaded daily to providers’ (different) software systems
The Region’s ADA Paratransit Client Eligibility Processes

Currently 4 different client eligibility processes

Currently 4 different application forms

Current processes have proven to be not as accurate as processes with in-person interviews and functional assessments

Current processes have been shown to result in:

- More applicants and more trips made by customers who would otherwise be deemed conditionally eligible or ineligible
- More trips = higher costs
Benefits of a Common Approach and Form

- A common process will support regional reciprocity

- Common forms supporting a common process can be centrally accessed, e.g., on the 1-click system
Benefits of a Common Approach and Form

Common Eligibility Forms and Process

The Basic Idea: All regional transit providers would have the same eligibility application process to ensure consistency throughout the region and pave the way for a common approach to in-person functional assessments.

Current Eligibility Process: Mailed paper application

- CCT
- Transit Agency
- GCT
- CATS

Each transit provider has its own unique eligibility forms and process.

Common Eligibility Process: Online application

- CCT
- GCT
- CATS

For example: An ADA Paratransit customer living in Cobb County completes the eligibility determination form online through the ARC 1-Click. This information is then forwarded electronically to the regional transit agencies: Cobb County Transit, MARTA, Gwinnett County Transit, Cherokee Area Transportation System.

How it Could Work:

- Customer and their healthcare provider complete the Common Eligibility Application Form online (through the ARC 1-Click)
- Completed form is automatically sent to the “home” transit agency (e.g. Cobb County Transit) and stored in the regional customer form database on the ARC 1-Click.
- Transit agencies review and approve the submitted application and determine eligibility.
- Database(s) shared with all transit agencies daily (see Option 1 and 2 of the Regional Reciprocal Visitor Acceptance).
In-Person Interviews and Functional Assessments

The Case for In-Person Interviews and Functional Assessments for ADA Paratransit Eligibility Certification

Mailed-in Paper Application
1. Applicant completes/submits “Part 1”
2. Healthcare provider completes/submits “Part 2”
3. Transit Agency Staff determines eligibility

In-Person Interview and Functional Assessment
1. Applicant completes/submits application
2. Transit Agency staff arranges for in-person interview/functional assessment
3. Interview/functional assessment conducted by Transit Agency staff or contractor
4. Eligibility/conditional eligibility determined

Administrative cost
- Number of applications
- Number of applications approved
- Conditionally eligible customers
- Trips
- Operational cost
What are the Challenges of Reciprocal Eligibility?

- **For extended visitor applications**, reminding customers of expiration dates
  - Perhaps automatic update based on usage
  - Per inter-agency agreement

- **For shared databases**, logistics of downloading (or access) need to be worked out

- Policies need to be worked out for things like no-show abuse in another area
What are the Challenges of Common Approach?

- Must **re-train** eligibility staff
- Must **replace** forms
What Transit Agencies Employ In-Person Functional Assessments?

- Virtually all major US transit agencies have implemented in-person functional assessments…except:

<table>
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<th>System</th>
<th>Location</th>
<th>FY 2012 Trips</th>
<th>Type(s)</th>
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<td>Outreach</td>
<td>Santa Clara County</td>
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<td>ADA/Agency</td>
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<td>RIPTA The Ride</td>
<td>Rhode Island</td>
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<td>MARTA Mobility</td>
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<td>ADA</td>
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<td>Omnitrans Access</td>
<td>San Bernardino</td>
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<tr>
<td>MTS Access</td>
<td>San Diego</td>
<td>475,000</td>
<td>ADA</td>
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<tr>
<td>RTA’s Dial-A-Ride</td>
<td>Riverside County</td>
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- MBTA in Boston had been the largest but just implemented in-person functional assessments last year (with NN’s assistance)
Potential Funding Sources

Limited funding required

- Limited to no defined program costs
- In-house work task by the participating transit agencies
- Easter Seals can provide free technical assistance

FTA Funds (if needed)

- If consultant services are required to prepare procedures and policies
- FTA Planning funds
Implementation Steps — Part 1

- **Regional ADA Paratransit Coordination**
  - Convene transit agencies to discuss reciprocal visitors program and adopt process
  - Develop a common ADA eligibility process and application form
  - If in-person assessments, possible RFP to obtain a third-party eligibility contractor — for region? One transit agency to act as lead
  - Have proposers propose facility, to be transferred if contract transitions

- **Target Accessibility Improvements**
  - Adopt/create accessibility infrastructure database — housed on 1-click?
  - Used by eligibility determination specialists for trip-by-trip eligibility
  - Analyze conditionally-eligible trips that would be ineligible for ADA paratransit service if accessibility infrastructure were to be improved
  - Prioritize accessibility improvements based on analysis
  - Co-sponsored by transit agency with prospective savings?
If Migration to In-Person Assessments…

- 4 transit agencies might consider co-procuring an eligibility determination contractor
- MARTA could take lead as contracting agency
- Payment based on a fee per assessment
- Other transit agencies reimburse MARTA based on residence or applicant
- Multiple assessment locations – one in each area?
## Mobility Management Strategies for ARC Region

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Strategy Integration

ARC Regional 1-Click

- Regional Mobility Manager Network
  - ARMMN website

- Travel Training
  - Accessibility infrastructure database

- Volunteers
  - Information about volunteer programs + Rideboard

- Vouchers
  - Information about voucher programs + Centralized management of vouchers

- Taxi
  - Database of accessible taxis

- ADA Paratransit
  - Accessibility infrastructure database + Common application
Transit Agency’s Use of Taxis
The Concept

The strategic use of taxis can help reduce costs of ADA paratransit services.....TCRP Report 121 (NN)

Integrated use of taxis in ADA paratransit

Supplemental use of taxis to reduce ADA demand

Infusion of accessible taxis bolsters both strategies
Integrated Use of Taxis for ADA paratransit trips

Assigning certain ADA trips to taxis

- rather than scheduling those trips onto ADA paratransit vehicles – can reduce the overall unit cost per trip.

How?

By assigning the trips to taxis that negatively affects productivity

- e.g., peak over flow trips, trips in low-demand areas or low-demand times, long, out-of-the-way trips, re-emerging no-shows
How it Works and Case Study

Transit agency enters into an agreement with one or more taxi companies or associations

- **Agreement includes:**
  - Per mile rate, with each trip flat rated based on GIS mileage
  - Service performance standards
  - Requirements for driver training, drug and alcohol testing, vehicle insurance, how to handle same-day issues
  - Special driver and vehicle certification may be required (LA)

- **Case study: Nashville MTA**
  - 15% assigned to American Taxi, contributed to....
  - Huge improvement in productivity of in-house dedicated fleet
Supplemental Use of Taxis to Reduce ADA Demand

Taxi subsidy program, offering same-day/immediate service to ADA customers

The Bet:
Savings from diverted trips is more than subsidies for new trips generated

Bonus:
Program provides a new mobility option for ADA customers

A win-win
How it Might Work and Case Studies

- Transit agencies contract with taxi companies
- More than one taxi company needs to be involved; customers must have choice – per FTA policy, *(if FTA funds are to be used)*
- **Best practice:** voucherless systems, where requests come through centralized call center *(same as ADA paratransit)* – prevents fraud and reduces administration
- **Case studies:** Denver, Houston, Chicago
- MBTA in Boston is in implementing phase
How it Might Work (cont.)

**HOW A TAXI SUBSIDY PROGRAM MIGHT WORK**

### ASSUMPTIONS

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<th>Transit Agency</th>
<th>Taxi Subsidy Program</th>
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<tr>
<td>Cost/trip: $37</td>
<td>If Base Fare: $2.50</td>
</tr>
<tr>
<td>Less Fare: $4</td>
<td>If Subsidy: $11.00</td>
</tr>
<tr>
<td>Subsidy: $33</td>
<td>Customer can make</td>
</tr>
<tr>
<td></td>
<td>a 5.5 mile trip for</td>
</tr>
<tr>
<td></td>
<td>$2.50; pays average</td>
</tr>
<tr>
<td></td>
<td>for longer trips</td>
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### OUTCOMES

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<th>Cost Reduced if:</th>
<th>Cost Increased if:</th>
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<td>Less than 2 new trips are generated for each diverted ADA trip</td>
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**Example:** Transit Agency has $100,000 to invest on taxi subsidy pilot program

$100,000 = 9,090 trips (based on $11/trip subsidy) or max of 25 trips/day

If 3,030 are diverted and 6,060 are new, **Transit Agency breaks even.**
If 6,060 are diverted and 3,030 are new, **Transit Agency saves $100,000.**
If 4,545 are diverted and 4,545 are new, **Transit Agency saves $50,000.**
Infusion of Accessible Taxis

While not critical to either strategy...

• Provide additional opportunities for schedulers and dispatchers
• Enables customers using wheelchairs to access the taxi subsidy program

Who buys accessible taxicabs?

• Transit agencies? FTA Section 5310 funding
• Municipalities? Incentives for special permits? (NN Atlanta study)

Vehicles leased to taxi contractors

With steady stream of business, more drivers (independent contractors) willing to operate accessible taxicabs

Accessible taxicabs bonus for the disability community
Use of Taxis for ADA and Non-ADA trips

**ADA Paratransit Customer**

- Requests an ADA trip, as usual
- **USE OF TAXIS FOR ADA PARATRANSPORT TRIPS**
  - Reduces unit cost (3% - 10%) by diverting less productive trips to taxis and increasing productivity of dedicated fleet
  - Additional resource for schedulers and dispatchers

- Requests a non-ADA trip
- **TAXI SUBSIDY PROGRAM FOR NON-ADA TRIPS**
  - Reduces ADA demand and may reduce cost if new trip subsidies do not exceed savings from diverted trips
  - New mobility options for same-day, after-hours, and out-of-area trips
  - Number of subsidized trips/day can be capped
  - Expandable to other sponsors

---

**INFUSION OF ACCESSIBLE TAXIS**

- **WITH INFUSION**
  - Schedulers and dispatchers have more options
- **WITH INFUSION**
  - Program expanded to include wheelchair users
Potential Funding Sources

FTA Funds

- Section 5307 and/or Section 5310 funds
  - Vehicle acquisition
    - Capital expense - 80% federal participation
    - Title must be held by the designated recipient
  - Payment for actual taxicab trips
    - Operating expense – 50% federal participation

Human Services Funds

- 41 separate human service agency programs that will support use of taxicabs, most noteworthy include:
  - Medicaid
  - Children’s Health Insurance program
Implementation Steps – Part 1

- Convene a meeting of the region’s transit agencies
- Decide whether further exploration of integrated and/or supplemental use of taxis is desired
  - Each transit agency can make a separate decision
- If integrated into ADA paratransit, the steps include:
  - Determining the optimum service mix (e.g., with OptiRun)
  - Determining which taxi – and livery – services might have sufficient and available capacity; might mean more than one contract
  - Discuss with companies ADA/local requirements (driver D&A policies, vehicle insurance coverage); implement a certification program
  - If many contractors, transit agency might wish to retain a NDSP broker
  - Develop and execute NDSP broker or provider RFP and contract(s);
  - Payment based on pre-determined mileage and negotiated rate
  - Check-on taxi assignment capabilities in current software
  - Obtain technology for NDSP same-day issues
  - Evaluation in 6-12 months to determine reduction in unit cost per trip
Implementation Steps – Part 2

- If supplemental (non-ADA) taxi subsidy program, steps include:
  - Determining which taxi – and livery – services might have sufficient and available capacity; more than one contract needed to avoid certain FTA policies
  - Decide on design: vouchers or voucher-less; subsidy/co-payment ground rules
  - If voucher-less, does transit agency have infrastructure for intaking calls; set-up separate phone number; check-on software functionality to forward requests and taxi choices
  - If vouchers, design/develop region-wide voucher format, booklets, sponsorships, voucher costs, etc.
  - Set up initial program manual
  - Develop provider agreements and enlist service providers (above) willing to participate in program; execute agreements
  - Develop reimbursement mechanisms and fraud control measures
  - Develop reports for sponsors and evaluation criteria
  - Evaluate program (6-12 months) to see whether net savings accrues to transit agency
  - Expansion to other sponsoring organization
Implementation Steps – Part 3

- **Infusion of accessible taxis (by transit agencies or City/County):**
  - If by transit agency:
    - Is grant funding needed? E.g., FTA 5310 – 80/20 split, local match?
    - Transit agency to develop vehicle specifications, e.g., ADA accessible; gas vs. CNG; side vs. rear access
    - How allocated to taxi companies?
  - If by City/County:
    - Municipality to issue accessible taxi permits/medallion, or
    - Municipal fund and/or incentive program (discounted permits, operational incentives) reduces taxi owner costs
    - Beyond transit based programs, is a central dispatch contractor needed, so that customers can call just one number (e.g., Hailo)
  - Evaluate program (6-12 months)
    - To what extent are accessibility features used (by transit agency customers, by general public)
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- Taxi

- Vouchers
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- Volunteers
Workshop #5

Regional Network of Local Mobility Managers
Why Create a Regional Network of Local Mobility Managers?

Mobility Managers in the Atlanta region wear many hats

- Policy coordinators
- Operations/service brokers
- Customer travel navigators
- Managers of county transportation voucher programs

A regional network provides a platform for collaboration

- Ongoing training and technical assistance
- Sharing information / collaborating on projects
- Organizing quarterly meetings and conference calls
Local Mobility Managers in the Atlanta Region

Mobility Managers in the Atlanta Region

Mobility Manager Locations

- Atlanta Regional Commission (ARC)
- Cobb County DOT / Cobb Transit
- DeKalb County Office of Senior Affairs
- Toco Hills NORC (Naturally Occurring Retirement Community)
- Fayette Senior Services
- Cobb Douglas Community Services
- The Center for Pan Asian Community Services
- Meyer-Balser NORC (Naturally Occurring Retirement Community)
- disABILITY LINK
- Gwinnett County Senior Services
- Rockdale County Senior Services
- Senior Services North Fulton
- Cobb County Senior Services
- Clayton County Senior Services
- East Point NORC, Outreach Coordinator
- Marcus Jewish Community Center of Atlanta
- NORC Program Manager, Jewish Federation of Greater Atlanta
- Douglas County Department of Transportation
- Pearl Transit
Atlanta Region Mobility Manager Network (ARMMN)

Online portal containing resources for the local mobility managers:

- A centralized repository for coordination procedures, best practices, program manuals, etc.
- A link to voucher program details available on the ARC website
- Materials for all the priority mobility management strategies developed through the ARC One-Click and MM Implementation project
- Events calendar for training opportunities, network meetings (e.g., HST Advisory Committee meetings), and relevant events
- ARMMN Blog for posting current news regarding transportation and coordination (local, state, and federal)
- GoToMeeting platform for conducting quarterly conference calls with the group
Potential Funding Sources

Options

- Rural Technical Assistance Program (RTAP) funds
- FTA Mobility Management expenses for “short range” actions
  - Start-up, organization, and first year financing
  - Section 5307 and/or Section 5310 funds
  - 80% federal participation
- Membership fees
Implementation Steps

- Initial steps led by ARC
  - Mobility Manager kick-off with CTAA training
  - ARMMMN website platform (on 1-click?)
    - Gather and post mobility management strategy information, events, trainings, etc.
    - Develop the ARMMMN blog and post 5-10 articles
  - Create an email blast to mobility managers and staff
  - Convene first conference call
  - Work with a lead mobility manager to provide ongoing support
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