



**Final Report Delaware County Coordinated
Public Transportation Implementation Study
Locally Developed Public Transit Human
Services Coordinated Plan**

Prepared for Delaware County, NY

February 22, 2011



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I. INTRODUCTION

The information contained in this study was compiled from research, analysis, and a series of interviews and meetings with human service agencies, nursing homes, various non-profit organizations, and local officials throughout Delaware County and selected neighboring communities. Stakeholders representing each of the previously mentioned organizations participated in the planning effort which was coordinated by RLS & Associates, Inc. and the Community Transportation Association of America (CTAA).

In addition to the research completed since the kick-off of the study (January 2010), the activities and facts in this plan also include the collaborative efforts of the local project steering committee which took place prior to the kick-off meeting. The CTAA became actively involved with stakeholders from Delaware County approximately one-year prior to initiation of this project. The CTAA has provided valuable guidance to the stakeholders; guidance which led to the decision to move forward with the coordinated transportation planning effort and to hire RLS & Associates, Inc. to assist with the feasibility study, needs assessment, and implementation plan. The U.S. Department of Agriculture (USDA), Rural Development, and New York State Department of Transportation (NYSDOT) provided funding for this Implementation Study and Coordinated Public Transit-Human Services Coordination Plan for Delaware County. The United Way of Delaware and Otsego Counties is the designated recipient for the study. The Rural Passenger Transportation Technical Assistance Program is an Equal Opportunity Program.

Historical and current references for this Plan include the 1992 Coordinated Public Transportation Plan for Delaware County, New York. Relevant facts from that plan were incorporated into this study as supporting information. Other relevant local and historical references include the Community Health Assessment for Delaware County, 2010-2013; Delaware Valley Hospital 2010-2012 Community Service Plan; and the Community Needs Assessment 2005, United Way of Delaware and Otsego Counties. Regional documentation sources include Schoharie County Transportation History (1974-2007).

The purpose of the study and planning process is to assist Delaware County with the development of a new coordinated public transportation program (CTP). Ultimately, a CTP in Delaware County could become an opportunity for the local stakeholders to collaborate and ultimately develop a transportation system that maximizes the impact of the existing transportation related resources by improving access to medical and agency services, employment opportunities, job training, shopping, and all other destinations. Such a coordinated transportation program is intended to improve the quality of life for all Delaware County residents as well as the economic development of the area.

II. DEMOGRAPHICS OF DELAWARE COUNTY

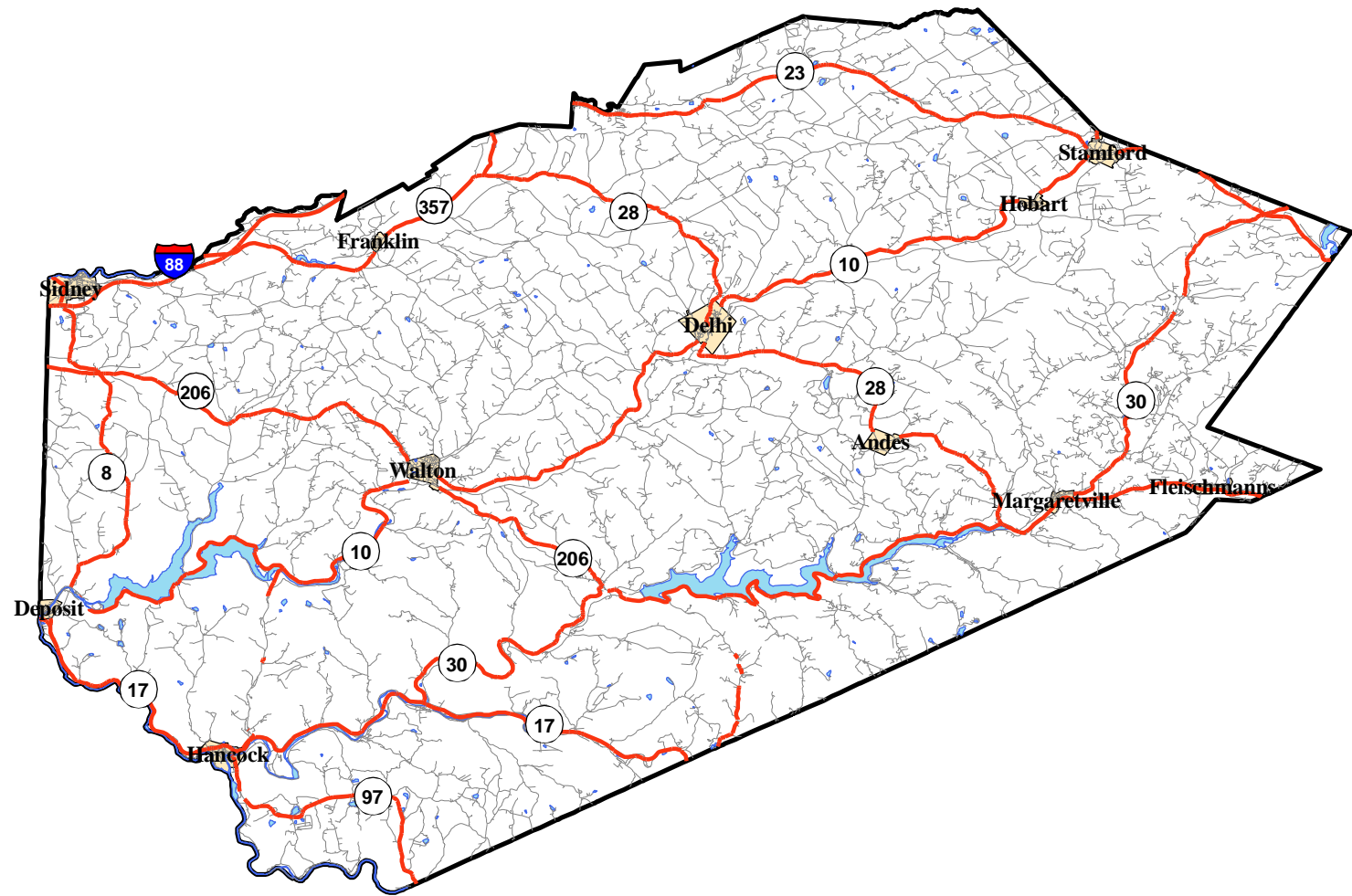
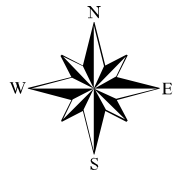
OVERVIEW OF STUDY AREA





Delaware County is located in south central New York State, on the western edge of the Catskill Mountain region. The county covers 1,446 square miles. It contains the largest unfiltered water supply in the United States, supplying water to New York City and parts of Westchester, Putnam, Orange, and Ulster counties. Delaware County is the fourth largest of New York's 62 counties. The county borders seven counties (Broome, Chenango, Greene, Otsego, Schoharie, Sullivan, and Ulster), in addition to the State of Pennsylvania. It is New York's fifth most rural county with a population density of only 32 persons per square mile. It also has the State's largest older adult population.

Delhi, the county seat, is located near the geographic center of the county, and has a population of approximately 2,574. Delhi is a destination for some service related, work, educational, business, shopping and governmental trips, but many trip destinations are in communities on the outer edges of the county, such as Deposit and Sidney, or beyond the county in communities of Oneonta, Cooperstown, and Binghamton.

The Catskill/Delaware Watershed, due to its regulations and size, limits the economic development of the county thereby constraining new businesses that could bring additional employment opportunities. Constrained business growth restricts the county's tax base, resulting in a tighter budget for a county that needs roads paved, health care options, and is one of the few New York State counties without public transit service. There are, however, intercity bus services operating through the county, as well as a network of human service agencies which operate transportation programs for their own clients, and some private taxi and non-emergency ambulance operators.

Given the size and location of the county, it is often challenging for citizens to access transportation other than a personal automobile to and from work and medical appointments because they are either not available or cost prohibitive. Exhibit I.1 is an illustration of the major roads and communities in Delaware County.



-  Major Streets
-  Streets
-  Lakes & Rivers
-  Designated Places

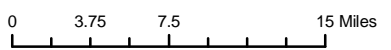


Exhibit I.1: Location Map Delaware County, NY

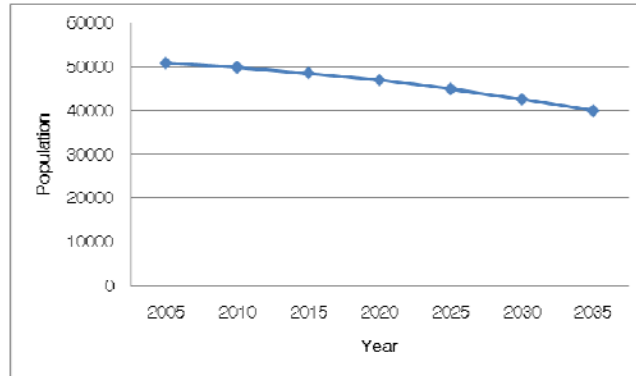
Coordinated Public Transportation Plan

POPULATION

Population Projections

According to information provided by New York State’s Department of Labor between the years 2005 and 2035, it is estimated the population of Delaware County will decrease by 21.21 percent. The total population is estimated to fall from 50,582 in 2005 to 40,068 in 2035.

Exhibit II.1: Population Trend, Delaware County

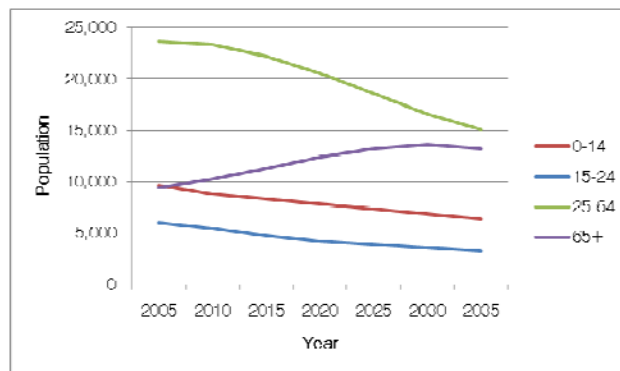


Source: New York State Department of Labor

Population Distribution by Age

The largest age group in Delaware County is for people between the ages of 25 and 64. However, this age group is projected to decrease by over 35 percent by 2035. The age groups 0 to 14 and 15 to 24 are also projected to decrease during the same time period. The opposite effect is true for the 65 and older age group. It is projected that this age group will increase in size by over 40 percent. In 2035 it is estimated that people 25 to 64 will outnumber individuals 65 and older by only 1,815.

Exhibit II.2: Population Projections by Age

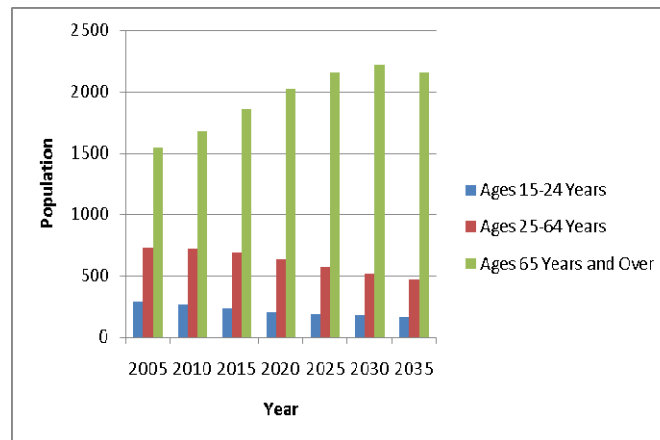


Source: New York State Department of Labor

Individuals with Disabilities

The projection of individuals with disabilities shows an increase in the 65 and older population with disabilities. It is estimated that by 2035 16.3 percent of all individuals 65 and older in Delaware County will report having a disability. Of the ages 15 to 24 and 25 to 64 it is projected that individuals who report having a disability will decrease. By 2035 it is expected that of individuals between the ages of 15 to 24, 3.1 percent of the total population, will report having a disability and 4.4 percent of individuals ages 22 to 64 will report having a disability.

Exhibit II.3: Projected Population with Disabilities



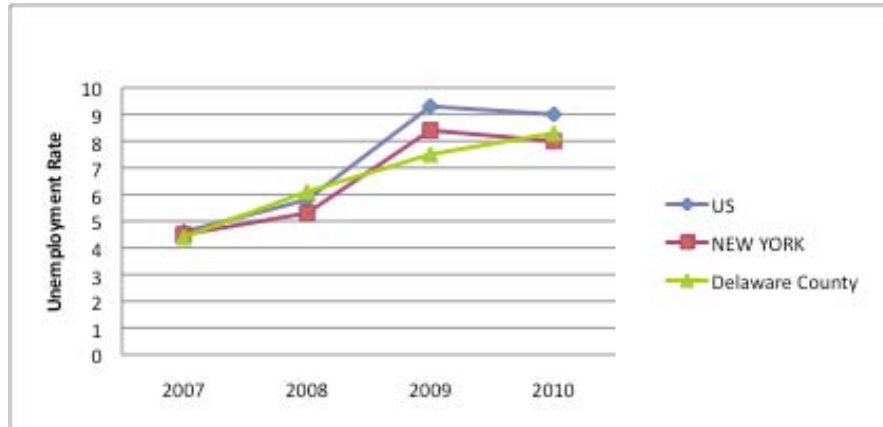
Source: New York State Department of Labor

INDUSTRY AND LABOR FORCE

Unemployment

Major employers in Delaware County were in education, manufacturing, and retail trade. According to the Department of Labor, the Delaware County labor force was composed of approximately 22,566 people as of January 2009. The chart below compares the unemployment rates of Delaware County, the State of New York, and the United States (U.S.). The unemployment rate for Delaware County shows an increase, but continues to remain lower than the unemployment rate of the U.S. but surpasses the New York State unemployment rate in 2010.

Exhibit II.4: Unemployment Rates



Source: US Department of Labor

Employment and Earning

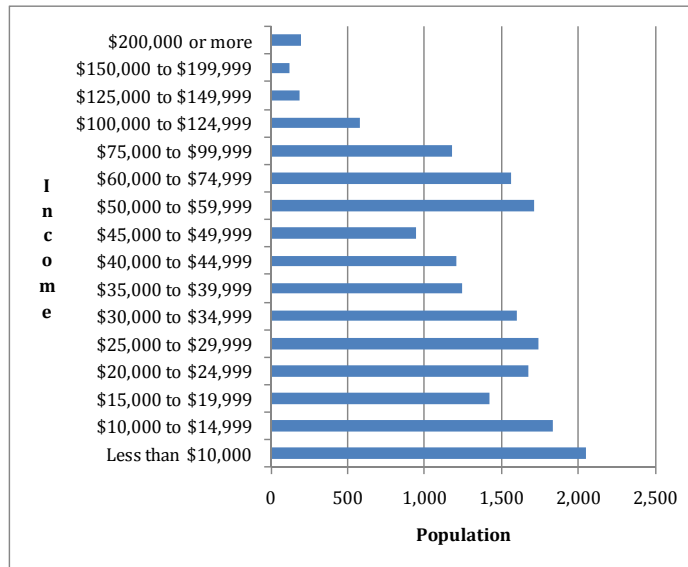
The U.S. Census reported that the per capita income of Delaware County in 1999 was \$17,357. The highest percentages of local employment were in Education (26 percent), manufacturing (14.5 percent), and retail trade (10.3 percent).

ECONOMIC PROFILE

Household Income Measures

The chart below illustrates the household incomes for Delaware County in 1999. According to the U.S. Census, the majority of households earned less than \$10,000 annually. The second largest number of households earned between \$10,000 and \$14,999. Sixty percent of households earned less than \$40,000 a year.

Exhibit II.5: Household Income, 1999

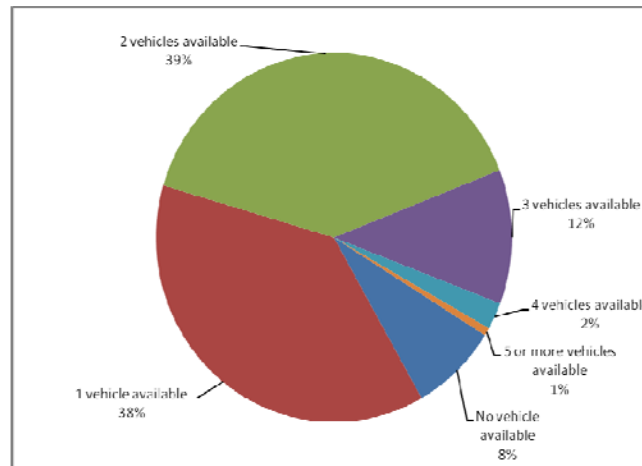


Source: US Census

Zero-Vehicle Households

Zero-vehicle occupied housing unit status is another indicator of poverty. According to the 2000 U.S. Census Data, there were a total of 1,528 out of 19,270 (or 8%) occupied housing units in Delaware County with no access to a vehicle. Exhibit II.6 illustrates the number of vehicles per household.

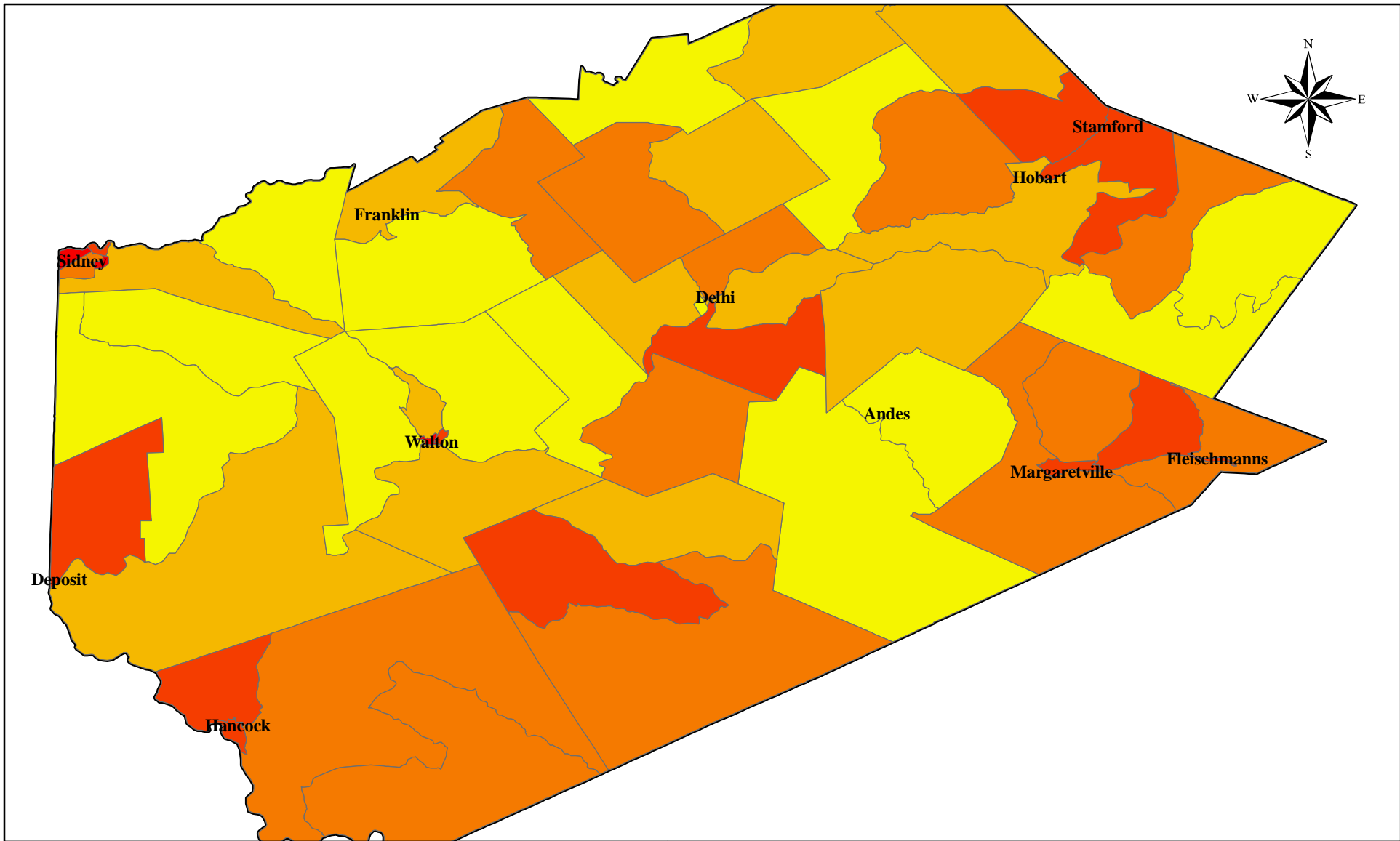
Exhibit II.6: Number of Vehicles per Household



Source: US Census

The number of vehicles available per household is an indicator of income in rural areas. There are 1,575 households without access to a vehicle in Delaware County (according to the 2000 U.S. Census

Bureau). This number was 8.2 percent of the total households in the county and was slightly lower than the percentage of zero vehicle households for the United States (8.8 percent). The number of zero vehicle households in the State of New York is significantly higher than other states due to the public transportation services available in New York City, Buffalo, and other major cities within the state. Exhibit II.7 illustrates the density of zero vehicle households in Delaware County.



Census Block Groups

- 0.0% - 2.98%
- 2.981% - 5.944%
- 5.945% - 10.12%
- 10.13% - 19.73%
- 19.74% - 29.71%



Exhibit II.7: Percentage of Zero Vehicle Households as a percentage of Occupied Housing

Coordinated Public Transportation Plan

Trip Generators

III. MAJOR TRIP GENERATORS & MAP SUMMARIES

POPULATION DATA AND TRIP INFORMATION

Major trip generators are those destinations that attract visitors either by choice or need. People are required to travel to work to retain employment. Medical appointments, social service agency appointments, grocery and pharmacy shopping are life sustaining necessary trips. An example of a choice trip would be a visit to a local restaurant, entertainment facility or leisure shopping sites.

This chapter includes several maps of trips generators for the various population segments of Delaware County including an overlay of the ARC routes and Delaware Opportunities major destinations.

Assisted Living Centers and Nursing Homes

There are some nursing homes in Delaware County, including Countryside, Mountainside, and Robinson Terrace, but there are no assisted living centers in the county. There are seven assisted living centers located in contiguous counties that are popular destinations for some Delaware County residents. These sites are frequent trip origins and destinations for older adults, individuals with disabilities and their families and friends. Exhibit III.1 illustrates the locations of these centers.

Child Care Centers

Child care centers provide a safe environment for children whose parents are at work; these centers fulfill a vital role for working families. Eighteen child care centers are located in the region, though only five are located within Delaware County. Exhibit III.2 illustrates the locations of these centers.

Colleges and High Schools

There are several educational facilities in Delaware and the surrounding counties that are trip generators for county residents, not only for educational purposes, but also as major employers. There are seven facilities located outside the county and five within the county. These facilities are illustrated in Exhibit III.3.

Hospitals, Dialysis, and Other Medical Facilities

Exhibit III.4 illustrates the locations of hospitals, doctor offices, treatment centers, and other health services used by Delaware County residents. Eleven are located within the county. There are over 17 medical facilities located in the contiguous counties that are trip generators for county residents.

No dialysis centers are located within Delaware County, forcing county residents to travel long distances for treatment. Four centers are located in the surrounding counties. The shortest distance to a dialysis center from the Delhi (the county seat) is to Oneonta, which is in Otsego County.

Major Employers

A list of the major employers in Delaware County was provided by the Delaware County Economic Development Office. The location of the largest employers is illustrated in Exhibit III.5. Employers represent potential trip generators for employment-related transportation services.

Older Adults

According to the U.S. Census 2006-2008 three-year estimates, there are 8,829 older adults (age 65 and over) or 19.1 percent of the Delaware County population. This is higher than the state average of 13.2 percent and the nation's average of 12.6 percent. Exhibit III.6 shows the highest concentration of older adults living in Sidney, Walton, Hancock, and Margaretville.

Population Density

Population density represents the number of residents per square mile and is most commonly used to measure the potential use of public transportation services. Density is used in conjunction with trip generators (common origins and destinations of the general population). Exhibit III.7 illustrates the highest populated areas of Delaware County are Sidney, Hancock, Delhi, and Walton.

Transit Propensity

Transit propensity measures the likelihood of public transportation ridership by applying a formula that accounts for the population density, older adult population density, and number of zero vehicle households. These factors are included in the formula because they represent characteristics of the population that most likely coincide with using public transportation in rural areas. Older adults and households without vehicles in rural areas are more likely to use available transportation services than other populations. The transit propensity by U.S. Census Block Group Delaware County is shown in Exhibit III.8. Based on this analysis, areas with the highest propensity (or likelihood of ridership) are Sidney, Hancock, Walton and Margaretville.

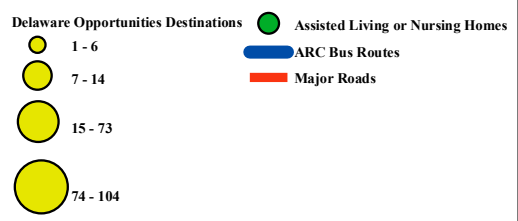
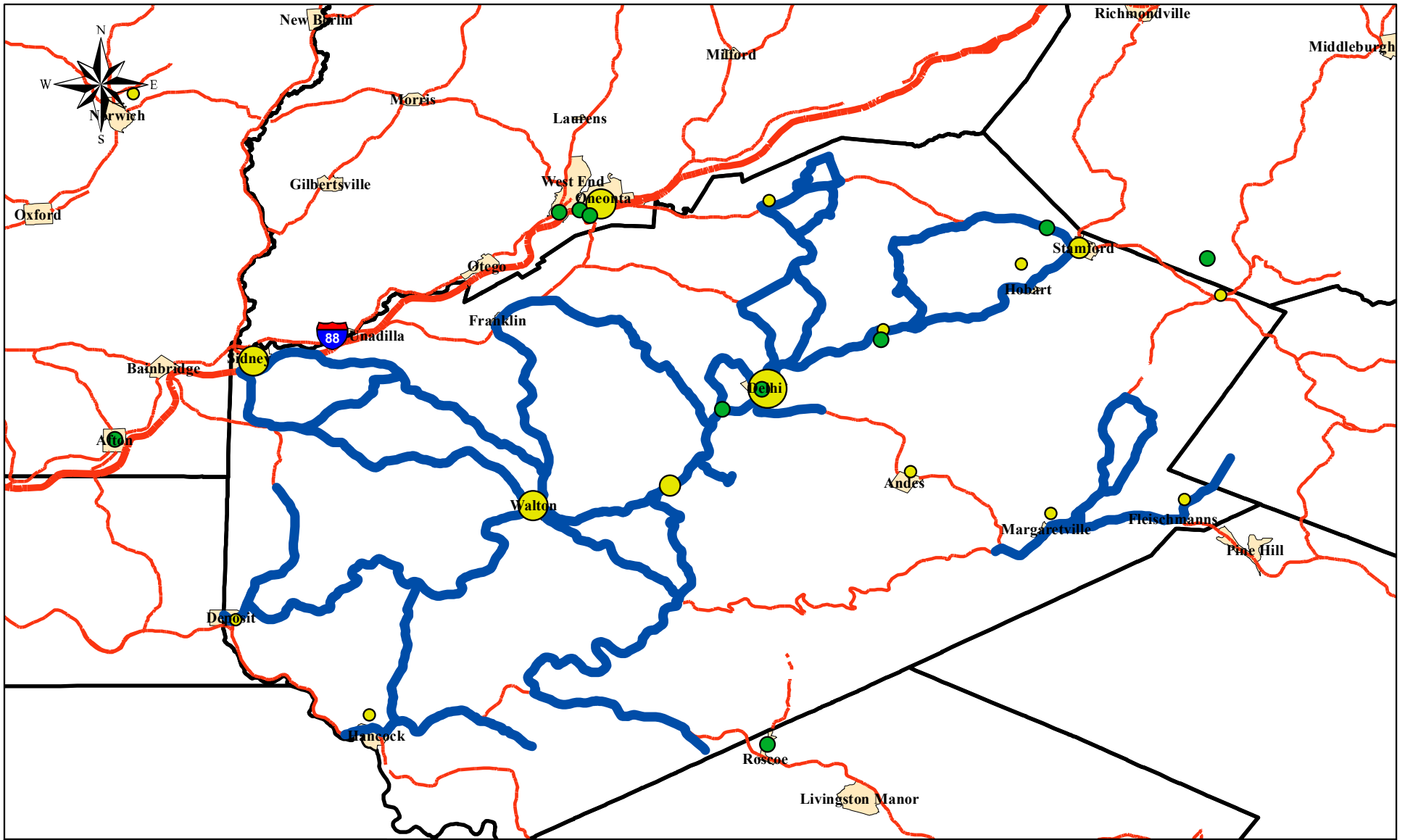
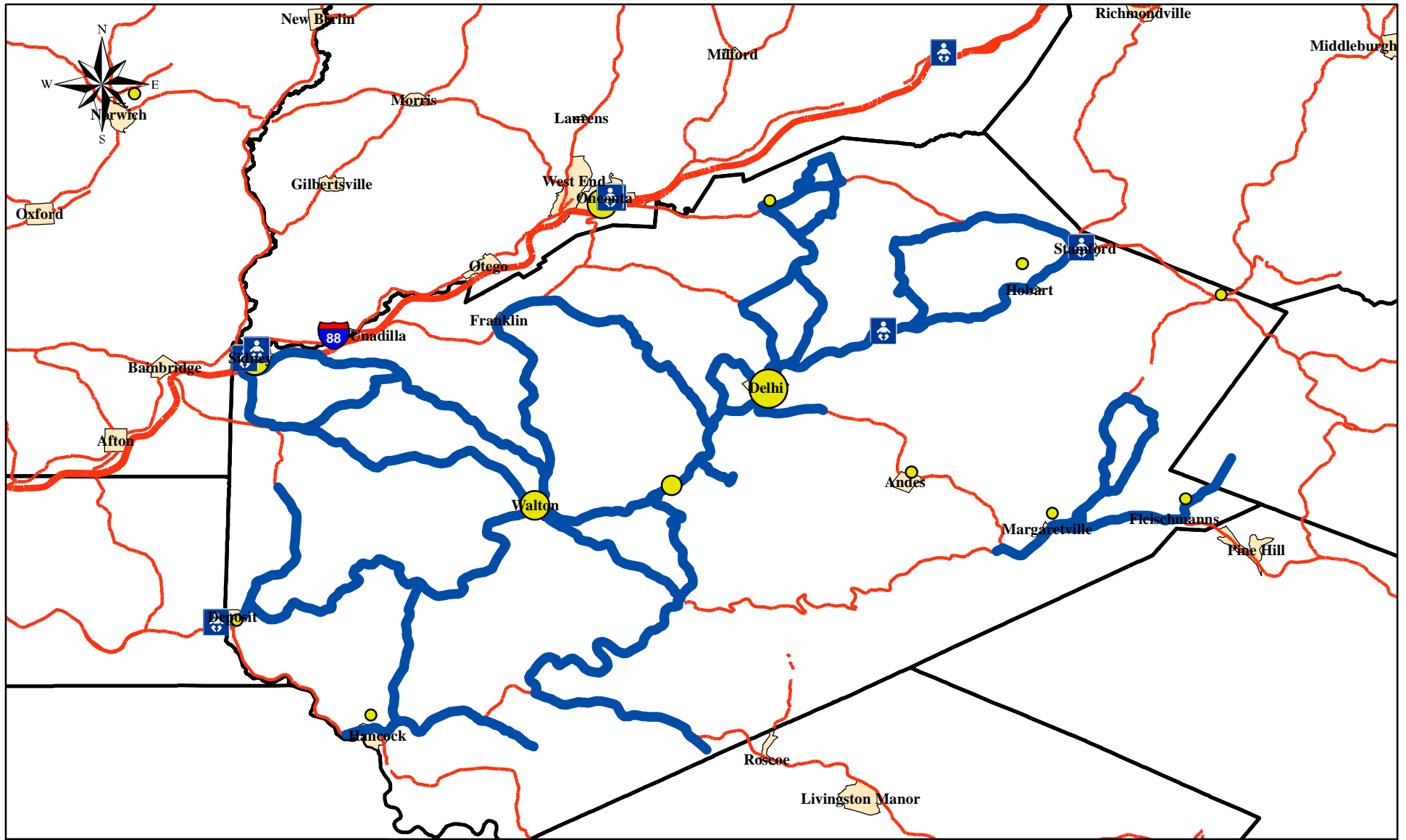


Exhibit III.1: Assisted Living Centers & Nursing Homes

Coordinated Public Transportation Plan



- Delaware Opportunities Destinations
- 1 - 6
 - 7 - 14
 - 15 - 73
 - 74 - 104
- Child Care Centers
 - ARC Bus Routes
 - Major Roads



Exhibit III.2: Child Care Centers

Coordinated Public Transportation Plan

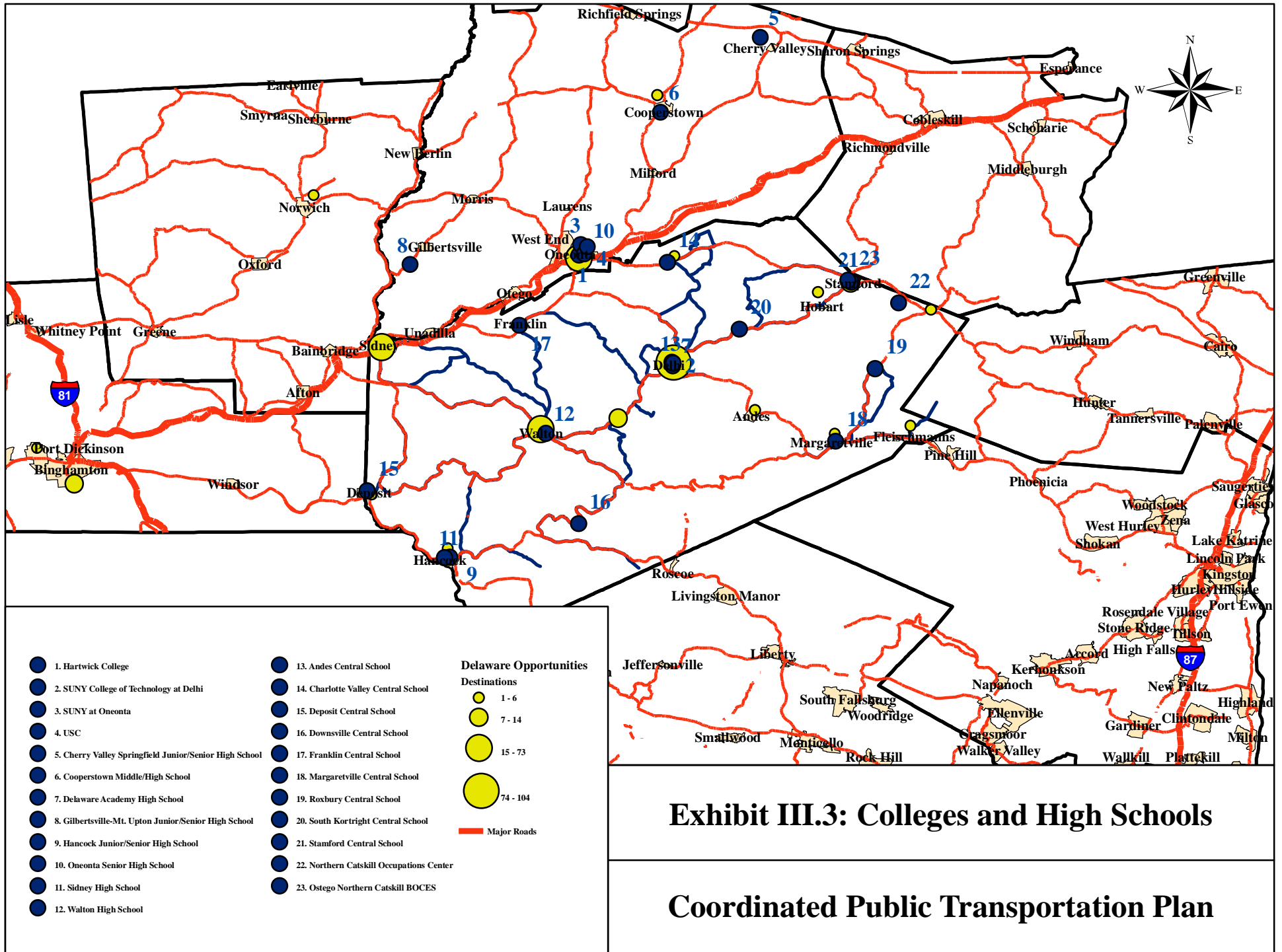
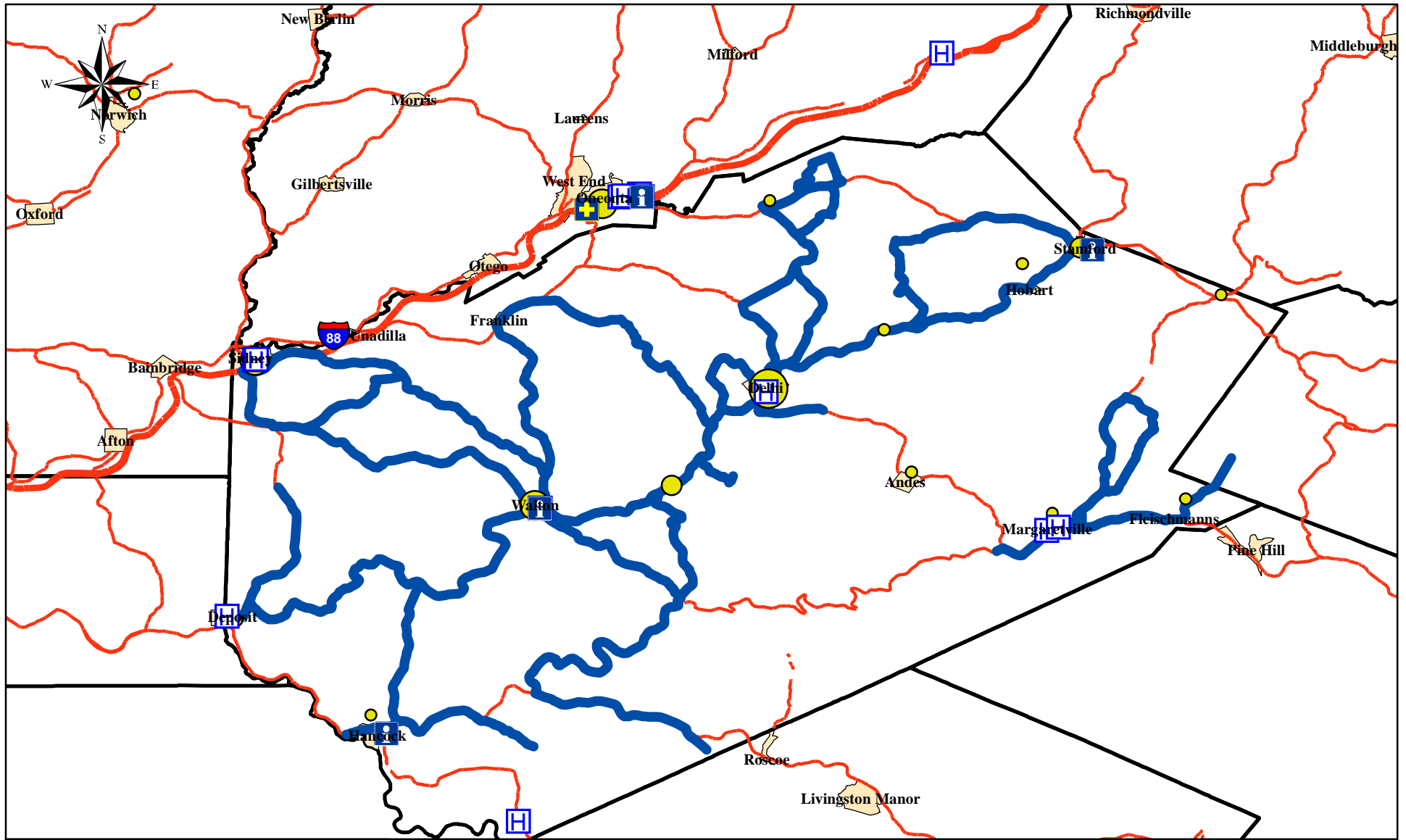


Exhibit III.3: Colleges and High Schools

Coordinated Public Transportation Plan



Delaware Opportunities Destinations

- 1 - 6
- 7 - 14
- 15 - 73
- 74 - 104

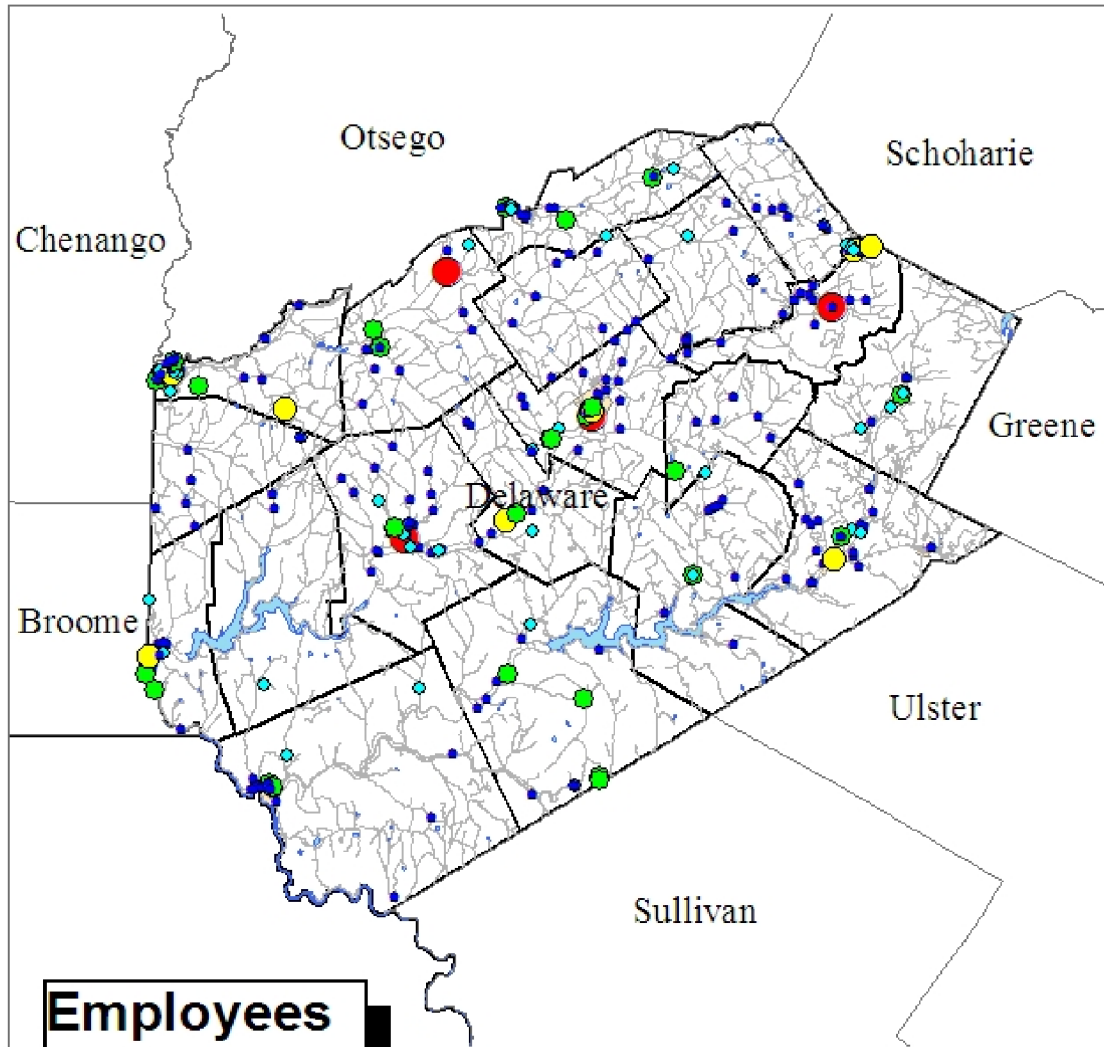
-  Doctors Office
-  Hospital
-  Dialysis Center
-  ARC Bus Routes



Exhibit III.4: Hospitals, Dialysis, & Other Medical Facilities

Coordinated Public Transportation Plan

Delaware County

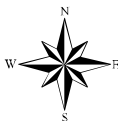


Employees

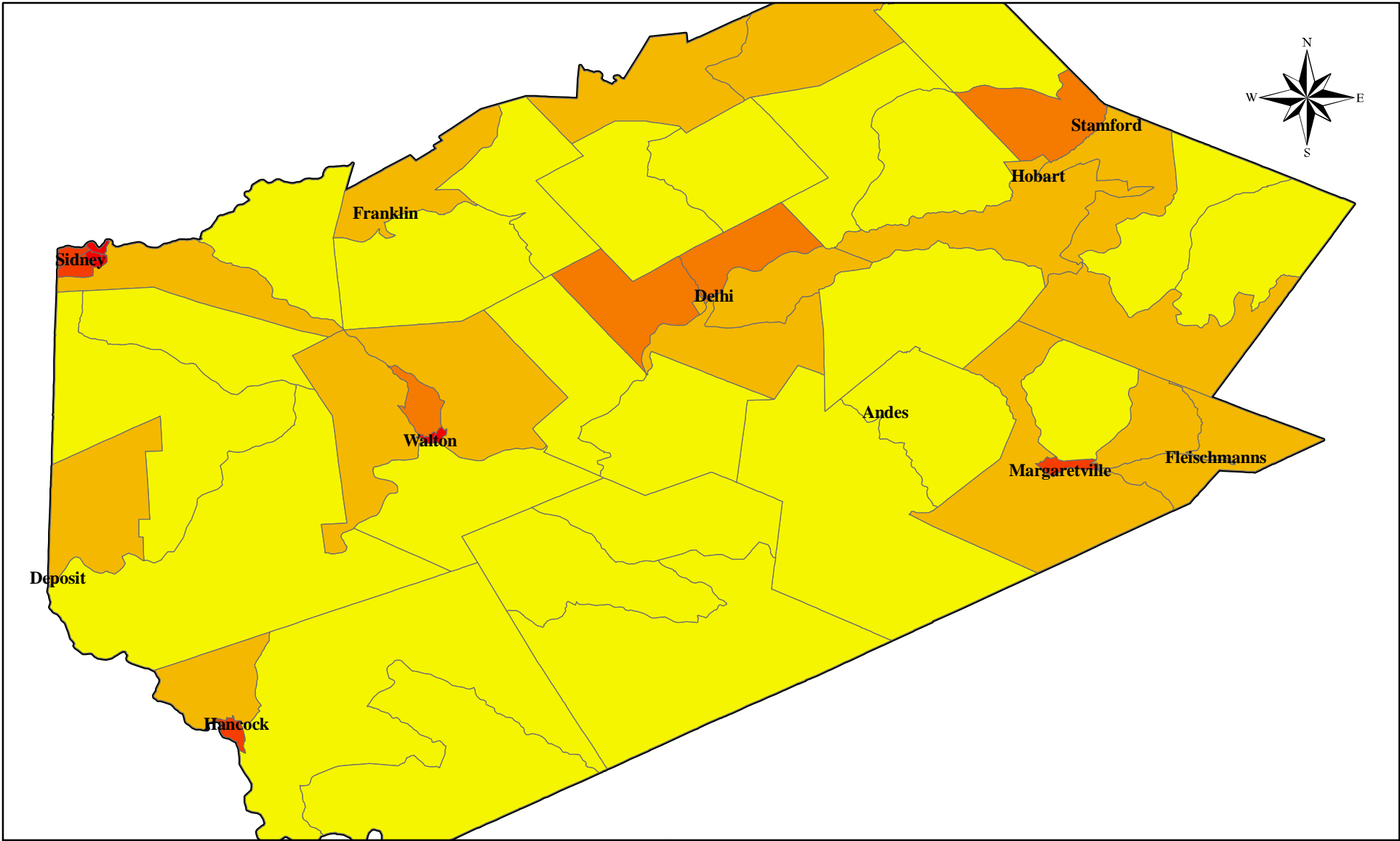
- 11 - 30
- 31 - 73
- 74 - 145
- 146 - 375
- 376 - 1495

*Employers With
Ten (10) or More Employees*

Exhibit III.5: Major Employers



Coordinated Public Transportation Plan



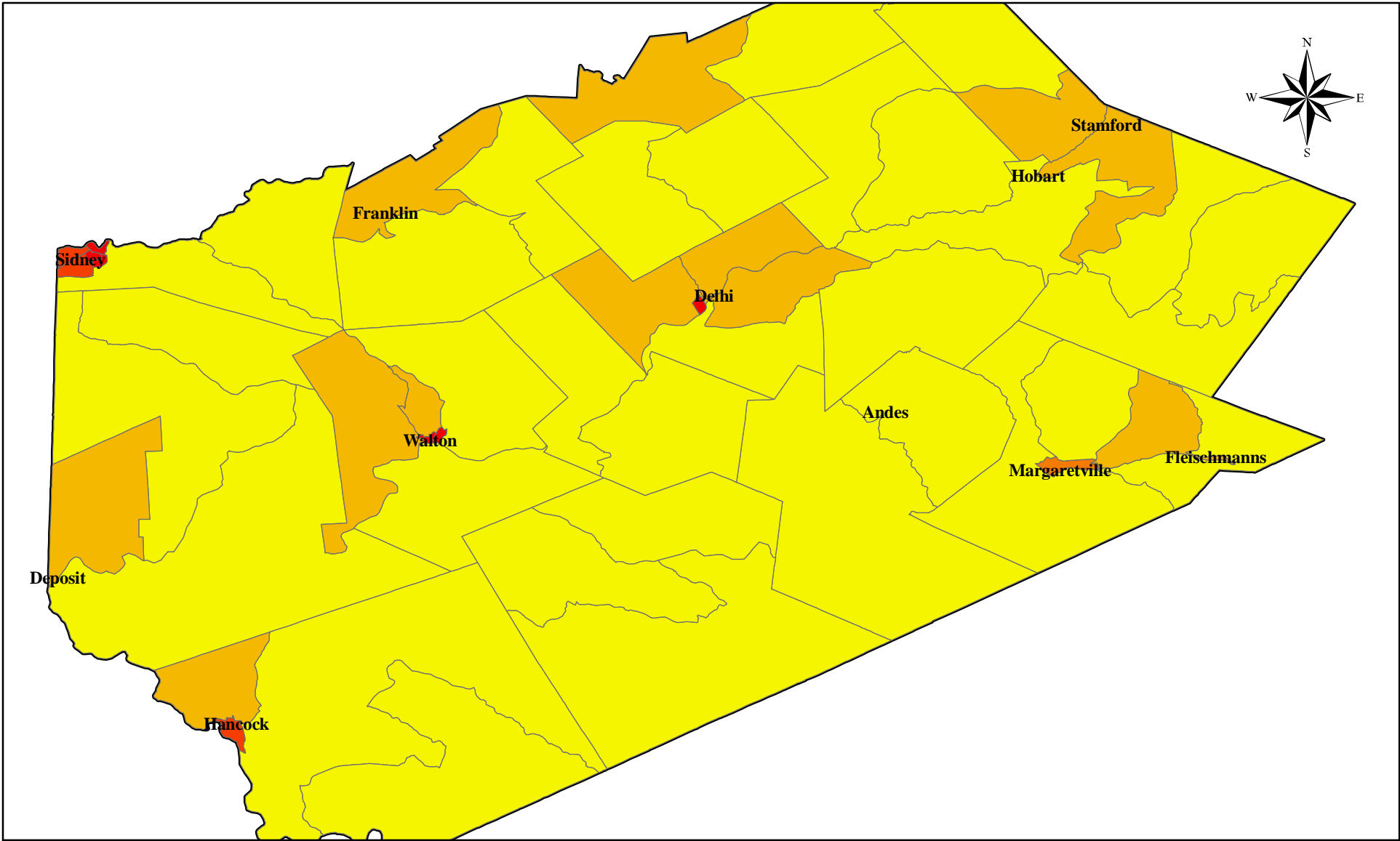
Census Block Groups

- 2.344 - 7.941
- 7.942 - 14.48
- 14.49 - 34.16
- 34.17 - 290.7
- 290.8 - 845.2



**Exhibit III.6: Population Density of Older Adults
(Age 60 and older)**

Coordinated Public Transportation Plan



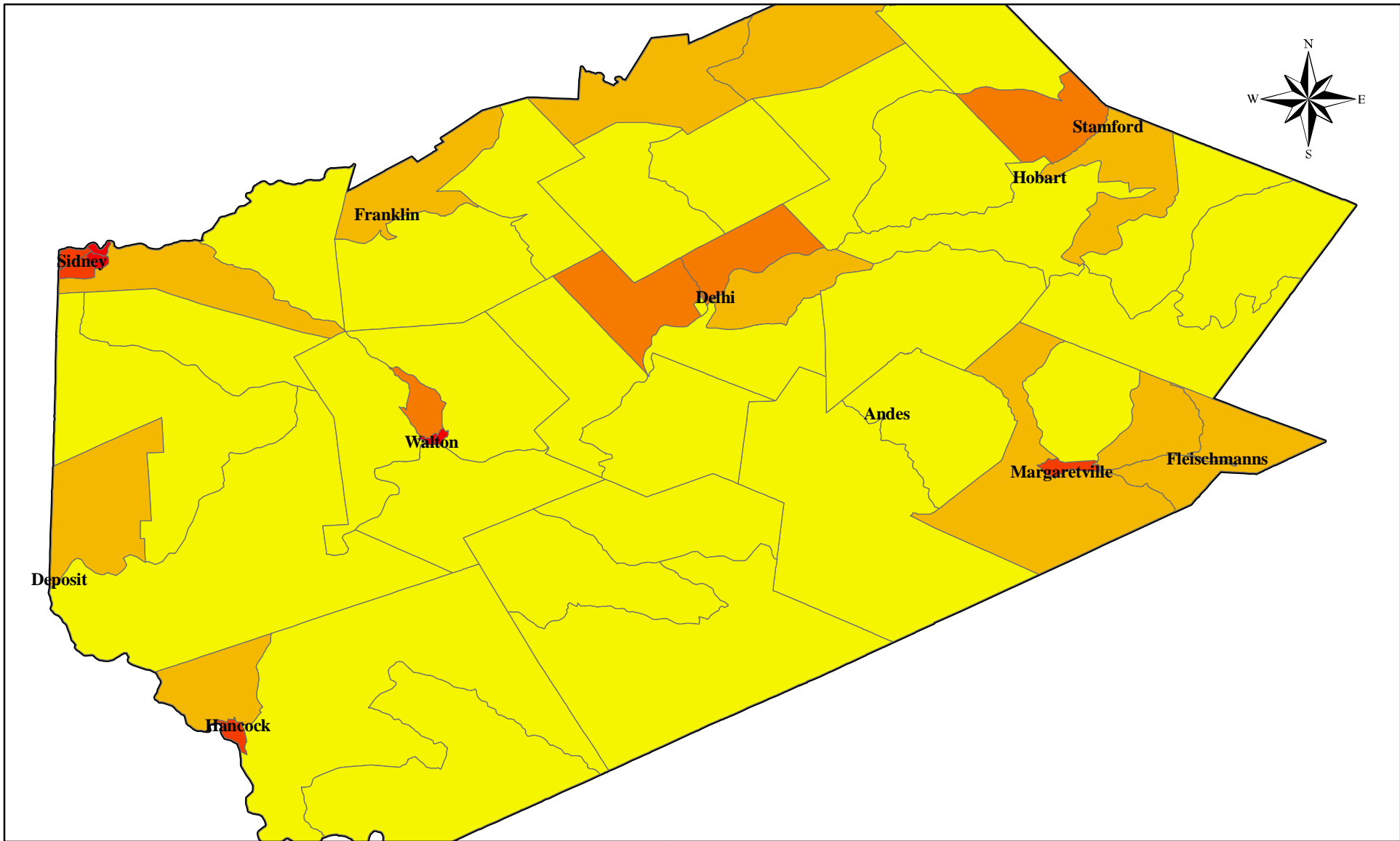
Census Block Groups

- 8.255 - 47.24
- 47.25 - 187.2
- 187.3 - 497.5
- 497.6 - 1141
- 1142 - 3606



Exhibit III.7: Population Density

Coordinated Public Transportation Plan



Census Block Groups

- 60.70 - 225.2
- 225.3 - 392.0
- 392.1 - 879.9
- 880.0 - 7767
- 7768 - 25130



**Exhibit III.8: Transit Propensity
Trips per square mile**

Coordinated Public Transportation Plan

Inventory

IV. INVENTORY

OVERVIEW

An initial step in coordination of existing transportation resources and expanding to improve service is to complete an inventory of existing resources. As such, RLS & Associates, Inc. contacted transportation providers, nonprofit organizations, private organizations, older adult facilities, and human service agencies throughout Delaware County. The response rate from local organizations determines the comprehensiveness of the inventory. Therefore, this document does not include all of the organizations serving Delaware County residents, but only those who have participated in an interview and/or provided information about their transportation services.

The following summaries include a description of transportation services provided by the organizations that have participated in the planning process to date. The summaries are organized by (1) organizations that directly provide or operate transportation in Delaware County; (2) organizations that purchase transportation on behalf of their consumers; (3) organizations that arrange for transportation or distribute information about transportation resources; and (4) transportation providers in neighboring counties. These are typical levels of participation in a coordinated transportation program. In cases where organizations may currently fall into multiple categories, the dominant category was assigned and other levels of participation are noted.

Implementation of a new coordinated public transportation system may involve a reallocation of responsibilities as they relate to transportation in Delaware County. The organizations included in this inventory may have the existing resources to remain in their current category of transportation service (i.e., provider, purchaser, or arranger) or, they may choose to realign their resources and transition to a different category. For example, an organization that directly provides transportation today could coordinate with another organization through the coordination program and become a transportation purchaser rather than a provider. In this chapter, the organizations are described at the current level of participation at the time of the interview.

An understanding of vehicle utilization and financial information is necessary prior to implementation of new coordinated approaches to service for older adults, individuals with disabilities, individuals with low incomes, and the general public. The summary table at the end of this chapter provides a draft overview of the vehicle inventories, hours of service, passenger eligibility, and funding sources for each of the participating organizations (where information was provided by those organizations).

A. TRANSPORTATION PROVIDERS IN DELAWARE COUNTY

The following paragraphs summarize the organizations that directly provide transportation in Delaware County. Organizations are listed in alphabetical order.

Association for Vision Rehabilitation and Employment, Inc. (A.V.R.E.) located in Binghamton is a private non-profit organization that serves people with vision disabilities. A.V.R.E. works with individuals who live in Broome, Chemung, Chenango, Cortland, Delaware, Otsego, Schuyler, Tioga, and Tompkins counties in New York, as well as the Pennsylvania counties of Bradford, Susquehanna, and Tioga. The program is funded by the Commission for the Blind and Visually Handicapped. The A.V.R.E. contact person stated that the agency reimburses staff that uses their own personal vehicles to transport consumers. The transportation reimbursement program is unofficial, and A.V.R.E. would like to use an official transportation provider if services were available. The agency does not have a funding source for transportation but accommodates transportation needs of its consumers because there is no other choice.

Circle of Life is a private for-profit ambulette (wheelchair/stretcher) service that provides Medicaid eligible transportation, and also transportation to private-pay passengers. Ninety-nine percent (99%) of trips provided are Medicaid sponsored; while most passengers are Medicaid eligible and the cost are billed to the Medicaid program, private pay passengers are transported at a cost of \$5.00 per mile. Destinations include medical facilities in Delaware, Otsego, Schoharie, and Herkimer counties with most trips going to Cooperstown and Oneonta. As many as two trips are provided per day per vehicle.

Circle of Life operates with ten full time drivers and ten vehicles. Three vehicles are equipped to transport wheelchairs and stretchers. Seven vehicles have capacity to transport two wheelchairs. All vehicles are required to pass inspection by the NYSDOT every six months. Passengers are required to be accompanied by an aide at all times (provided by the passenger). All personnel meet required state ambulette training standards. Drivers use cellular telephones to communicate with dispatch. Services are provided on a bed-to-bed basis. Drivers wait a maximum of one hour at medical facilities for the trip(s) home.

Services are predominantly provided weekdays beginning at 4:00 AM until all passengers are returned home. Hospice patients can be transported as needed 24 hours a day, every day. Dialysis patients scheduled for Saturday treatments are transported.

Standing appointments are available for dialysis patients. Other Medicaid eligible passengers arrange transportation services as needed by calling the County Department of Social Services who in turn call Circle of Life to set up the trips. Most passengers are nursing home residents. Approximately eighty percent (80%) of trips require a wheelchair accessible vehicle, with the remaining 20% transported with stretchers.

People that are Medicaid eligible but are ambulatory are referred to Delaware Opportunities for their transportation needs. There is no other transportation provider for non-Medicaid, non-ambulatory callers. Ambulatory general public callers are referred to local taxi services.

Buchanan Transportation, Inc. is a private provider of transportation for school districts; primarily Pre-Kindergarten and Early Intervention for Delaware County. Destination points are Kids Unlimited (Oneonta) and Carousel Children's Services in Walton. The system provides a driver and

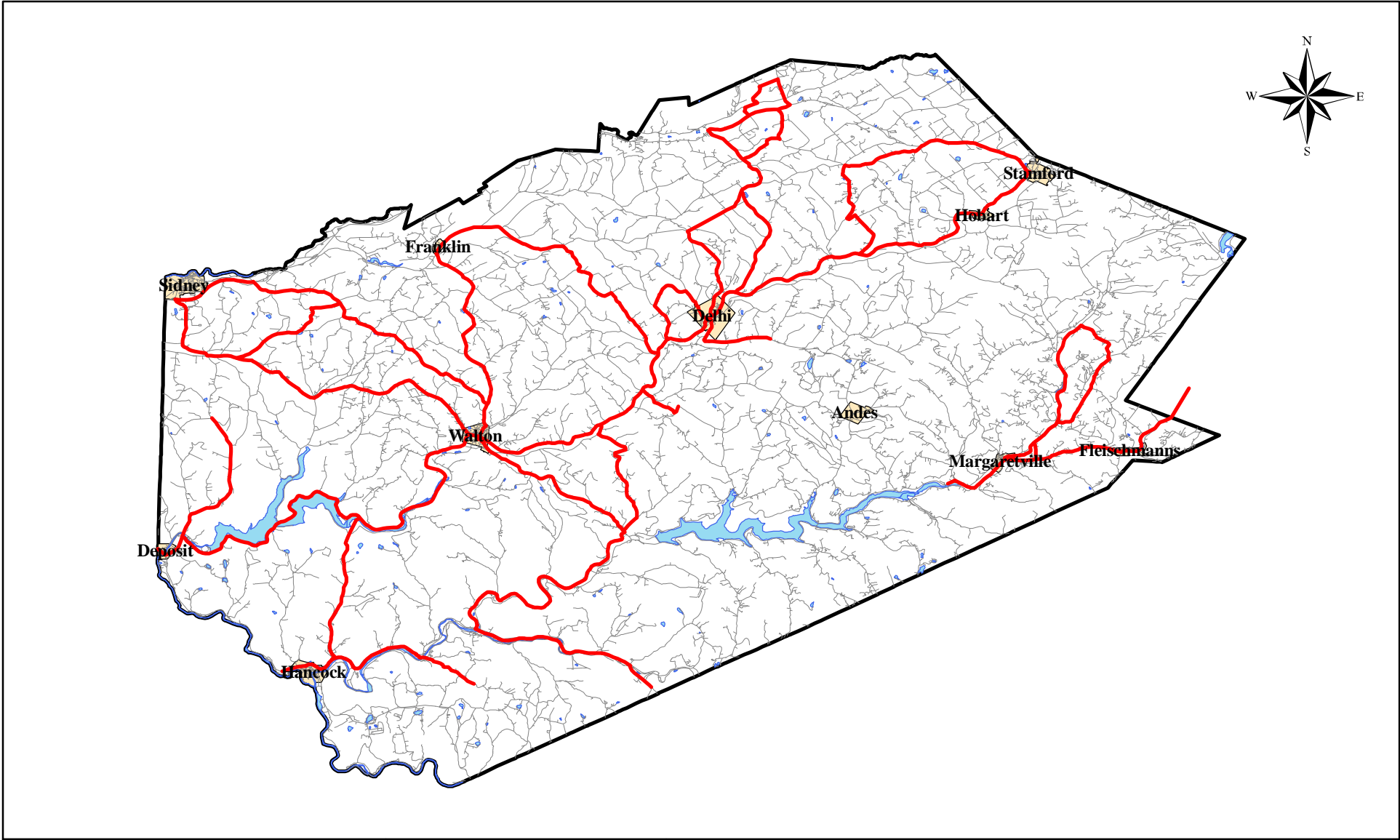
monitor on each vehicle. The annual transportation budget was reported as \$490,000. The company provided 1,260 round trips for 16 unduplicated individuals during the most recent year. That budget equates to a cost of \$194.44 per one-way trip.

Coxsackie Transport, Inc. is a private provider of transportation for school districts. All drivers are certified by the NYSDOT. In Delaware County, Coxsackie operates transportation for Pre-Kindergarten and Early Intervention programs at Cloverpatch, Whispering Pines Preschool, and Cobleskill. Funding is provided through the Medicaid program. The annual transportation budget for Delaware County services was reported to be \$100,000 for 420 round trips. These trips include transportation for four unduplicated passengers. According to these statistics, the cost per one-way trip is \$119.00.

Delaware County ARC is a private, non-profit organization serving people with disabilities in Delaware County. The ARC mission is “To enable people of all ages to meet the challenges of their disabilities with a growing sense of personal dignity and independence.” Throughout the county, children, adults, and families are served by a team of staff and volunteers who are unified around a common set of principles. The Delaware County ARC offers the following programs:

- ◆ Carousel Children’s Services
- ◆ Home & Community Based Waiver Services
- ◆ Day Habilitation
- ◆ Resources for Industry (RFI)
- ◆ Supported Employment
- ◆ Community Living Skills (CLS)
- ◆ Residential Services
- ◆ Transportation Services
- ◆ Publication, Consulting, and Training

The ARC has multiple locations in Delaware County including the CLS and RFI facilities. Another CLS facility is located in Arkville a residential services facility is located in Delhi. Delaware County ARC provides transportation for all consumers to and from these locations with a fixed route transportation program. Exhibit IV.1 illustrates the fixed routes that are currently operated by ARC.



— ARC Bus Routes

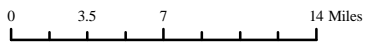


Exhibit IV.1: Arc Bus Routes

Coordinated Public Transportation Plan

The Delaware County ARC operates transportation with a fleet of 38 transit vehicles (all but two are wheelchair accessible) and three maintenance vehicles. Thirteen of the vehicles were provided through Federal Transit Administration Section 5310 grants. A staff of 16 part-time and 3 full-time drivers operate the agency vehicles. In addition, there are 23 other agency staff that use vehicles that are leased to the agency.

The agency employs two full-time mechanics and one full-time mechanic supervisor to maintain the vehicles in-house. Delaware County ARC has a maintenance facility in Walton where mechanics can perform standard maintenance. Vehicles with major maintenance issues are sent to a private shop for repair. Administrative staff for the transportation program includes the Transportation Director and an Administrative Assistant. A driver also helps with administrative duties, as needed. Driver training is provided in-house and taught by senior drivers. All drivers must possess a Commercial Driver's License (CDL), pass Department of Transportation physical examinations, and pass 19A driver training.

Four of the vehicles are equipped with two-way radios. The radio frequency is shared with local school districts. Drivers of other vehicles communicate with the dispatcher by mobile phones.

In addition to the daily fixed routes, Delaware County ARC also supports eligible consumers in the Community Inclusion program. Through this program, consumers go to various places and programs in the local communities to volunteer and work. The State of New York funded vehicles for the Community Inclusion program. According to the Transportation Director, a level of duplication was created within the Delaware County ARC transportation program when the Community Inclusion vehicles were added to the fleet.

The ARC estimated that it provides 101,526 passenger trips per year and transportation operating and capital expenses in 2010 were nearly \$1.8 million. Total transportation expenses with allocation and capital in 2010 were \$174,650.

Delaware County Office for the Aging (OFA) is located at 6 Court Street in Delhi. The OFA is charged with the responsibility of improving the quality of life for older Delaware County residents. Utilizing a mixture of direct and subcontracted services, the agency has developed strategies that are intended to assist the most vulnerable older adults in being able to live as independently as possible in their own homes. Programs offered by the OFA are as follows:

- ◆ Information and Referral
- ◆ Transportation
- ◆ Legal Services
- ◆ Expanded In-Home Services for the Elderly Program
- ◆ Elderly Pharmaceutical Insurance Coverage
- ◆ Weatherization, Referral, and Packaging Program

- ◆ HEAP
- ◆ Loan Closet
- ◆ Health Insurance Counseling
- ◆ Non-Emergency Medical Transportation
- ◆ Tax-Aid Counselors
- ◆ “55 Alive”
- ◆ The Dispatch (newspaper)
- ◆ Senior Dining Program (a contract with Delaware Opportunities)
- ◆ Wellness Activities
 - Emergency Response
 - Caregiver Support
 - Volunteer Opportunities
 - Senior Council
 - Radon Kits
 - Agency Advisory Board

The OFA began providing transportation because the agency recognized a need for the older adult population that did not have a driver’s license. Over the years, as people became independent and utilized the available transportation services, OFA has expanded its services to meet demand. An influx of ridership occurs in parts of the county during summer months as seasonal residents and visitors use the bus route for transportation. Public transportation was a natural part of life for the senior population when they were younger. Today, however, many people will stay home or ride with friends rather than wait at a bus stop or ride a public transit vehicle with other people. There is lower demand for recreational trips because the generation has experienced a paradigm shift in how they view transportation. The older adults who use the senior bus are those who moved to Delaware County from a place that offered public transportation service. Many others use the senior bus only as a last resort when no other options are available.

Deviated Fixed Route: The OFA operates a limited, deviated fixed route bus system. It transports elders to larger communities both within the county and beyond so that they can access shopping, medical, and personal business services. The wheelchair accessible system is available for day-trip charters as well as fixed route.

The fixed route bus program is funded by the Federal Administration on Aging, New York State Office for the Aging, Delaware County Government, the Delaware County Senior Council, and local foundations. Transportation is available for anyone age 60 and older. Individuals with a disability and people under age 60 are eligible for service if space is available.

The bus route begins at 8:00 AM and the end times vary based on appointments and ridership (typically between 2:00 and 5:30 PM). The vehicles will deviate up to one-mile from the designated stop to pick up and drop off passengers. All runs begin and end in Delhi. The suggested passenger donation is \$5.00.. On Tuesdays and Wednesdays, the route serves Central and Western Delaware County and stops at the following locations:

Central/Western Delaware County OFA Scheduled Bus Stops:

- ◆ Delhi Office for the Aging
- ◆ Delhi Senior Housing
- ◆ Deposit Quickway (also a designated rest stop)
- ◆ Deposit Meadowpark Apartments
- ◆ Downsview Country Store
- ◆ East Branch Johnson & Rhodes
- ◆ Fishs Eddy Post Office
- ◆ Franklin Quickway (also a designated rest stop)
- ◆ Hamden Town Hall
- ◆ Hancock Grand Union, Read Apartments, and McDonalds (also a rest stop)
- ◆ Masonville Quickway
- ◆ Meridale Post Office
- ◆ Sidney Laundromat
- ◆ Sidney Senior Village
- ◆ Sidney Center General Store
- ◆ Treadwell Barlows
- ◆ Trout Creek General Store
- ◆ Walton Big M

On Thursdays the OFA bus route serves Eastern Delaware County and scheduled stops at the following locations.

Eastern Delaware County OFA Scheduled Bus Stops:

- ◆ Andes – Hogan’s General Store
- ◆ Arkville Laundromat
- ◆ Bloomville Post Office
- ◆ Bovina Center Presbyterian Church
- ◆ Davenport Quickway
- ◆ Davenport Center Town Hall
- ◆ Delhi Office for the Aging
- ◆ Delhi Senior Housing
- ◆ Fleischmanns Village Parking Lot
- ◆ Grand Gorge Senior Apartments (also a designated rest stop)
- ◆ Halcottsville Fire Hall
- ◆ Hapersfield Town Hall
- ◆ Hobart NBT Bank
- ◆ Margaretville Sunoco Fast Stop (also a designated rest stop)
- ◆ Roxbury Convenience Store

- ◆ South Kortright Post Office
- ◆ Stamford Village Hall (also a designated rest stop)
- ◆ Stamford Senior Apartments
- ◆ West Davenport Post Office

Passengers are requested to call one day in advance of their trip; however, same day reservations are accommodated up to the start of the route. Passengers contact a volunteer OFA bus coordinator to schedule a trip. Also, passengers who have difficulty getting to the designated bus stops should call OFA and they will try to locate a volunteer to provide assistance.

The following table illustrates a trend in transportation expenses and productivity for the deviated fixed route transportation program over the past decade. The program is providing one-third the number of annual one-way trips that it provided in 1999 but is serving 10 percent more individuals. This means that the transportation program is reaching more people but that people are using the service less often than they were in 1999. Following that trend, the program provided nearly 12 percent fewer one-way trips in 2008 compared to 2007 and served nearly twice as many people. In terms of passenger trips per mile, the system's productivity has steadily increased over the years. The system reported 9.43 passenger trips per mile in 2008.

Table IV.2: Senior Transportation System Statistics, April 1, 1999 to March 2008

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
One-Way Trips	4,139	3,547	3,448	3,340	3,419	2,827	3,064	2,607	2,437	2,756
Unduplicated Passgrs.	243	194	201	266	176	212	167	199	170	272
Passengers with a Disability	61	55	139	117	99	103	-	-	-	-
Charter										
Charter One-Way Trips	12	4	10	16	10	12	8	2	2	4
Charter Unduplicated Passgrs.	21	19	21	26	23	27	19	27	16	25
Annual Vehicle Mileage										
	30,098	23,970	25,876	27,864	23,296	25,746	26,897	24,883	23,157	26,013

Source: Delaware County Office for the Aging

The following table offers a comparison of expenses for the deviated fixed route transportation program during the past decade. The cost per one-way trip in 2008 was more than twice the cost in 1999. The cost per mile increased by 29 percent between 1999 and 2008. Transportation expenses in Table IV.3 do not include the salary and benefits for the dispatcher and transportation coordinator who each spend four to six hours per week on transportation or the data entry person who spends approximately five hours per month on transportation.

Table IV.3: Expenses for the Senior Transportation System April 1, 1999 through March 2008

	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Total (\$)	27,954	27,263	20,618	25,498	34,794	35,469	35,232	42,334	41,815	34,033
Cost/Trip	\$6.03	\$7.69	\$5.99	\$7.63	\$10.18	\$12.55	\$11.50	\$16.24	\$17.16	\$12.35
Cost/Mile	\$0.93	\$1.14	\$0.80	\$0.92	\$1.49	\$1.38	\$1.31	\$1.70	\$1.81	\$1.31

Source: Delaware County Office for Aging

Non-Emergency Health Related Medical Transportation: The OFA also offers a volunteer transportation program to assist older adults in need of transportation to access health related services such as regularly scheduled medical appointments and pharmaceutical services. This program is available for older adults to use four times per year. Volunteer drivers are reimbursed at 50.5 cents per mile to transport the client from his or her home to/from the destination.

Clients must be age 60 or older, a non-Medicaid recipient and a resident of Delaware County. At least five working days notice is needed to make necessary arrangements for transportation. Twenty-four hour notice is requested for cancellations.

Currently, the program has no wheelchair accessible vehicles. If a vehicle with wheelchair accessibility is required, the client will be referred to other resources available in the county.

Annual expenses associated with the volunteer transportation program are illustrated in the following table.

Table IV.1: Volunteer Transportation Expenses

Number of One-Way Trips	418
Unduplicated Clients Served	105
Total Volunteer Hours	819
Total Miles Traveled	19,584
Amount Paid to Volunteers	\$9,916
Estimated Gasoline Costs (\$0.50/mile)	\$9,890
Total Annual Expenses:	\$19,806
Total Suggested Donations	\$6,195
Total Donations Received	\$2,343

Source: Delaware County Office for the Aging

The Delaware County OFA currently provides transportation because the service meets an unmet transportation need. If a coordinated public transportation program is established, the OFA would be interested in “getting out of the transportation business” and working with a partnering agency to meet the transportation needs for older adults. The Delaware County OFA has already begun coordinating transportation with the Veterans Administration by coordinating a driver training program. The next step for this cooperative agreement is to move toward a joint use arrangement so that the Veterans Administration may begin to use the OFA vehicles.

Delaware County Veterans Service Agency (DCVSA) is a local government agency located at 1 Gallant Avenue, Suite A, Delhi. The approximately 4,500 to 5,000 veterans living in Delaware County

and their dependants can contact the DCVSA to inquire about assistance that may be available to them. Veterans are not required to register or pay for services. The DCVSA provides medical transportation services for county veterans going to the VA medical facility located in Albany. Since the Albany Medical Center is located across the street from the VA hospital, DCVSA will also transport Medicaid eligible passengers if room is available in the van. The average one-way trip length is two hours.

DCVSA owns two vans to provide medical transportation services for veterans. Vans were purchased by the Delaware County Department of Social Services. Neither van is wheelchair accessible. Drivers follow a specific route to assure all county veterans have access to transportation services. There are pick up sites along the route. In most cases, the driver does not deviate from the designated route. Veterans must find their own transportation to the pickup sites. If someone cannot get to the pickup site, the van may deviate up to one mile if the schedule allows. Service is provided curb to curb.

The route begins in Walton, with stops in Hamden, Delhi, Bloomville, Hobart, Stamford, and Grand Gorge (only if requested), with the final stop in Albany.

Four drivers provide this transportation service. The drivers are part-time for the DCVSA and are shared with the Office of Aging. All have their commercial driver's license (CDL) and are cross-trained to assure they are trained in all agency driving requirements. Drivers use cellular telephones for communications, though some areas of the county do not have cellular service.

In 2008, 157 Veterans and family members used the transportation services for 1,278 medical visits. The DCVSA is interested in the coordination of services to increase transportation options for all county residents. With a VA clinic in Bainbridge, there could be a possible coordination of services with the Office on Aging to drop off veterans at Bainbridge on the way to Binghamton. However, the veterans would have to wait over 3 hours for the trip home. The DCVSA is particularly interested in the possibility of pooling vehicles of county agencies in Delaware County in an effort to maximize the use of the most appropriate vehicles for each trip. A wheelchair accessible vehicle is needed for veterans that are not Medicaid eligible.

Delaware Valley Hospital is a 25 bed critical access hospital located at 1 Titus Place in Walton. They offer diagnostic and treatment services, and acute care. While they do not provide formal transportation services to and from the hospital, they have a small budget available to assist patients with their transportation home when discharged. They also own a minivan that is used to transport addiction treatment in-patients to and from AA meetings. The van makes two trips per week with up to 10 people per trip.

Dialysis and cancer treatments are only available outside Delaware County, and transportation to those appointments is always a priority.

The hospital sees a need for public transportation services to transport patients home after being discharged or after a visit to the emergency room when they have been transported by an

ambulance, or for follow up medical appointments in Binghamton. Furthermore, some patients upon discharge need groceries and prescriptions filled. The case worker tries to work with local social service agencies to meet these critical transportation needs for the safe discharge of the patient, but transportation options are not always available when they are needed.

Delaware Valley Hospital indicated that public transportation would be a direct benefit to their patients. Easy access to transportation would help to provide a safer environment for older adults and individuals with temporary or permanent disabilities because those individuals would be able to purchase the food and prescriptions that are necessary for leading a healthy life style. In addition, transportation services should be available for all follow-up medical appointments necessary to promote the continued good health of patients.

Delaware Opportunities is a non-profit, private corporation. It was established in 1965 under provisions of the Economic Opportunity Act of 1964, as a Community Action Agency. The agency is governed by a Board of Directors and is dedicated to improving living conditions in Delaware County. The Board of Directors must be 1/3 elected, 1/3 representation from the community, and 1/3 democratically elected by low income persons over the age of 18 and residents of Delaware County. The Board of Directors is responsible for identifying problems and opportunities faced by Delaware County residents and planning and implementation of programs which address problems and give lower income families and individuals access to opportunities. The mission of the agency is to help people achieve self sufficiency and attain a better quality of life.

The number of consumers served by the agency has increased significantly each year. Between 1990 and 2000, the number of people served increased by 39 percent. By, 2005, the agency was serving 13,000 people and had an annual budget of \$11.5 Million.

Delaware Opportunities operates the following programs for residents of Delaware County:

- ◆ Head Start (nine head start locations throughout Delaware County)
- ◆ Respite Care
- ◆ Services Coordination
- ◆ Big Buddy
- ◆ Parent Aide
- ◆ Day Care Resource and Referral
- ◆ Pregnant and Parenting Teens
- ◆ Senior Dining
- ◆ Safe Against Violence
- ◆ Jobs Work Crew
- ◆ Job Coaches
- ◆ Employment and Training
- ◆ Community Food and Nutrition
- ◆ Weatherization
- ◆ Housing Assistance and Community Development

- ◆ HEAP
- ◆ Family Development
- ◆ Family Residence Independent Living Skills
- ◆ Women, Infants and Children (WIC)
- ◆ Neighborhood Center Clothing, Household Goods, and Food Bank Services
- ◆ Emergency Food and Shelter
- ◆ Transportation

Many of the programs include aspects of transportation. However, for the purpose of this inventory, the summary of information focuses on transportation provided to individuals on Medicaid for health related appointments and to older adults for medical appointments. Limited transportation is also available for individuals with low incomes who are without vehicles to apply for services, secure employment, or in emergency situations. Delaware Opportunities also provides a small amount of transportation for people who are required to go to Family Court or Drug Court.

The Delaware County Department of Social Services (DSS) contracts with Delaware Opportunities for Medicaid transportation services for eligible consumers. Once a consumer is determined to be eligible for Medicaid transportation (approval completed by DSS) the consumer contacts Delaware Opportunities to schedule trips.

Delaware Opportunities provides demand response transportation. Advance reservations are required. Passengers are requested to make reservations at least two-weeks in advance. Trip requests with less than two-weeks notice are typically not accommodated due to lack of capacity. According to the Delaware Opportunities transportation program dispatcher, operating hours for transportation services are 4:00 AM to 9:00 PM; however, vehicles are out as early as 3:00 AM and as late as 11:00 PM, Monday through Friday. Peak hours of service are between 8:00 – 10:00 AM and 1:30 – 3:30 PM. The early and late appointments are typically for dialysis patients. Saturday service is provided for dialysis patients with treatment appointments. Sunday service is limited to the DSS Foster Care Program. On Sundays, Delaware Opportunities provides transportation, as needed, for parents to visit children who are placed through the Foster Care Program. Exhibit II.2 illustrates the most common trip destinations for Delaware Opportunities Medicaid trips.

One full-time dispatcher receives calls and schedules trips for the Delaware Opportunities transportation program, and another staff member fills in as needed. Delaware Opportunities purchased a scheduling software program in 2004 (approx.). The dispatcher stated that the software program does not include capacities to suggest trip grouping or scheduling benefits.

Delaware Opportunities employs 15 full-time and two part-time drivers.

The program director estimated that during FY 2009, approximately 10,800 one-way trips were provided during the year for 600 to 700 individuals. During FY 2009, Delaware Opportunities spent \$454,229 on Medicaid transportation. The average cost per Medicaid trip provided by Delaware

Opportunities was \$42.06. Sources for revenue for the transportation program are the United Way, Medicaid, and other contributions.

The Deposit Foundation is a private nonprofit organization located at 119 Front Street in Deposit. The organization provides transportation and other services for any resident of the Deposit area (which is also the Stamford school district). The Foundation was established over 30 years ago to answer local issues, including the lack of medical transportation available in the area. All 14 drivers are volunteers who receive training prior to driving the one van owned by Deposit Foundation. Services are provided door-to-door. Drivers are encouraged to carry packages for passengers. The majority of passengers are older adults.

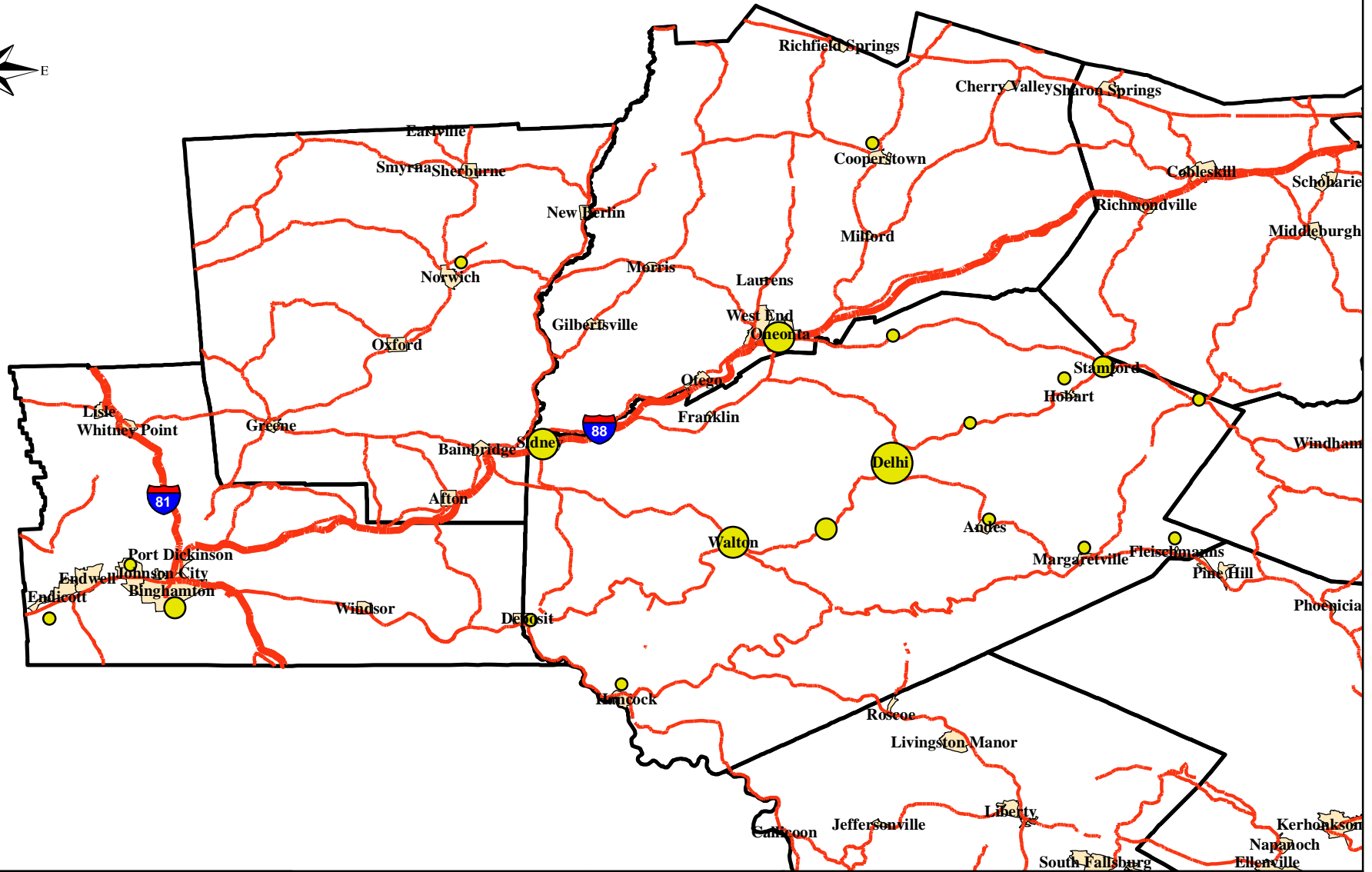
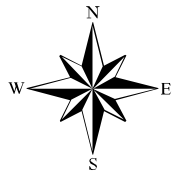
Most of the transportation services are provided to non-emergency medical appointments. Ninety percent (90%) are made to the Broome County area. Other trips are to social service and attorney appointments. Deposit Foundation encourages appointments to be scheduled after 9:00 AM to give drivers ample time to make all scheduled pickups. Return trips begin in the 12:00 to 1:00 PM timeframe to assure all drivers are home by 5:00 PM. Shopping trips are offered on Saturdays when a driver is available and weather conditions permit. Every attempt is made to maximize use of the van by grouping as many trips as possible; Deposit Foundation coordinates with hospital staff to group trips as often as possible.

There is no fare charged but donation envelopes are available to riders. Suggested donations are \$10.00 for a round trip to Binghamton and \$5.00 to Hancock. Medicaid passengers are not asked for donations.

During the last fiscal year, Deposit Foundation spent \$25,283 to provide 1,192 one-way passenger trips. The reported transportation expenses equate to a cost of \$21.21 per trip.

The Foundation encourages coordination of transportation services. Of most concern is the need for non-medical transportation, especially shopping and outings. These types of trips will help to reduce the isolation of living in a rural community sometimes experienced by the elderly.

Another transportation service for Deposit residents is provided by B.C. Country, a shared ride curb-to-curb service available to Deposit residents, Monday through Friday by appointment. Fares are \$3.00 one way, \$2.00 for persons with disabilities, and \$1 suggested donation for persons 60 and older.



Delaware Opportunities Destinations

- 1 - 6
- 7 - 14
- 15 - 73
- 74 - 104



**Exhibit IV.2: Delaware Opportunities
Trip Destinations**

Coordinated Public Transportation Plan

Otsego Express is the public transportation service provider located in Otsego County. Of interest to Delaware County, they provide public transportation services to Cooperstown from Oneonta. Cooperstown has several medical facilities that are visited by Delaware County residents on a daily basis. Otsego Express is looking forward to coordinating its services, especially this service to Cooperstown, with those created in Delaware County. Additional information about transportation in Otsego County is provided in the following chapter.

Rehabilitation Support Services is a nonprofit social service agency located at 132 Delaware St., 3rd Floor, in Walton. The agency provides transportation to and from the various programs they operate such as substance abuse programs, job placement and training services, licensed residential facilities, day programs, and Creekside Social Club. Non-emergency medical trips are also provided for clients. All clients must have a mental health diagnosis from a licensed mental health treatment provider. RSS accepts self referrals who are assisted with setting appointments with a mental health provider. There are no income limits to qualify for RSS assistance.

Fifty-five clients are transported to and from the social club each weekday using a demand response, door-to-door level of service. Trained RSS employees drive the vehicles (note: RSS training includes the defensive driving course). Most services are provided between the hours of 8:00 AM – 5:00 PM weekdays; however, some services, specifically for employment, are provided outside those hours, when possible. Clients are asked to provide as much advance notice as possible, though emergency clinic appointments are accommodated.

RSS looks forward to coordinating transportation services when possible with other providers in Delaware County.

Roscoe Community Nursing Home is a private non-profit agency located at 420 Rockland Road in Roscoe. Though the nursing home is located outside of Delaware County, most of the residents and day care participants originate from either Delaware or Sullivan Counties. People are welcome to come to stay here from anywhere in New York. The agency has 85 skilled nursing beds and two respite ones. They also provide adult day care for 30 people.

Roscoe Community Nursing Home owns two buses and one minivan predominately used for transportation to and from the adult day care program for Medicaid eligible individuals. All are wheelchair accessible. Each vehicle is assigned a driver and an aide and picks up Delaware County residents in Eastbranch. Trips are provided at the door-through-door level.

Medicaid clients are transported to their medical appointments via an ambulette service, either Circle of Life or Sullivan Unity. Those without Medicaid must make their own transportation arrangements. While Medicaid eligible residents and day care participants have access to transportation, there are no cost-effective transportation options available to private-pay clients.

B. PURCHASE TRANSPORTATION

The following organizations serve Delaware County and purchase transportation on behalf of their consumers. Organizations are listed in alphabetical order.

Delaware County Public Health (DCPH) is a county department that is located at 99 Main Street in Delhi. The department's mission is to promote physical and mental health through preventing disease, injury, and disability.

One of the programs provided by the DCPH is pre-school and early intervention services for children with developmental disabilities. This program provides transportation services for twenty-six children to and from day care facilities that offer supportive services. Parents are offered a financial incentive to transport their children to and from the day care facility. If parents cannot transportation their children for any reason, DCPH is mandated to provide transportation services to all children.

Transportation services are provided by two third party contractors (Coxsackie Transportation, Inc. and Buchanan Transportation) through contracts that are bid every two years. Vehicles are provided by the contractors and must have accommodations for at least five children per trip. The transportation contractors are required to employ one aide for each vehicle and provide car seats for all children transported. All routes are pre-approved by DCHP. Trips are provided to Binghamton in Boone County, Cobleskill in Schoharie County, Milford in Otsego County and to Walton in Delaware County. No child can be on a vehicle longer than 60 minutes, although this may be waived for certain circumstances. Any changes in transportation also require approval. Services follow the local school district inclement weather schedules. There are 180 school days of services provided and 30 days during the summer months.

Medicaid transportation services are approved by the DCPH. Once a caller is approved, they are referred to Delaware Opportunities (DO) for their trip needs. Callers are required to give DO a two week notice. This is not always possible. When DO is not available, the only other options are friends, ambulette services, and possible home visits by doctors.

DCPH is supportive of the coordination of public transportation services that will give more transportation options to the citizens of Delaware County. By creating more options for the citizens, medical appointments can be made at the last minute and kept by those needing treatment. DCPH welcomes opportunities for people to have affordable transportation options for their travel needs.

Delaware County Department of Social Services (DSS) is located at 11 Main Street in Delhi. The County Department manages several human service programs that are funded through Delaware County. The program with the largest transportation focus is the Medicaid transportation program. The DSS contracts with Delaware Opportunities and local, private taxi/ambulette providers for Medicaid transportation. Trips provided under the Medicaid contract must be for medical purposes. During FY 2009, the contract with Delaware Opportunities for Medicaid transportation was

\$892,243. Additionally, \$11,606 was paid out for transportation through the Administrative Audits, and \$51,151 was paid for Medical transport through individual cases.

The DSS Deputy Commissioner stated that there is a gap in available transportation for non-Medicaid eligible purposes. The Deputy Commissioner indicated that small agencies and organizations are absorbing the cost of transportation for their consumers, which is detrimental to their financial solidity. Furthermore, the general public individual who is not working with a local agency must rely on family and friends for transportation and many times goes without health care or social visits because no transportation is available. The DSS recognizes opportunities for coordinated transportation that would improve the quality of life for all Delaware County residents, reduce the gaps in access to resources, and make more efficient use of existing resources.

Delaware County Court has a first-hand understanding of transportation needs in Delaware County. When an individual has no transportation to come to family, criminal, or drug court he or she must be rescheduled which could take several weeks. Missed court appointments play into the backlog of court cases in Delaware County courts. The challenge to get to court extends to jurors as well as litigants. Judge Becker estimates that approximately two to three people per week cancel and must be rescheduled due to a lack of transportation. On Wednesdays, the busiest day of the week, the family court hears approximately 60 cases per day. Mondays are the second busiest day for the court (drug court). If a case is postponed due to transportation challenges, it could take six to eight weeks to reschedule.

According to the judge, the court has a budget of approximately \$500,000 (from state and county resources). He estimated that about one-half of the budget is spent paying attorneys to drive to court. If the client is unable to get to court, the travel expenses for the attorney are wasted.

Clients of DSS who are required to report to court appointments and have no transportation resources are transported by DSS. These transportation expenses are included in the budget from DSS.

C. ARRANGE TRANSPORTATION

The following organizations serve Delaware County and either arrange or provide information for transportation in Delaware County. Organizations are listed in alphabetical order.

Countryside Nursing Home is a private, for-profit residential facility located on Highway 10 in Delhi. The organization provides a residential facility for patients with health care needs that require skilled nursing and in-residence rehabilitation. Residents at the facility are recovering from health problems. Anyone who needs the services provided by the organization is eligible for service and can be accepted as long as a bed is available.

Occupancy of the facility ranges from 140 to 160 residents. For most residents, transportation needs are met by family members, friends, or the Medicaid provider. For medical service, most residents use Delaware Opportunities, Cooperstown Transport CMT, or Circle of Life. Other services, for

qualified residents, are provided by Delaware ARC. Countryside arranges transportation for the resident. All costs for transportation are paid by Medicaid.

Countryside owns one 2004 Ford Econoline van with a Braun wheelchair lift. The vehicle has seating capacity for two wheelchairs and two ambulatory passengers. The vehicle is not currently being used for passenger transportation. Rather, staff drives the vehicle for lab runs or other errands. The vehicle is operated for staff trips on a daily basis, but could be available for shared trips in a coordinated effort.

Countryside is applying to create an adult day care program at the current facility that would serve 35 people; the program is expected to begin during 2010. If that adult day care program is initiated, the organization intends to provide transportation for the participants. However, the organization prefers to coordinate transportation with other providers in Delaware County. However, if no coordinated program is available, it will purchase vehicles and operate service internally. Even if service is initiated internally before a coordinated program is in operation, the organization will be interested in participating in coordinated transportation services for Delaware County.

Perhaps more relevant than transportation for residents, Countryside is interested in transportation for employees. The organization employs approximately 214 people who work three shifts. Typical shifts are 7:00 AM to 3:00 PM, 3:00 PM to 11:00 PM, and 11:00 PM to 7:00 AM. At the time of this Study, Countryside was administering an employee survey to determine the level of need and interest in public transportation for work related trips. Results from the survey were provided to the Advisory Committee.

Administrative staff at Countryside indicated that a public transportation route operating on Route 10 would serve employees at Countryside as well as other local employers.

The Delhi Senior Community (DSC) is located at 7 Main Street, Delhi and is a public housing facility for senior citizens. There are 45 units and 46 tenants. Six units are handicapped accessible. DSC does not provide transportation services. Delaware Opportunities provides medical transportation for Medicaid eligible tenants. The Office for the Aging provides up to 3 medical trips per year for non-Medicaid tenants. Tenants who do not drive depend on volunteers to take them grocery shopping, either from the complex or the United Ministries. No residents are on dialysis. Ten use walkers and one is hearing impaired.

When tenants ask about transportation options, they are given contact information to call Delaware Opportunities, the Office on Aging, or local taxi providers.

DSC supports the transportation coordination effort. The community needs convenient transportation services that do not require long periods of time on any vehicle.

Delaware County Economic Development Office is located at Courthouse Square in Delhi. The office coordinates information with employers. A list of the top employers in Delaware County was provided for the purpose of this study. The Economic Development Office indicated that the lack of

low-cost transportation is a barrier for people who need to go to employment related training programs as well as youth and young people who need to go to GED programs. Also, the local employers have indicated that they have challenges maintaining employees because many people do not have reliable transportation.

Even though transportation may be needed in the area, taxpayers may be hesitant to support a public transportation program in the current economy, according to the Economic Development Office.

O'Connor Hospital is a 23 bed critical access hospital that also offers short term rehabilitation services, specialty and dental clinics. This facility is located at 460 Andes Road, Delhi.

The hospital coordinates transportation for Medicaid patients with Delaware Opportunities upon discharge. For patients discharged who do not qualify for Medicaid or senior services, there is no form of transportation aside from the local taxi providers.

Public transportation services that meet the needs of all people of Delaware County are supported by O'Connor Hospital. They see a particular need for transportation available for discharged patients that may have no other way to go home after a visit to the emergency room or as an inpatient. A need exists to assist patients once they are home to get to basic services, such as follow up medical appointments either in or out of county, prescriptions, and grocery shopping.

Robinson Terrace Nursing Home is a private, non-profit nursing home located in Stamford. Residents at the nursing home are private pay or Medicaid eligible. The nursing home has 117 to 122 residents and employs 180 individuals. A Heal NY grant for \$9.5 Million was recently awarded to Robinson Terrace for construction of a 60 bed assisted living center. The assisted living center will not only provide a much needed service for Delaware County, but also create 40 to 50 new jobs.

Robinson Terrace employees work three shifts (7:00 AM to 3:00 PM, 3:00 PM to 11:00 PM, and 11:00 PM to 7:00 AM). According to the Executive Director, transportation is a barrier to gaining and maintaining employment. Several employees are nursing students at SUNY Delhi who are work at Robinson Terrace to complete clinical requirements for their degree. Employees also come from Otsego County.

The nursing home has provided transportation in the past, but is not currently a provider. The Executive Director submitted a grant application for a vehicle through the Federal Transit Administration Section 5310 program in May 2010. The grant was approved but the vehicle has not yet arrived in the county. In the meantime, nursing home staff refer Medicaid eligible residents to Delaware Opportunities or a private ambulette service. Non-Medicaid eligible residents are referred to private ambulette services, which are often times cost prohibitive. Circle of Life serves the Nursing Home three times per weekday beginning at 4:30 AM with an ambulette vehicle. The Executive Director estimated that approximately four of the current residents could use a demand response public transportation service. The number of people who could use demand response transportation will increase after the assisted living center is completed.

Robinson Terrace receives funding through private pay residents, Medicare, Fundraising, and grant writing.

United Way of Delaware and Otsego Counties assumes a proactive role in working collaboratively with organizations to maximize the effect of limited resources in meeting health and human service needs. The United Way is the designated recipient for this coordinated planning effort and is an active participant in developing coordinated transportation for Delaware County. The United Way completed a Community Needs Assessment in 2005 which indicated that transportation is a barrier for many people in Delaware County who need access to services. The United Way is part of an emergency call center effort with Binghamton.

D. ADDITIONAL VEHICLES IN DELAWARE COUNTY

Delaware County Department of Social Services has a fleet of vehicles that is used by their caseworkers and investigators. Fifty vehicles are assigned to employees. The vehicles range in age from 11 years to new vehicles, with the average age of 2005. Vehicles seat between 5 to 6 passengers, with most seating 5 passengers. The average mileage per vehicle is 59,800.

Delaware County Department of Public Works has vehicles used by the highway department in various capacities. The make and model of the vehicles was not listed in the information reviewed. There are fifty-six vehicles in this fleet. The average miles per vehicle is 12,181.

SUMMARY

The following table (Exhibit IV.3) provides a summary of the transportation expenses and cost per trip as reported by the providers. Based on the information provided by each organization, the transportation providers in Delaware County are spending a reported \$3.87 million on transportation for various public agency sponsored programs. The cost per trip for Public Health is higher than average for the area, possibly due to the required level of specialized service, and it increases the average cost per trip. Not including Public Health transportation, the cost per passenger trip ranges from \$12.30 for Office for the Aging to \$74.57 for Delaware Opportunities Medical trips. A summary of transportation provider information is provided in Exhibit IV.4.

Exhibit IV.3: Transportation Expenses by Agency, 2010

<u>Agency</u>	<u># Annual Passenger Trips</u>	<u>Cost per Passenger Trip</u>	<u>Annual Transportation Budget</u>
Deposit Foundation	916	\$27.60	\$25,283
Rehabilitation Support Services	5,414	\$13.54	\$73,320
Veterans Services	1,278	\$40.21	\$51,385
Office for the Aging	2,766	\$12.30	\$34,033
Delaware Co.ARC	101,526	\$14.63	\$1,485,320
Public Health	4,830	\$146.38	\$707,000
DSS (not including DO)			\$62,757
Delaware Opportunities - Medical	10,800	\$74.57	\$805,408
Delaware Opportunities - Senior Dining	4,000	\$5.59	\$22,362
Delaware Opportunities - Head Start	2,790	\$106.71	\$297,715
Roscoe Nursing Home			
Delaware Valley Hospital	1,040		
Total Passenger Trips			
	135,360		
Total Annual Transportation Expenses			
			\$3,564,583
Average Cost Per Trip			
		\$49.06	

Public Health Includes Budgeted Costs for EI and Preschool for Children with Developmental Disabilities, 2010

Office for the Aging includes only the Senior Transportation Program

The Table in Exhibit IV.5 provides the combined vehicle inventory for the organizations included in this report. As information about vehicle utilization fluctuates throughout implementation of a transportation program, the mobility manager should update the table.

Exhibit IV.4: Interview Summary Chart

Name	Service Type	Passenger Eligibility	Service Description	Hours of Service	Fleet Information	Funding Sources for Transportation
Circle of Life	Private for profit ambulette	Predominantly Medicaid – Will transport private pay	Non-emergency medical Ambulette (wheelchairs and stretchers)	Weekdays – no set hours – may begin as early as 4 AM – Saturdays for dialysis 24/7 for Hospice	3 – w/c and stretcher accessible 7 – wheelchair accessible	Privately Owned by Circle of Life
Countryside Nursing Home	Private for profit residential facility	No transportation services – May provide in future for proposed day care.	Residential facility for patients with health care needs that require skilled nursing and in-residence rehabilitation.	24/7 support services to residents	1 – 2 w/c; 2 ambulatory	Medicaid, Delaware County, Private Pay
Delaware County ARC	Private non-profit	Individuals with disabilities	Services for individuals with disabilities to create personal independence and dignity	Monday-Friday Fixed routes to/from ARC facilities	38 transit vehicles (36 are wheelchair accessible)	Federal Transit Administration (Section 5310), OMRDD funding, and private funds
Delaware County Department of Social Services	County	Residents of Delaware County	Variety of programs for residents of Delaware County.	Purchase transportation for Medicaid services from Delaware Opportunities and other providers.	No vehicles. Purchase transportation for Medicaid eligible trips.	Delaware County
Delaware County Office for the Aging	Non-profit	Anyone age 60 or older and people of	Services for Older Delaware County Residents	Tuesday, Wednesday, and Thursdays	6 vehicles (1 is wheelchair accessible)	Federal Administration on Aging, New York State Office for the

Exhibit IV.4: Interview Summary Chart

Name	Service Type	Passenger Eligibility	Service Description	Hours of Service	Fleet Information	Funding Sources for Transportation
		any age who have a disability		8:00AM to 2:00 or 5:30 PM		Aging, Delaware County Government, Delaware County Senior Council, local foundations
Delaware County Public Health	Early Intervention/Pre-School for developmental disabled children 3-5	Must be a qualified child of either program	Pre-school with treatment for disability while @ school	180 school days 30 summer days	Third party contractor provides up to 1 vehicle per child with aides and car seats	Delaware County
Delaware County Public Health	Medicaid transportation services	Medicaid eligible	Medical transportation services approval to and from appointments for Medicaid eligible trips. Trips provided by Delaware Opportunities	As provided by 3 rd party	N/A (approval only)	Medicaid
Delaware County Veterans Service Agency	Assistance to Veterans and their families to secure/sustain services	Must be a Veteran	Transportation for Veterans and dependants to VA Medical Center – Albany and for some Medicaid recipients to medical sites in Albany	Weekdays: 5:30 AM to when return (attempt to leave no later than 12:00 PM) No holidays	2 Vans (2006 Chevy Express & 2010 Ford E-350) Available: after 5:00 pm, weekends & holidays	Delaware County Department of Social Services – 100% funding Medicaid trips paid for by Medicaid.
Delaware Opportunities	Non-profit. Assistance to Delaware County residents with low incomes	Individuals with low incomes Medicaid eligible	Transportation for many programs, including Medicaid transportation to medical appointments	Weekdays: 4:00 AM to 9:00 PM Saturday: Dialysis Appts. Sunday: Foster Care	18 vehicles Available: Some available in evenings and weekends	United Way, Medicaid, and other contributions

Exhibit IV.4: Interview Summary Chart

Name	Service Type	Passenger Eligibility	Service Description	Hours of Service	Fleet Information	Funding Sources for Transportation
Delaware Valley Hospital	25 bed critical access hospital	Addiction treatment – attendance to AA meetings	Hospital services Targeted transportation services	24/7	1 – Van (up to 10 passengers) Non-accessible	Hospital Funding
The Delhi Senior Community	Public housing for seniors	No transportation services. Housing for seniors with limited annual income.	Housing No transportation services provided	N/A	N/a	N/A
The Deposit Foundation	Private Nonprofit to ensure Deposit residents have access to health, human and housing services	Must live in the area of Stamford school district (Deposit area)	Transportation: Non-emergency, social service & attorney appointments; Saturday shopping	Weekdays: Begin to assure passengers to appts. by 9:00 am – return to assure drivers to garage by 5:00 pm Saturdays: Mornings	1 Van (2010 Toyota Sienna (7 passenger) Not accessible Available: after 5:00 pm; Sundays	Medicaid, Foundation fund drives (3-4 per year), United Way, donations, & grants

Exhibit IV.4: Interview Summary Chart

Name	Service Type	Passenger Eligibility	Service Description	Hours of Service	Fleet Information	Funding Sources for Transportation
O'Connor Hospital	23 bed critical access hospital Short term rehabilitation; dental clinic; Some medical specialists	No transportation services	Hospital services	24/7	N/A	N/A
Otsego Express	Public transportation in Otsego County	Open to the public	Fixed routes, route deviation, demand response	6:00 AM – 2:00 PM weekdays	Vehicles do not operate in Delaware County	New York DOT, Federal Transit Administration (FTA)
Rehabilitation Support Services	Support Services for those with mental health diagnosis	Client transportation	Job placement, training & transportation; social club (transportation to & from); licensed residential services; substance abuse programs	As needed by client	15 vehicles – non accessible	New York State provides 100% of agency funding
Roscoe Community Nursing Home	Skilled nursing facility (85 beds) Adult day care (30 participants)	Medicaid eligible resident or day care participant.	Transportation provided to and from day care with owned vehicles. Occasionally used for social trips for residents and day care participants.	Weekdays: Day Care – 7:00 am – 5:00 pm Occasional social trips – as scheduled (may be Saturdays)	2 buses (2006 & 2008) 1 minivan (2009) All accessible <i>Available: after 5:00 pm/weekends (unless use for social trips)</i>	Medicaid

Exhibit IV.5 Vehicle Utilization Chart



System Name	Vehicle Type	WC?	Passenger Capacity/WC	Yr.	Passenger Eligibility	Where Vehicle is Stored	Days	Time of Day Operated													
								AM							PM						
								4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00
Delaware County ARC																					
ARC	Bus	Yes	11/6 w/c	2001	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	28/3 w/c	2002	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	No	24 seats	2002	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	32/2 w/c	2003	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	32/2 w/c	2003	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	12/2 w/c	2003	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	26/2 w/c	2007	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	24/3 w/c	2007	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	24/3 w/c	2007	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	10/4 w/c	2006	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	12/2 w/c	2006	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	14/3 w/c	2006	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	10/4 w/c	2006	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	14/3 w/c	2006	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	12/2 w/c	2007	ARC Consumer	Arkville	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	16/2 w/c	2008	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	10/4 w/c	2008	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	12/2 w/c	2008	ARC Consumer	Arkville	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	14/7 w/c	2011	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
ARC	Bus	Yes	10/4 w/c	2009	ARC Consumer	Hamden	M-F														2:30 p.m. - 5:30 p.m.
Countryside Nursing Home																					
Countryside Nursing Home	Van	Yes	2 w/c 2 seats	2004	Staff Errands	Countryside	N/A														
Delaware County Office on Aging																					
Delaware County Office on Aging	Bus	Yes	2 w/c 18 seats	2006	Older Adults	Delhi	T, W, R														8:00 a.m. - 5:30 p.m.
Delaware County Office on Aging	Bus	No	33 seats	2002	Older Adults	Delhi	T, W, R														8:00 a.m. - 5:30 p.m.
Delaware County Office on Aging	Minivan	No	6 seats	2008	Older Adults	Delhi	T, W, R														8:00 a.m. - 5:30 p.m.
Delaware County Veterans																					
Veterans Services	SMV	No	0 w/c 12 seats	1998	Veterans Medical	Walton	M-F														5:30 a.m. - until trip end - usually leave after 1:00 p.m. appts. End
Veterans Services	SMV	No	0 w/c 12 seats	2006	Veterans Medical	Walton	M-F														5:30 a.m. - until trip end - usually leave after 1:00 p.m. appts. End
Veterans Services	SMV	No	0 w/c 12 seats	2010	Veterans Medical	Walton	M-F														5:30 a.m. - until trip end - usually leave after 1:00 p.m. appts. End
Delaware Valley Hospital																					
Delaware Valley Hospital (DVH)	Minivan	No	8 seats	2003	Alcohol Trtmt	Walton	M-F														8:00 a.m. - 10:00 p.m.
Deposit Foundation																					
Deposit Foundation	Minivan	No	7 seats	2010	Deposit resident	Deposit	M-F														9:00 a.m. - 5:00 p.m.
Delaware Opportunities																					
Delaware Opportunities - Medical	Sedan	No	5 seats	2001	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2007	Medicaid	White	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2007	Medicaid	White	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2007	Medicaid	White	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2007	Medicaid	White	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2007	Medicaid	White	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2007	Medicaid	White	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2008	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2008	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2008	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2008	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2008	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2008	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Sedan	No	5 seats	2008	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Van	No	?	2003	Medicaid	Davenport	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Van	No	14 seats	2008	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Medical	Van	No	6 seats	2009	Medicaid	Hamden	M-F														4:00 a.m. - 9:00 p.m.
Delaware Opportunities - Head Start	Van	No	7 seats	2003	Head Start	Arkville	SD - M-F														7:15 a.m. - 9:30 a.m. 12:45 p.m. - 2:30 p.m.
Delaware Opportunities - Head Start	Bus	No	26C/20A	2007	Head Start	Arkville	SD - M-F														7:15 a.m. - 9:30 a.m. 12:45 p.m. - 2:30 p.m.
Delaware Opportunities - Head Start	Van	No	7 seats	2001	Head Start	Davenport	SD - M-F														7:15 a.m. - 9:30 a.m. 12:45 p.m. - 2:30 p.m.
Delaware Opportunities - Head Start	Bus	No	26C/20A	2006	Head Start	Davenport	SD - M-F														7:15 a.m. - 9:30 a.m. 12:45 p.m. - 2:30 p.m.
Delaware Opportunities - Head Start	Van	No	7 seats	2005	Head Start	Delhi	SD - M-F														7:15 a.m. - 9:30 a.m. 12:45 p.m. - 2:30 p.m.
Delaware Opportunities - Head Start	Bus	No	26C/20A	2004	Head Start	Delhi	SD - M-F														7:15 a.m. - 9:30 a.m. 12:45 p.m. - 2:30 p.m.
Delaware Opportunities - Head Start	Sedan	No	4 seats	1997	Head Start	Deposit	SD - M-F														7:15 a.m. - 9:30 a.m. 12:45 p.m. - 2:30 p.m.
Delaware Opportunities - Head Start	Bus	No	26C/20A	2006	Head Start	Deposit	SD - M-F														7:15 a.m. - 9:30 a.m. 12:45 p.m. - 2:30 p.m.

Exhibit IV.5 Vehicle Utilization Chart

System Name	Vehicle Type	WC?	Passenger Capacity/WC	Yr.	Passenger Eligibility	Where Vehicle is Stored	Days	Time of Day Operated																																
								AM						PM																										
								4:00	5:00	6:00	7:00	8:00	9:00	10:00	11:00	12:00	1:00	2:00	3:00	4:00	5:00	6:00	7:00	8:00	9:00	10:00														
Delaware Opportunities - Head Start	Van	No	7 seats	2003	Head Start	Fishs Eddy	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	Bus	No	26C/18A	2003	Head Start	Fishs Eddy	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	Sedan	No	5 seats	2003	Head Start	Franklin	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	Bus	No	26C/20A	2010	Head Start	Franklin	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	Sedan	No	5 seats	2008	Head Start	Grand Gorge	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	Bus	No	26C/20A	2004	Head Start	Grand Gorge	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	SUV	No	5 seats	2004	Head Start	Hamden	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	SUV	No	5 seats	2006	Head Start	Hamden	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	Van	No	7 seats	2005	Head Start	Hamden	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	Van	No	7 seats	2001	Head Start	Sidney	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	Bus	No	26C/20A	2010	Head Start	Sidney	SD - M-F					7:15 a.m. - 9:30 a.m.								12:45 p.m. - 2:30 p.m.																				
Delaware Opportunities - Head Start	Van	No	7 seats	2001	Head Start	Walton	SD - M-F					7:15 a.m. - 9:30 a.m.																												
Delaware Opportunities - Head Start	Bus	No	26C/18A	2003	Head Start	Walton	SD - M-F					7:15 a.m. - 9:30 a.m.																												
Delaware Opportunities - Senior Dining	Van	No	7 seats	2009	Senior	Margaretville	M-F													11 a - 12:30 p																				
Delaware Opportunities - Senior Dining	Van	No	8 seats	2009	Senior	Delhi	M-F													11 a - 12:30 p																				
Delaware Opportunities - Senior Dining	Van	No	10 seats	2002	Senior	Sidney	M-F													11 a - 12:30 p																				
Delaware Opportunities - Senior Dining	Van	No	7 seats	2009	Senior	Hancock	M-F													11 a - 12:30 p																				
Delaware Opportunities - Senior Dining	van	No	8 seats	2000	Senior	Walton	M-F													11 a - 12:30 p																				
Rehabilitation Support Services																																								
Rehabilitation Support Services	Van	No	0 w/c 15 seats	2006	Consumer	Walton	M-Sat																																	24 hours
Rehabilitation Support Services	Van	No	0 w/c 15 seats	2006	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Van	No	0 w/c 15 seats	2006	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Van	No	0 w/c 12 seats	2005	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Minivan	No	0 w/c 7 seats	2006	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Minivan	No	0 w/c 7 seats	2005	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Sedan	No	0 w/c 5 seats	2006	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Sedan	No	0 w/c 5 seats	2006	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	SUV	No	0 w/c 7 seats	2008	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Minivan	No	0 w/c 7 seats	2006	Consumer	Walton	M-Sat																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Minivan	No	0 w/c 7 seats	2008	Consumer	Walton	M-Sat																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	SUV	No	0 w/c 7 seats	2004	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Sedan	No	0 w/c 5 seats	2005	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	
Rehabilitation Support Services	Sedan	No	0 w/c 5 seats	2010	Consumer	Walton	M-F																																8:00 a.m. to 4:30 p.m.	

** Vehicle Utilization and Inventory Information provided on this chart is not a comprehensive list of resources and includes only information provided

SD - M-F = School Days Monday through Friday (160 days per year)

 Door to door service
 Route service

INFORMATION STILL NEEDED IF THERE IS A ? IN THE CELL.

V. INVENTORY OF REGIONAL TRANSPORTATION RESOURCES, UNMET TRANSPORTATION NEEDS, AND GAPS IN SERVICE

Because several of the destinations for Delaware County residents are outside of the county, and the need for regional transportation exists, the inventory of services was expanded to select neighboring counties. Many residents are traveling to Otsego, Broome, and Schoharie counties to receive medical services, participate in college classes, shop, and work. For that reason, outreach meetings were held with Otsego County Transit and the Binghamton area health care providers to gather their insight into the travel needs of Delaware County residents that use their services. A review of the Intercity Bus service that operates through Delaware County as well as a review of the Coordinated Public Transit System in Schoharie County was conducted to understand the regional transportation resources that are available to Delaware County residents. A summary of the existing services and unmet transportation needs is provided in the following paragraphs.

ONEONTA PUBLIC TRANSIT AND OTSEGO EXPRESS – CITY OF ONEONTA AND OTSEGO COUNTY

On February 16, 2010 RLS & Associates, Inc. along with Laura Stewart from Office for the Aging conducted a meeting with the Oneonta Public Transit (OPT) at the system office in Oneonta. OPT is the public transportation provider for the City of Oneonta. OPT operates six in-city routes, and one route to Cooperstown and Otego. Route deviation is offered within 3/4 of a mile of a bus route. Ridership to Wal-Mart and to/from the local colleges is strong. (Route definition is defined as a vehicle leaving a designated route for passenger pick-up that is pre-arranged.)

Otsego Express is a public transit service administered by Otsego County. The county contracts with Birnie Bus Service to provide this demand response transit service outside of the City of Oneonta. There are 13 routes traveling throughout the county.

Both services are open to the riding public and require a fare be paid when boarding the transit vehicle. Prepaid passes are also available.

Both transit providers look forward to coordinating transportation services with Delaware County. Currently, OPT and Otsego Express service area is limited to Otsego County. Destinations beyond the county line are not served by OPT or Otsego Express. The transportation management stated that a public transportation program in Delaware County that would connect with OPT or Otsego Express would most likely be utilized by students (or potential students) and improve employment opportunities for all working age individuals in Delaware County.

SCHOHARIE COUNTY COORDINATED PUBLIC SYSTEM

Schoharie County Coordinated Public System includes a relationship between 18 organizations including non-profit agencies, employers, the Chamber of Commerce, public schools, local colleges,

and State and local governmental bodies. It also includes six transportation providers. Schoharie County Office for the Aging is the coordinated services operator.

The coordinated transportation program has a long history that started in 1974 with a \$200 deposit from the Schoharie County Council of Senior Citizens, Inc. into an account that was earmarked for developing transportation services for senior citizens. Then, in 1975 the county received a demonstration grant from New York State to implement a transportation system for older adults and disadvantaged individuals within Schoharie County and surrounding counties. Later, the Schoharie County Community Action Program (SCCAP) leased vehicles and started transportation within a 10-mile radius of the Cobleskill and Schoharie meal sites and a private operator (K&K Bus Line) started a commuter service to the General Electric plant in Schenectady. By 1980, all of the transportation services were consolidated: the Office for the Aging provided funding and the SCCAP provided its fleet of vehicles. Centralized dispatching was established through a volunteer program at SCCAP.

With continued dedication by the partnering organizations, technical assistance provided by the Community Transportation Association of America's Rural Passenger Transportation Technical Assistance Program, and gradual expansion of service, the coordinated public transportation program had an operating budget of nearly \$300,000 by 1999 and was a recipient of Federal Transit Administration Section 5311 (Rural Transit) funding and NYSDOT State Transportation Assistance to Needy Families (TANF) dollars. The system transported 74,248 passengers and traveled 349,979 miles in 1999. Since that time, the program continues to grow and expand. By 2008, the system operated with a budget of more than \$1 Million.

BINGHAMTON AREA HEALTH CARE PROVIDERS FOCUS GROUP

On February 18, 2010 the consulting team facilitated a meeting at the American Cancer Society in Johnson City to meet with the Binghamton Area Healthcare providers and discuss the transportation needs of the patients they serve from Delaware County. Those in attendance represented United Health Services, the American Cancer Society, Lourdes Hospital, the Rural Health Network of South Central New York (RHNSCNY) and Delaware County NY Connects.

RLS welcomed everyone to the meeting and gave a brief overview of the coordinated public transportation project, then asked for information on the needs of Delaware County residents as observed by those in attendance. Transportation related needs and challenges shared during the meeting are listed below:

- ◆ Patients requiring radiation treatment must travel outside Delaware County.
- ◆ No dialysis centers currently exist in Delaware County.
- ◆ Both hospitals represented see large volumes of patients from Delaware County.
- ◆ Many patients have a fear of driving in areas with which they are not familiar.
- ◆ A need exists for formal transportation services in Delaware County that are affordable, reliable, available to the public, and include out-of-county destinations.

The American Cancer Society (ACS) provides cancer patients registered with them with up to \$200 per year for transportation to and from treatments. This \$200 covers about 1,400 miles

traveled, which is a small portion of a typical travel budget for patients receiving any type of cancer treatments.

The ACS has a transportation program referred to as *Road to Recovery* which matches volunteer drivers with patients who must travel for cancer treatments. While this program is helpful to patients, it is difficult at times to recruit and retain volunteer drivers. They are recruiting drivers all the time. Patients who are on Medicaid do not qualify for this program.

United Health Services (UHS), a non-profit medical center and dialysis treatment site estimated that about 700 Delaware County residents were admitted in 2009 and over 2,100 were treated as outpatients. Because of these figures, UHS will begin a new transportation program for patients that find it hard to drive to the hospital. The hospital also provides gas cards for cancer treatment patients and limited housing for heart patients.

The busiest hours for patients traveling to UHS are weekday early mornings between 5:00 and 9:00 AM and then again between 2:00 and about 6:00 PM to take people home from appointments. Saturday demand varies throughout the day. There is low demand for transportation on Sundays. Currently, most UHS patients drive a personal car or ride with a friend or family member to appointments. Some also use human service agencies that provide transportation. The hospital estimates that many people go without critical health care because they do not have transportation. The most appropriate mode of public transportation for UHS patients would be curb-to-curb and taxi type service, according to UHS.

Beginning in March 2010, UHS will provide shuttle services from their site at the local mall to other UHS medical facilities (including doctor's offices affiliated with the hospital) at no charge. The service will operate with two drivers and two vans on weekdays. Arrangements for transportation will be made by the nurse at the call center in the mall. Patients must find their own transportation to the mall (drive, ride with family/friends, public transportation).

Lourdes Hospital in Broome County experienced about 4,261 visits from Delaware County residents. At their Hancock site (near the Pennsylvania border) in Delaware County, 6,339 visits originated in Delaware County.

The Rural Health Network of South Central New York provides transportation information, healthcare access services, health education and prevention to its clients. They believe that patients' transportation to and from medical appointments are provided predominately by the patients driving themselves. Other means used are rides with family, friends, human or senior service agencies, and local taxi providers.

While the Network does not assist in the transportation costs to and from medical appointments, they are encouraged that Delaware County is working toward solutions to the transportation issues within the county. The Network rated the most needed transportation services in Delaware County as follows:

- ◆ Public transit to bring people into small community centers where a larger transit vehicle will pick them up. This structure would require establishment of designated transit hubs and pick-up points;
- ◆ A volunteer driver service (although volunteer transportation typically has limited available for dialysis patients);
- ◆ Door-to-door transportation service with an advance reservations and shared trip for passengers who need assistance to and from the door;
- ◆ Curb-to-curb transportation service with an advance reservations and shared trip for passengers who do not need assistance or only need minimal assistance to board and disembark the vehicle; and
- ◆ Taxi type service with no advance reservations and no shared trip.

Finally, the Network listed the biggest challenges to transportation in Delaware County to be as follows:

- ◆ Distances to essential services;
- ◆ Sparse population; and,
- ◆ Unrealistic expectations of a transportation system.

The group suggested the following solutions to implementing transportation in Delaware County and overcoming the challenges:

- ◆ Provide general public demand response transportation in Delaware County;
- ◆ Hire a regional Mobility Manager(s) to focus on continued coordinated transportation efforts;
 - Potentially share an Americorps Vista Volunteer to assist the Mobility Manager(s)
- ◆ Conduct ongoing passenger training and marketing activities to improve awareness of transportation services; and,
- ◆ Potential Transportation Solutions Through a Coordinated Effort

The Binghamton focus group participants discussed possible transportation solutions to the unmet transportation needs for residents of Delaware County including older adults, individuals with disabilities, people with low incomes, and the general public. Some of the ideas shared are listed below.

- ◆ Grouping of trips (i.e., multiple passengers sharing a vehicle) would make trips more affordable to the individual passengers and the transportation provider;
- ◆ Volunteers could bring people to a central drop off point where they could transfer to a coordinated public transportation vehicle to complete the trip;
- ◆ Research should be conducted about other trip generators in Broome County for maximizing vehicle use while in the county and reducing unproductive time when drivers would otherwise be waiting for passengers to finish their medical appointments;
- ◆ Delaware County could be a workforce source for Broome County employers if public and affordable transportation services were available;
- ◆ Public transportation promotes environmental friendliness; and

- ◆ Placement of a Mobility Manager in a medical facility could promote cooperation and efficient scheduling of appointments and transportation services between hospitals and the transportation providers.

INTERCITY BUS SERVICE

The State of New York, not unlike other states across the country, has seen the abandonment of numerous unprofitable intercity bus routes as a result of federal deregulation of the intercity bus industry in the early 1980's and America's infatuation with the automobile. The termination of intercity bus routes had a profound impact on the volume of available service, particularly in rural areas. This is certainly true for Delaware County and the surrounding area.

While the route structure in the immediate Delaware County area closely resembles that of the mid-1970's, the volume of scheduled services through the county has significantly decreased since that time. The availability of connector routes from Delaware County to other parts of the state and nation has greatly declined.

However, from a national perspective, the availability of intercity bus service in Delaware County is significant. Unlike most of the country, Greyhound Lines, Inc. is not a provider of intercity bus service in the Delaware County area. Intercity bus service is provided by a conglomerate of Trailways bus companies that operate under the name of New York Trailways.

Adirondack Trailways initiated service in upstate New York in the mid-1930's. In the mid-1960's Pine Hills Trailways was spun off to meet the growing demand for intercity bus service throughout the entire Catskill Mountain region. In 1994 Empire Trailways was acquired and reorganized under the name New York Trailways, resulting in a significant service expansion. As a result of this acquisition, service was resumed along the primary Albany-Buffalo corridor once substantial improvements were made to the fleet and operating structure. Today, the companies Adirondack, Pine Hill, and New York Trailways continue to operate from the same Mid-Hudson Valley region they have served for over eighty years.

The corporate office for Adirondack, Pine Hill, and New York Trailways is located in Hurley. The Adirondack Trailways Maintenance Facility is located in Albany, while the New York Trailways/Pine Hill Trailways Maintenance Facility is in Kingston. The maintenance shops are familiar with all models of intercity coaches, engines, and transmissions and serve as service centers for other motor coach owners and operators serving in the region.

Intercity bus service through Delaware County operates either along the Route 23 or Route 28 corridor. Along the Route 23 corridor there are two scheduled trips in each direction during the day, seven days a week. Along the Route 28 corridor a total of six schedules are provided in each direction. One bus operates each day except Sunday, another bus operates on Sunday only, one bus operates Friday to Sunday only, and another bus only operates a college schedule. These routes extend to Utica to the north and New York City to the south. Connections are available in Oneonta to the western and northern parts of the state and beyond. Exhibit V.1 is a map illustrating the

Trailways bus routes in New York. Exhibit V.2 illustrates the availability of scheduled intercity bus service in Delaware County.

Coach USA/Shortline operates daily along Route 17 between Monticello and Binghamton with stops in Hancock and Deposit. The service is provided three times daily in each direction, with one of the schedules only dropping off passengers in Hancock and Deposit with no pick-up service offered.

As illustrated in Exhibit V.3, the 2009 operating statistics for these three corridors was obtained from the New York State Department of Transportation (NYSDOT). With seven stops, the Route 28 corridor is the most productive from a total passengers perspective. All three corridors produced nearly 21,000 boardings and deboardings while providing nearly 284,000 miles of service within Delaware County.

NYSDOT provides Statewide Mass Transportation Operating Assistance (STOA) funds to support intercity bus service across the state. In 2009, over \$591,000 in STOA funds were utilized to support intercity bus service in Delaware County, with the majority of the funds used for the Route 28 corridor. Federal Section 5311(f) funds totaling nearly \$83,000 were also used to provide the intercity service during this period.

It should be noted that the Route 17 corridor obtained \$2.57 passenger revenue per mile as compared to \$1.91 for the other two routes. This higher revenue productivity resulted in the need for much less state and federal operating assistance for the Route 17 service versus the Route 23 and Route 28 service. Passenger revenue per mile is dependent on various operating characteristics which may lead to substantial differences in service productivity from route to route.

Exhibit V.1: Trailways Map



Source: Trailways Bus, Inc.

Exhibit V.2: Delaware County Intercity Bus Schedule

Rt. 28 Corridor					College	Fri.-Sun. Only
Kingston	9:10AM	11:40AM	2:50PM	5:50PM	7:10PM	8:05PM
Fleischmanns	10:16AM	12:46PM	3:56PM	6:56PM		9:11PM
Arkville	10:21AM	12:51PM	4:00PM	7:01PM		9:16PM
Margaretville	10:22AM	12:52PM	4:02PM	7:02PM		9:17PM
Andes	10:44AM	1:14PM	4:24PM	7:24PM		9:39PM
Delhi	11:05AM	1:35PM	4:45PM	7:45PM	8:30PM	10:00PM
SUNY Delhi			4:50PM	7:50PM	8:35PM	10:05PM
Meridale	11:18AM	1:48PM	4:58PM	7:58PM		10:13PM
Oneonta	11:45AM	2:10PM	5:20PM	8:20PM	9:10PM	10:40PM

Rt. 28 Corridor	Except Sun.		Sun. Only			
Oneonta	6:00AM	9:30AM	11:30AM	2:40PM	2:55PM	4:45PM
Meridale	6:22AM	9:52AM	11:52AM	3:02PM		5:07PM
SUNY Delhi			12:15PM	3:20PM	3:20PM	
Delhi	6:35AM	10:05AM	12:20PM	3:28PM	3:35PM	5:20PM
Andes	6:45AM	10:20AM	12:35PM	3:42PM		5:35PM
Margaretville	7:13AM	10:42AM	12:58PM	4:01PM		5:55PM
Arkville	7:15AM	10:44AM	1:00PM	4:05PM		5:57PM
Fleischmanns	7:20AM	10:49AM	1:05PM	4:10PM		6:02PM
Kingston	8:30AM	12:10PM	2:15PM	5:20PM	5:10PM	7:15PM

Rt. 23 Corridor					
Kingston		10:10AM	10:40AM	5:10PM	7:40PM
Grand Gorge		8:47AM	12:03PM	3:50PM	9:28PM
Stamford		8:35AM	12:15PM	3:38PM	9:40PM
Harpersfield		8:29AM	12:21PM	3:32PM	9:46PM
Davenport		8:14AM	12:36PM	3:17PM	10:01PM
Davenport Center		8:07AM	12:43PM	3:12PM	10:08PM
Oneonta		7:55AM	12:55PM	3:00PM	10:20PM

Exhibit V.3: Intercity Bus Operating Statistics

Corridor - Operator - Stop	Passengers On & Off	Passengers On	Passengers Off	Corridor Miles	STOA - State Operating Assistance	5311(f) Federal Operating	Passenger Revenue/ Mile
Rt 28 Corridor: Adirondack Trailways				150,093	\$384,613	\$54,033	\$1.91
Fleischmanns	2,295	1,236	1,059				
Arkville	123	25	98				
Margaretville	3,168	1,629	1,539				
Andes	1,105	530	575				
Delhi	11,973	6,083	5,890				
SUNY Delhi	23	0	25				
Meridale	130	42	88				
Rt 23 Corridor: Adirondack Trailways				52,866	\$135,469	\$19,032	\$1.91
Grand Gorge	901	466	435				
Stamford	1,582	826	756				
Harpersfield	55	23	32				
Davenport	143	76	67				
Davenport Center	26	10	16				
Rt 17 Corridor: Coach USA/Shortline				81,030	\$70,967	\$9,724	\$2.57
Hancock	936	Not Avail	Not Avail				
Deposit	1,196	Not Avail	Not Avail				
Delaware County Totals	23,656			283,989	\$591,049	\$82,789	

Across the study area there are combinations of intercity bus stations that offer a variety of different services: a few full service stations handle ticket sales and baggage but at most stops there are no ticket sales or package service.

Exhibit V.4 provides an alphabetical listing of the intercity bus stations/stops in Delaware County, their location, and level of service provided.

Exhibit V.4: Delaware County Intercity Bus Stations

Town/City	Stop Location	Level of Service
Arkville	Arkville Country Store Rt. 28	Limited Service**
Andes	Cassie's Kitchen 85 Main St.	Limited Service
Davenport	Mobil Station Rt. 23	Limited Service
Davenport Center	Flag Stop Rt. 23	Flag Stop
Delhi	Country Store & Kitchen 2 Kingston St.	Full Service***
SUNY Delhi	Barns & Noble 141 Sanford Hall	Limited Service
Deposit	Wheeler Gas 32 Oak St.	Limited Service
Fleischmanns	Sam's Country Store 1293 Main St.	Full Service
Grand Gorge	Country Store & Kitchen Corner Rt. 23 & 30	Full Service
Hancock	Family Restaurant 96 W. Main St.	Limited Service
Harpersfield	Flag Stop Rt. 23	Flag Stop
Margaretville	Margaretville Motel 42480 Rt. 28	Full Service
Meridale	Flag Stop Rt. 28	Flag Stop
Oneonta*	Trailways Bus Terminal 47 Market St.	Full Service
Stamford	Stamford Home Video 110 Main St.	Full Service

* Outside Delaware County

** Scheduled stop with no ticket sales or express service

*** Full service agency handling tickets, baggage and express

Fares for Trailways bus service are based on mileage. For example, a one-way fare from Delhi to Oneonta is \$5.75 while the roundtrip is \$11.50. The one-way fare from Delhi to Kingston is \$16.50, with a roundtrip cost of \$33.00. Discounts are offered to multi-ride commuters, senior citizens, students and children. Tickets may be purchased online at www.trailwaysny.com or by calling 1-

800-858-8555 for assistance. Note that tickets purchased online cannot be cancelled, are not refundable or transferrable and are only valid for the date and time selected.

Passengers with special needs can call 1-800-776-7548 to talk directly with a Trailways' representative regarding fare and schedule information, or to order tickets by mail. Those individuals utilizing a wheelchair and requiring a lift-equipped coach are asked to call at least 48-hours in advance. Questions regarding discounts and special fares should be directed to this number as well.

SUMMARY

Two examples of successful transportation systems in Otsego and Schoharie counties are available for Delaware County coordinated transportation partners to reference. The transportation system in Otsego County recognizes that Delaware County residents are likely to utilize transportation resources for medical appointments, educational opportunities, social visits, and employment. Travel for these purposes to destinations outside of Delaware County will improve the quality of life for Delaware County residents who have limited transportation resources or choose not to drive. Transportation providers in neighboring counties are a resource for information as Delaware County develops its coordinated service. Furthermore, the possibility for connecting with providers in neighboring counties so that regional transportation opportunities are maximized should be considered.

According to the meeting participants at the Broome County Health Care Professionals Focus Group, at least 7,061 hospital visits at Lourdes Hospital and UHS in 2009 were for individuals traveling from Delaware County to Broome County. In addition, 6,339 treatments were provided at the Lourdes Hospital location in Hancock for individuals from Delaware County. Everyone in attendance agreed that there is a need for formal coordinated public transportation services to serve the needs of Delaware County residents who are traveling within the county and also to destinations and services that are located in the surrounding counties.

Finally, intercity bus service that is provided through Delaware County provides an opportunity for regional and even statewide or national transportation. Routes in Delaware County operate along Rt. 23 and Rt. 28. The schedule is limited but offers connections in neighboring counties. Intercity bus stations at several locations in the region offer ticketing, baggage, and express services.

Needs

VI. TRANSPORTATION NEEDS ASSESSMENT SUMMARY

Determining the transportation needs for Delaware County is an integral part of the coordinated transportation plan. In an effort to document the transportation needs of older adults, people with disabilities, individuals with low incomes, and the general public, the consulting team utilized information obtained from the one-on-one interviews and focus group meetings conducted between January and March 2010. Staff from the consulting team moderated meetings and conducted interviews with assistance from Office for the Aging. A list of interviews and Steering Committee members is included in the Appendix. Focus group discussions or meetings conducted include the following:

- ◆ Project Steering Committee – Project Kick Off Meeting, January 20, 2010
- ◆ Broome County Health Care Providers – February 18, 2010
- ◆ Rural Health Alliance Meeting – February 17, 2010
- ◆ Monthly Project Steering Committee Meetings – March 23, 2010 through January 2011

The following transportation-related needs and gaps in service for older adults, individuals with disabilities, people with low incomes, and the general public were documented during focus group and interview meetings.

- ◆ Due to limited transportation provided by human service agencies, the cost of public taxi service, and lack of public transportation in Delaware County, individuals with disabilities, and older adults have a difficult time accessing medical appointments, employment opportunities, educational facilities, shopping and quality of life resources.
- ◆ Access to medical specialists and dialysis treatment is very poor in Delaware County. Delaware County has no dialysis treatment centers. Generally speaking, medical specialists are only available at hospitals and offices in neighboring counties.
- ◆ Individuals with low incomes, people with disabilities, and the general public need transportation to and from Family Court, Divorce Court, and other court-related appointments.
- ◆ College students need transportation for employment and social activities.
- ◆ Transportation is provided for Medicaid eligible individuals going to medical appointments. However, the demand is very high and trips must be scheduled at least two weeks in advance.
- ◆ There is no low-cost public transportation available for the general public who are not eligible for Medicaid. According to the United Way Community Needs Assessment Survey, (2005) transportation was the biggest barrier to accessing community resources and gaining or maintaining employment.

- ◆ Delaware County human service agencies need more affordable options for non-emergency transportation for individuals with low incomes, people with disabilities, and older adults. The limited service that these agencies provide today has limited capacity and cannot meet the transportation needs of all clients.
- ◆ Unnecessary duplications in transportation are occurring because of the eligibility restrictions placed on the individual human service agencies.
- ◆ The scheduling software utilized by Delaware Opportunities, the primary Medicaid transportation provider in Delaware County, is not sufficient because it does not have the capacity to suggest grouped trips and has limited reporting capabilities.
- ◆ Employers, including Nursing Homes, in Delaware County could have a larger workforce to hire from if more people had an option for transportation to and from work.
- ◆ Limited parking in downtown Delhi is a challenge for employees as well as visitors and people who come downtown for human service agency and court appointments.
- ◆ Delaware County has had an influx of white collar people moving here to retire. The county is a naturally occurring retirement community. Potentially, more older adults who could live in their homes for an extended time if transportation options were available. Coordinated public transportation could let older adults live at home longer before moving into nursing homes and retirement centers by providing access to medical appointments, shopping, and social activities.
- ◆ Taxi service is cost prohibitive for people with low incomes.
- ◆ Older adults need a safe transportation alternative to driving at night and in inclement weather.
- ◆ Older adults who have family or spouses in nursing homes need transportation to visit.
- ◆ The United Health Services 2010-2012 Community Services Plan (September 2009) found that Delaware County ranked among the worst counties in New York for access to quality care. This statistic is related to the lack of specialists in Delaware County and signifies a need for transportation to medical facilities and specialists in neighboring counties.
- ◆ Hospitals in Broome County see large volumes of patients from Delaware County. Many do not come for treatment as often as necessary because they have no transportation.
- ◆ Many patients of Broome County hospitals and clinics have a fear of driving in areas in which they are not familiar and need an alternative mode of transportation.
- ◆ A need exists for formal transportation services in Delaware County that are affordable, reliable, available to the public, and include out-of-county destinations.

CHALLENGES TO COORDINATION

There are always challenges to the coordination of resources and transportation is no exception. Results of one-on-one interviews revealed the following challenges:

- ◆ Lack of cost allocation methodology to facilitate shared trips and client mixing on vehicles;
- ◆ Lack of understanding about how to share resources that are tied to specific funding sources;
- ◆ Building trust among coordination partners and potential riders;
- ◆ Adequate funding to provide public transportation service;
- ◆ No centralized information sharing entity; and
- ◆ No designated lead agency to operate the coordinated services.

GOALS FOR COORDINATION

The primary goal of the local project steering committee is to provide quality transportation services that will improve the quality of life for Delaware County residents. Service gaps in the existing structure must be addressed in order to achieve that goal. Service gaps typically fall into the category of spatial gaps or temporal gaps. Spatial gaps involve limitations with the service area while temporal gaps are concerned with limitations in days of the week or hours service is provided. Both spatial and temporal limitations were observed in Delaware County. Input received from stakeholders, along with an analysis of existing transportation services, identified the following gaps for Delaware County.

Spatial Gaps:

- ◆ Lack of evening and weekend service for older adults and people with disabilities;
- ◆ No general public transportation; and
- ◆ No connections with neighboring counties that would facilitate regional travel.

Temporal Gaps:

- ◆ Service hours of human service agency providers are not typically structured to effectively support employment related transportation, particularly for shift work; and
- ◆ Limited hours of service for older adults and people with disabilities.

SUMMARY

A comprehensive effort is still underway to obtain input for the needs assessment and goals from agencies, organization, transportation providers, employers, and government officials through meetings, interviews, and surveys. To date, the transportation needs and challenges revolve around the need for more resources to provide the needed service for older adults, people with disabilities, individuals with low incomes, and the general public. Cost allocation is also viewed as a need as well as a challenge to successful coordination of transportation services.

Peer Analysis

VII. PEER ANALYSIS

Researching transportation programs from other areas of the nation that have similar community characteristics will provide additional information with which to make decisions about the type of coordinated services to explore for Delaware County. RLS contacted five rural community transportation systems that coordinated transportation on some level and are also open to the general public. We asked them to briefly describe their origins, services, contracts, and other pertinent information. Each system manager encouraged further contact by Delaware County if there are questions that are not addressed in this chapter. Contact information, including email addresses are included at the end of each description. A summary table is provided at the end of this chapter in Exhibit VII.2.

PEER SYSTEMS

Apple Country Transit

Apple Country Transit (ACT) is located at 526 7th Avenue East, Hendersonville, NC. The transportation services are provided by the Western Carolina Community Action, Inc. (WCCA). During 2001/2002 the local metropolitan planning organization, of which WCCA was a part, studied the need for a rural transportation service in the county. ACT began as a rural demand response transit system and today also provides fixed route services. One fixed route connects to the Asheville, NC public transportation service. Asheville is home to various medical specialists that are not available in Henderson County. This connection permits Henderson County residents to continue their trips into the neighboring community using public transportation, promoting independent living.

Henderson County is located in the Blue Ridge Mountains. Hendersonville is the county seat and is surrounded by the mountains. The highest point in the county is located on Young Pishah Mountain at approximately 5,200 feet. Many streams run through the county. Lake Summit, the largest body of water, is a reservoir used by the Duke Power Company to produce hydroelectric power.

ACT operates their demand response and subscription transportation services Monday through Friday from 6:45 AM to 5:00 PM. Trips are provided for a variety of reasons, such as medical trips, transportation to and from a senior dining center, work and work-related trips, shopping and grocery trips, and other trips as requested by callers. Passengers call in advance to schedule their pickup and return trip times. One-way fares are \$0.50, based upon travel within designated zones. Callers are given their total fares when they call to schedule their trips.

The fixed route services run along designated routes, connecting passengers to major trip generators such as shopping, medical, and work sites. No calls for route service are necessary; the passenger arrives at the designated stops along the route for their pickups. Posted fares for the fixed route service are \$0.75 per one-way trip. Monthly passes can be purchased for \$15.00 and a book of 20 rides can be purchased for \$10.00.

ACT has contracts to provide Medicaid medical transportation and sheltered workshop transportation. Funds from these contracts make up approximately 10% of ACT's overall transportation budget.

ACT operates eleven vans for the demand response service and six light transit vehicles for the fixed route service. Though not included in the peer analysis chart figures, ACT also operates three buses to provide transportation for the county's Head Start program.

Contact Information:

Bill Crisp, Director
Apple Country Transportation
PO Box 685
526 7th Avenue, East
Hendersonville, NC 28793-06895
Phone: (828) 698-8571
Fax: (828) 692-0685
Email: bcrisp@wcca.net

Carbon County Community Transit (CCCT) c/o LANTA

Carbon County Community Transit (CCCT) public transportation services are offered under a contractual agreement between the County of Carbon and a private provider, LANTA. CCCT is located at 1060 Lehigh Street, Allentown, PA. CCCT offers transportation services - both demand response and fixed route - within Carbon County, connecting with the regional Mall area in Whitehall, Lehigh County. The transportation service has been in existence for several years and serves the community well.

There are 23 municipalities in Carbon County. The county is known for its scenic mountains and rivers. Over two-thirds of the county is State Game Land & State Park Land. The rural landscape and historic setting attracts thousands of visitors each year.

CCCT services are offered Monday through Friday from 7:00 AM to 5:00 PM Senior citizens can use either service at no cost (time restrictions on fixed route) through funding received from the Pennsylvania state lottery. Lottery revenues are used to support all senior public transit trips, regardless of purpose.

CCCT requires that each passenger who lives in Carbon County complete a registration process. This process requires information such as name, address, contact information, and other demographics used to provide the requested transportation services. They also require additional information to help CCCT determine if the passenger is a client of an agency with which they work. While there are no formal written contracts, CCCT tracks trips provided for medical, welfare, and senior trip purposes. Each month, CCCT then invoices the different sponsoring agencies (Medicaid, Welfare Assistance Program, and State senior transportation program) for qualifying trips. Because the service is open to the public, should a passenger not have a sponsor, they can pay the posted cash fare for their transportation. CCCT also receives funding from Carbon County. Because of the informal contracts, general public fares make up a small portion of their overall budget.

The demand response transportation service is the mostly widely used, with estimated annual ridership of 72,000. Twenty-three vehicles are used to provide this service. Passengers call in advance to schedule their transportation service. The dispatcher will give them an estimated pick-up time. CCCT does not retain data on trip purposes but believes most trips are for medical appointments. General public passengers pay \$22.00 for a one-way trip. If disabled, the passenger would qualify for the ADA (Americans with Disabilities) fare of \$2.70 each way. If the trip purpose is a sponsored trip, the passenger is not required to pay a fare. All passengers are encouraged to call as soon in advance as possible to cancel their trip, if necessary, so the trip can be reassigned to another passenger.

The fixed route service provides an estimated 9,000 trips per year. Two vehicles are used to provide this service between Nesquehoning and the Lehigh Valley Mall in Allentown, Lehigh County. Fares are \$1.50 one-way if both ends of the trip are within Carbon County and \$2.50 if the passenger continues their trip to the mall area in Lehigh County. Senior citizens may ride the service at no cost due to state lottery funding during non-peak hours (usually 9:00 a.m. – 4:00 p.m.); otherwise they pay the posted fare.

All 26 vehicles operated by CCCT are accessible, 12-passenger vehicles with two wheelchair positions. This uniformity of vehicle capacity makes scheduling drivers and vehicles for either service (fixed routes or demand response) easier to manage.

Contact Information:

Denis Meyers, Assistant Executive Director
Carbon County Community Transit (CCCT)
1060 Lehigh Street
Allentown, PA 18103
Phone: (610) 435-3646
Email: dmeyers@lantabus-pa.gov

Country Roads Transit

Country Roads Transit (CRT), located at Railroad Avenue & Fifth Street, Elkins, WV, was established in July 2006 to provide transportation services to the citizens of two counties, Randolph and Upshur counties. An initial meeting of local politicians, industries, businesses, civic organizations, social service agencies and emergency transportation providers concluded that a public transportation agency was a step in the right direction. The success of the program included widespread community support, assistance from the local college, and ultimately state support.

A portion of the Monongahela National Forest lies in Randolph County as do the Mountains of Cheat, Laurel, Rich, and Shaver. Both counties are rural in nature. West Virginia Wesleyan College is located in Buckhannon, the Upshur County seat.

CRT operates two types of service: a fixed route loop service in Elkins (Randolph County seat), and demand response service throughout the two counties. The service operates Monday – Friday beginning at 8:00 AM and ends at 4:00 PM.

The Elkins Loop service offers an Elkins Loop North and an Elkins Loop South. Both routes are fixed routes with timed stops along the way. The loop includes apartment complexes, stores, restaurants, schools and health care facilities. The fare for a one-way trip is \$1.25. Monthly passes can be purchased for \$30.00.

The loop services will deviate up to ¾ of a mile off the routes to pick up passengers that call at least one day in advance. The fare for a one-way deviated trip is \$2.50 (twice the CRT base loop fare).

CRT contracts with local agencies and organizations to provide client transportation for various reasons. Non-emergency transportation to and from medical appointments generates approximately \$28,000 per year. Contracting with some of the senior citizens programs (Foster Grandparent Program and Senior Campaign) generates about \$16,900 annually. CRT is open to contracting with any agency to meet its clients' transportation needs.

The demand response service operates throughout both counties. Trips can be scheduled to any destination in either county. Passengers must call 24 hours in advance and are asked to be ready at least five minutes prior to the scheduled pick up time. Passengers are assisted from their door to inside the vehicle. Upon arrival at the destination, the driver assists the passenger to the front door.

County Roads Transit also makes prescheduled trips each month to destinations throughout the Randolph County region including Dailey, Harman, Helvetia, Pickens, Mill Creek, Valley Bend, Valley Head and the Medical Center at Morgantown. Passengers are asked to call to make seat reservations for any of these destinations.

Fares for the demand response service depends on the distance traveled. One-way fares are listed below for each county in the service area.

Exhibit VII.1: Country Roads Transit Fare Structure

Randolph County	
Distance	Fare
Within 15 miles of Elkins city limits	\$ 3.75
Between 16 and 24 miles of Elkins city limits	\$ 6.25
Farther than 25 miles from city limits (and still within Randolph County)	\$ 10.00

Upshur County	
Distance	Fare
Within 15 miles of Buckhannon city limits	\$ 3.75
Between 16 and 24 miles of Buckhannon city limits	\$ 6.25
Farther than 25 miles from city limits (and still within Upshur County)	\$ 10.00

CRT operates six vehicles during peak service, with two of those operating the loop services in Elkins. All vehicles are equipped with lifts to assure all passengers have access to the transportation services.

Contact Information:
 Ms. Rebecca Poe, Director
 Country Roads Transit



Railroad Avenue & Fifth Street
Elkins, WV, 26241
Phone: (304) 636.6472
Email: admin@countryroadstransit.com

Haywood Public Transit

Haywood Public Transit (HPT), located at 2251 Old Balsam Rd., Waynesville, NC, was founded in 1990 as a result of the consolidation of several county agencies' client transportation systems. The Haywood County Department of Social Services, Southwestern Child Development, and several programs administered by Mountain Projects, Inc. (Head Start, Foster Grandparents, and Senior Services) were all providing some public transportation services before 1990. The North Carolina Department of Transportation (NCDOT) Public Transit Division asked Haywood County to consolidate those systems under one agency. Mountain Projects Inc., the local community action agency, was named the lead transportation agency.

The most famous natural attraction in the area is the Great Smoky Mountains. Haywood County is home to part of the Great Smoky Mountains National Park, the most visited National Park in the U.S. The county has one of the highest mountains in this range. Notable mountain peaks include Cold Mountain at 6,030 feet, Mt. Guyot at 6,621 feet and Richland Balsam at 6,410 feet in elevation.

Haywood Public Transit operates Monday through Friday from 6:00 AM to 5:30 PM as a demand response service. Passengers call to schedule their transportation at least one day in advance. Passengers are informed that as a shared ride service, they will be picked up to meet the schedules of all riders. The dispatcher informs the caller of his or her scheduled pick up time.

Passengers can cancel a trip up to two hours prior to the scheduled pick up time. If they do not cancel, they are billed for the cost of the fare and are not transported again until the fare is paid. While most of their trips are to and from medical appointments, trips are provided for any purpose. Posted fares range from \$1.00 up to \$3.00 per one-way trip. Transportation services are provided from Haywood County to medical facilities located in a contiguous county for a slightly higher fare. When scheduling trips, the dispatcher tells the caller the amount of the fare for the requested trip.

Haywood Public Transit provides contracted transportation services for various agencies within the community. Contracts are entered into to provide transportation services for various program purposes including:

- ◆ Non-emergency medical transportation (department of human services)
- ◆ Foster Grandparent program
- ◆ Daycare services for pre-kindergarten
- ◆ Senior citizens transportation (Title III) to permit them to stay in their homes
- ◆ Senior citizens medical transportation (Title III)
- ◆ Sheltered workshop work trips
- ◆ Head Start transportation

To market their transportation services, HPT uses advertising space on their own vehicles. They have reserved the back of each vehicle and pay for the space with advertising funds set aside in their budget. These spots tell a story to the reader on the type of transportation services they provide. For instance, “Did you know HPT can take you to and from work?” “Did you know HPT can take you to and from your medical appointments?” “Did you know HPT can take you shopping?” These ads have been successful in attracting general public passengers.

Haywood Public Transit operates 18 vehicles, with approximately 17 operated during peak hours. With the price of fuel increasing, they are also experiencing an increase in trip requests. Eleven of the vehicles are accessible. Vehicles range in size from a 6-passenger minivan up to an 18 passenger light transit vehicle. Vehicles are dispatched according to capacity needs.

Contact Information:

Ms. Sue Anderson, Transportation Director
Mountain Projects, Inc. /Haywood Public Transit
2251 Old Balsam Road
Waynesville, NC 28786-7759
Phone: (828) 452.1447, ext. 125
Fax: (828) 452-2038
Email: sanderson@mountainprojects.org

Keene Home Healthcare, Hospice & Community Services

Home Healthcare, Hospice & Community Services (HSC) operates transportation services for the City of Keene and is located at 312 Marlborough St., Keene, NH. The service was established to promote mobility and independence for all citizens.

Keene is the county seat for Cheshire County and boasts a population of 22,955. Grays Hill, located in the city’s northwest corner, is the highest peak at 1,388 feet above sea level. Keene is entirely within the Connecticut River watershed. The winters are snowy and blizzard-like, often resulting in hazardous transportation conditions. When in session, Keene State College has approximately 6,400 students enrolled. A branch of the New Hampshire Community Technical College and a satellite of Franklin Pierce College are also located in Keene. HSC operates two types of services Monday through Friday. Fares vary, according to the service used.

The Friendly Bus provides demand responsive transportation services for people 60+ and those individuals with disabilities under the age of 60. It began in the early 1970’s with one bus providing the services and has grown to require two buses. The Friendly Bus transportation service operates Monday through Friday from 7:45 AM to 4:00 PM. Passengers call to schedule their transportation at least one day in advance. Rides are scheduled on a first come, first served basis. The dispatcher will inform the caller of their scheduled pick up time. Return trips are either scheduled at this time or the caller can call when their appointments are finished. Final pickups are scheduled no later than 3:45 PM. While there are no posted fares for this service, a donation of \$2.00 per one-way trip is suggested. Passengers are encouraged to call the dispatch office as soon as possible to cancel trips, when necessary. Trips are provided for medical appointments, banking purposes, hair appointments, shopping, meal sites, and visits to local nursing homes.

City Express is the fixed route bus service within the city of Keene that is open to the public. HSC saw the need for the service and determined public transportation services fit within their mission statement. City Express operates Monday through Friday from 8:00 a.m. to 5:00 p.m. These hours are extended to 7:30 AM to 7:30 PM when Keene State College is in session (August – May).

Fares are \$1.00 per one-way trip. Passes can be purchased for \$7.00 for 10 rides or \$18.00 for 30 days of unlimited rides. Complementary Para transit services are offered to those citizens who, due to physical disabilities, cannot use the fixed route service. Service hours mirror those of the fixed route service. Fares are \$2.00 for a one-way trip.

The City Express service has experienced a growth rate of 59% in the last three years. It appears that younger people are using this transportation service more than in the past. Three vehicles are used to provide these services.

HSC provides transportation for Keene State College students under contract with the college. Approximately 1/5 of the total overall transportation budget is provided through this contract. Other sources of transportation funding include the Federal Transit Administration's Section 5310 and 5311 programs and funding from the New Hampshire Department of Transportation (DOT). HSC works in a collaborative effort with the American Red Cross (sharing trips to make better use of resources by transporting each other's passengers) and the United Way. Advertising revenue, support from local hospitals, and general fund dollars from the City of Keene also support the transportation services. HSC is always pursuing innovative funding opportunities to assure transportation services are available within the community.

HSC is involved in a statewide coordination initiative that is in the early organizational stages. The goal is to establish regional brokers throughout the state to improve coordinated transportation services. A monthly newsletter (Bus Lines) is distributed to the community with news about the HSC transportation department. The newsletter includes driver profiles and monthly holiday promotions. Each holiday has a different promotion. For Valentine's Day, HCS operated a "We Love our Riders" campaign and offered discounted fares. Travel training to paratransit riders is also provided as an outreach and community marketing effort.

HSC has a fleet of five buses. All are cutaway vans that seat 16 passengers, with two wheelchair positions.

Contact Information:

Mr. Harry Costick, Transit Manager*
Home Healthcare, Hospice & Community Services
312 Marlborough Street
Keene, NH 03431
Phone: 603-352-2253
Email: hcostick@hcsservices.org

*Mr. Costick is also an officer in the New Hampshire Transit Association.

Exhibit VII.2: Summary of Peer Group Statistics

Performance Indicators	Haywood Public Transit, NC	Country Roads Transit, WV	Carbon Co. Comm. Transit, PA	Apple Country Transit, NC	*Keene, NH
Service Area Size (sq. mi.)	556	1,395	381	374	38
Service Area Population	56,363	51,666	58,802	95,361	22,955
Peak Vehicles	17	6	25	15	5
Annual Vehicle Miles	340,000	133,693	-	381,623	-
Annual Service Hours	24,364		-	30,924	-
Annual Passenger Revenues	\$12,000	\$27,519	-		-
Annual Contract Revenues	\$168,744	\$45,111	-	\$115,000	\$100,000
Annual Operating Expenses	\$686,989	\$478,736	\$2,000,000	\$1,500,000	\$500,000
Annual Passenger Trips	57,495	19,487	81,000	143,547	Not Available
Cost Per Trip	\$11.95	\$24.57	\$24.69	\$10.45	Not Available

*Keene, NH (Operated by Home Healthcare, HOSPICE & Community Services)

* Operated within the City of Keene NH

*Expenses are estimated by Transit Manager

Org Structure

VIII. COORDINATED TRANSPORTATION ORGANIZATIONAL STRUCTURES

On March 23, 2010 the Transportation Advisory Committee (TAC) met to discuss the next steps for implementing coordinated transportation in Delaware County. Representatives from RLS & Associates, Inc. presented preliminary results from the inventory of transportation needs and existing resources to the committee. The discussion then moved toward Next Steps. “Where do we go from here?”

Implementation activities will vary according to the type of coordinated transportation structure that the TAC elects to implement. The planning activities will take one of three directions depending upon the choice of the TAC. To that end, the TAC was presented with three types of coordinated transportation organizational structures for Delaware County to consider. The options were presented as follows:

1. Cooperation – Two or more entities (agencies, organizations, companies or groups) working together toward a common transportation goal. These entities can be public or private, non-profit or for-profit and any combination can be made to work.
2. Joint Use Arrangements – A joint use arrangement occurs when the resources of the participating agencies are available for use by others. It is important to remember that many of the agencies in Delaware County may already be informally sharing some resources. There is a great opportunity to build on the existing foundation by adding new organizations and agreements or formalizing the existing arrangements!
3. Consolidation – Establishment of a consolidated transportation program represents the most complex coordination strategy. Consolidation is the common management and operation of transportation services under a single entity.

As a group, the TAC considered the three types of coordinated transportation structures. The sentiment at the time was, while there are opportunities to improve upon existing cooperation and joint use arrangements, they would like to focus on the goal of implementing a consolidated transportation program.

However, it is important that each organization take ample time to consider its level of participation in the coordinated transportation program. Each organization is operating on a unique schedule and mission; therefore, the level of coordination may vary slightly for each participant. Through this planning process, each organization should consider the level of coordination in which it can participate while at the same time providing quality services to its clients. In a consolidated coordination project, the needs of all TAC member clients must be considered to assure the resulting transportation services meet or surpass the needs of all participating organizations’ clients.

These are important decisions. The good news is that the steering committee is ready to make them! Remember that there is no wrong approach to coordination, as long as you are working together and openly discussing any concerns. The committee may want to implement some coordination that falls under cooperation and some joint use activities. Ultimately, the coordination project does not

have to proceed sequentially from cooperation to consolidation. It may expand upon some of the existing joint use activities and add cooperation activities along the way. Whatever works for Delaware County is the right approach!

SUMMARY OF OPPORTUNITIES FOR COORDINATION IN DELAWARE COUNTY

As a reminder, the following paragraphs summarize some of the opportunities for coordination in Delaware County that were uncovered during the data collection process:

1. **Common Service Areas** – Multiple transportation providers are operating service in areas and/or routes that overlap.
2. **Common Operating Parameters** – While some agencies may not provide services or operate program activities at the exact same times of the day or on the same days of the week, many agencies function on similar schedules. Even if program activity and transportation service times are slightly different, many agencies may be flexible enough to adjust their schedules in order to coordinate services. Remember, you are simply trying to identify potential opportunities for coordination.
3. **Similar Ridership Base** – Due to the socioeconomic and demographic characteristics of human service transportation service patrons, it is very likely that an individual will be receiving supportive services from more than one agency. An example might be two providers that are operating in the same geographic area to meet the needs of one person.
4. **Vehicle Utilization Trends** – As illustrated in the vehicle utilization chart, many agencies utilize their vehicles only during specific times of the day, while others use their vehicles sporadically throughout the day. It is possible that the times when vehicles are idle will correspond to a time of day when some other agency could use those vehicles to meet transportation needs.
5. **Availability of “Other Resources”** – Other resources refer to staff and facilities. One organization may have drivers that are not occupied with driving their clients during a specific time of day. These drivers could possibly be used to transport another agency’s clients during their idle time. Another example might be shared vehicle storage in a secure area or routine vehicle maintenance and service.

DESCRIPTIONS OF THE LEVELS OF COORDINATION

Please review the descriptions of each level of coordination and discuss the pros and cons for the individual organizations involved and for all of Delaware County. *Keep in mind that a combination of coordination efforts is an option.*

I. Coordination Level: Cooperation

When two or more agencies, organizations, or companies agree to work together to improve transportation services, they have started the cooperation process. Recognize that transportation providers in Delaware County already have informal cooperation through regular meetings to discuss transportation issues and exchange information.

If an organization elects to participate at the level of cooperation, the goal should be to acknowledge and build upon the common activities that are already underway. Data collection and analysis efforts revealed many areas where opportunities for coordination exist (as noted above). No doubt there are also many differences among potential participants. Remember - Differences can be overcome!

It is important to bear in mind that most coordination efforts start with cooperation. Cooperation may be just the beginning of a coordination project that leads to joint use arrangements or consolidation. It is much better to start with cooperation and succeed than to be discouraged by the obstacles that may be faced in consolidation and do nothing.

Are Informal or Formal Arrangements Needed?

To enhance the existing cooperation activities that already exist, a program may be set up on an informal or formal basis. An example of an informal cooperation effort would be when two or more agency administrators agree to exchange program and service information. That exchange would allow appropriate referral by one agency to another when individuals request services. Each participant can refer public inquiries to the agency, organization, or company most likely to be able to meet their needs.

An example of formal cooperation would be when two or more agency governing boards take formal action to initiate the development of a joint Section 5310 (the Federal Transit Administration's Elderly Individuals and Individuals with Disabilities) capital grant application.

Governed by Whom?

In order to ensure the success of the cooperation effort, participants will need to decide among themselves who should oversee the efforts.

II. Coordination Level: Joint Use Arrangements

Joint Use Arrangements occur when the resources of the participating agencies are available for use by others. It is also important to remember that some agencies in Delaware County already informally share some resources. Continued efforts would build on the existing foundation.

The first step is to decide what items or services are to be jointly used. Next, decide which agencies will provide what resources. Finally, decide which agencies will use those resources.

While more complete information on how to set up joint use arrangements are briefly described here, additional information will be provided in later steps. It is most important that participants understand the range of possible joint use arrangements. This understanding will help the committee “pick-and-choose” which arrangements it may want to put into action.

Some of the activities described in this step will work on an informal basis and others are more complex. The complex activities require a formal arrangement. Guidance will be provided throughout the planning process.

Information and Referral

There are two typical structures for information and referral:

1. A participant in the joint use coordination program receives a call for transportation service. The participant, however, cannot provide the service. Because the participant has information about other coordination partners’ transportation services in the area, participant staff are able to refer the caller to the other organization that can provide the requested transportation.
2. The lead agency establishes a transportation information and referral telephone number. All participants help to inform citizens of the telephone number. The lead agency takes responsibility for providing information on all of the transportation services provided by the participants. In processing calls for transportation assistance, the lead agency matches the caller’s transportation needs to the services of the participating partner that can best meet those needs. The lead agency then refers the caller to that agency, organization, or company that then provides the transportation requested. Participating partners must agree to provide the requests that are referred to them, if there is room in their schedules. In some communities, the participating agencies hire a Mobility Manager to act in this role as the coordinator. A formal arrangement should be established if there is to be a single coordinating Mobility Management model put in place.

Grant Applications

A joint grant application is an application for funds that is submitted on behalf of two or more eligible participants. A common example is a joint application for Federal Transit Administration (FTA) Section 5310 (Elderly Individuals and Individuals with Disabilities) capital funds, typically to purchase small buses or vans.

Marketing

Marketing has two principle aspects: Selling a service or product and developing good will within the community. Normally, human service agencies do not have funds to provide higher levels of service and therefore do not try to “sell” their service. They do, however, promote and practice good public relations. This is especially important for gaining the support of local elected officials as well as to strengthen support from their clients.

Opportunities for joint marketing activities among participants in a coordination effort could include developing a joint brochure, joint press releases or announcements of improved transportation services, or joint presentations to government officials. For example, one organization could be responsible for coordinated press releases; another agency could be responsible for developing marketing materials.

Driver Training

All successful transportation networks depend upon qualified drivers. Coordinating driver-training programs make it possible to improve or expand access to training classes at a reasonable cost. Also, joint driver training can ensure that participating agencies do not lose control of service quality. Examples of coordinated driver training programs include passenger assistance techniques, passenger relations, commercial driver’s license requirements, defensive driving, driving on ice and snow, and in some communities, CPR, bloodborne pathogens, and emergency first aid.

Joint Purchasing

Participants can unite to buy transportation services as well as all types of supplies and equipment. Vehicles can even be included in a joint purchase arrangement. As with other "joint use" activities, joint purchasing will be most effective if managed by a single entity.

When purchasing transportation services through a joint arrangement, the services can be procured from either a public or private entity. For instance, services can be purchased from a public transportation provider already providing services either in the community or nearby. If there is potential duplication of services between the coordination effort and a public transportation provider, it is advisable to learn what, if any, services may be consolidated.

Don't forget to consider private for-profit transportation providers as well as general public transportation providers in neighboring counties. Private for-profit agencies have knowledge of the community, and usually are aware of pockets of transportation needs.

Transportation services can be purchased on various types of unit rates. For example, service costs can be negotiated and paid on a per vehicle mile, vehicle hour, passenger trip, or passenger mile basis. In seeking competitive quotes for service, it is vitally important that all prospective service providers submit quotations on an equal basis. Care must be taken in comparing costs to ensure that the comparisons are conducted equally. For example, if bids are solicited on a per vehicle mile or per vehicle hour basis, selecting the lowest bidder might, in the long run, actually prove to be

more expensive. This can occur when the lowest bidder consumes more miles to provide a specified number of trips than would another bidder.

Vehicle Sharing

Sharing vehicles offers an opportunity for participants to serve more passengers while curtailing both capital and operating costs. Vehicle sharing arrangements are helpful any time a participant needs more seats and other participants have idle vehicles.

Not only can vehicle sharing arrangements be set up with existing vehicles, but vehicles can be purchased with sharing in mind. This can result in the sharing of purchase costs and the fixed operating costs (i.e., insurance and routine preventive maintenance).

Details such as where the vehicle will be housed and maintained, whose driver will operate the vehicle, operating policies and procedures, cost sharing and billing procedures, and insurance issues must be worked out to the mutual benefit of the participants that will share the vehicle(s).

Vehicle sharing arrangements are complex. However, these arrangements offer some of the greatest benefits of coordination.

Trip-Sharing

When one participant has a vehicle operating with empty seats, the opportunity to develop trip-sharing is present. By matching unfilled seats with another participant's clients, vehicle capacity is maximized. This results in reducing the cost of each one-way trip for all riders on board. It also offers a participant the opportunity to provide transportation services to persons that would not otherwise be available.

To develop a trip-sharing program, a method to collect and share information must be developed. That information will include and identify specific service areas, times of the day, and days of the week when unfilled seats are available.

Escort Services

Some elderly, disabled, or young people need escorts to travel with them to and from appointments. While they may not necessarily need the escort to meet their transportation needs, they may be needed at either end of the trip. For example, an elderly person may need assistance to and from the doctor's office, may need someone to interpret the doctor's orders, or merely act as a companion in troubled times.

It is likely that more than one participant in your local area is currently providing escorts to ride with passengers. One specific agency or organization may function as the lead for arranging for escorts on an as needed basis. Once an escort has been committed, the lead agency would then notify the participant needing the escort and all arrangements would be finalized.

IV. Coordination Level: Consolidated Transportation

Establishing a consolidated transportation program represents the most complex coordination strategy. Within this framework there are two types of consolidated systems: (1) Single Provider Systems; and, (2) Brokered Systems.

These types were discussed during the advisory committee meeting. As a reminder, in a single provider system, one entity assumes the responsibility for administration, management, and service operations. In a brokerage system, the responsible entity oversees coordination activities but contracts (or establishes agreements) with other entities to operate vehicles. The broker may also contract out selected administrative or management responsibilities, training, marketing, and in some instances, vehicle maintenance. The broker usually receives all trip requests and determines which operator is best suited to provide the service.

Consolidated systems may be managed under a range of administrative alternatives. Among the possibilities, the system may be managed by:

- ◆ An existing human service agency;
- ◆ A municipal or county government;
- ◆ An existing public transit system;
- ◆ A private, nonprofit organization created expressly for the purpose of managing consolidated transit services;
- ◆ A public authority; or,
- ◆ A private management company.

Defining the Administrative Structure for the Consolidated System

First, determine what agency or organization will be responsible for policy-making, management, and operations of the consolidated system. A governing body is required to set overall policy and procedures for the consolidated system. This body may be the transportation advisory committee originally established to initiate your coordination project, or it can be a new entity. It may be that the Board of Directors of one agency that is determined to be the lead agency that has the responsibility. Each participant may delegate a representative to a new board.

The policy making body will be responsible for monitoring the performance of the consolidated system to determine if it is achieving the established goals. This body may also approve the hiring of additional staff, it may approve budgets and expenditures, and it may establish additional performance requirements if the system expands. Each participating agency should pass an agency resolution supporting the new policy board.

There are many options regarding the management structure for the consolidated system. You must determine how the consolidated system will be operated. Existing agencies, both public and private, as well as new entities established specifically to serve as the consolidated agency, are all sound alternatives. Management options may include:

- ◆ Consolidated management and operation by a single public or non-profit entity;
- ◆ Consolidated management and operation by a private contractor;
- ◆ Public agency management and operation by private contractor;
- ◆ Public agency management and operation by private contractor;
- ◆ Public agency management and multiple (private, nonprofit, public) operators; or,
- ◆ Private sector management by multiple (private, nonprofit, public) operators.

Remember, it is good to learn from others but what works best is what fits best in Delaware County and achieves the goals of this consolidated system.

What is the Administrative Structure Appropriate for Delaware County?

The answer to this question will depend almost entirely on Delaware County’s local circumstances, the nature of services to be provided by the system, and the characteristics of the agencies and organizations that will participate in the system. The inventory chapters of this document provide preliminary local characteristics of the human service agencies in Delaware County and surrounding areas. Some factors to consider in evaluating mobility management for each alternative are as follows:

Existing Human Service Agency as Manager of the Consolidated System: If the service will not include service to the general public, there is some level of informal cooperation already taking place in the service area for human service agency clients, and the potential candidate human service agency(ies) already operate(s) a substantial client transportation program. Consideration of an existing human service agency to manage the consolidated system is a viable option.

A major obstacle to this alternative is determining if a candidate agency is willing to take on the role. In addition, does the agency possess the technical and financial capacity to effectively assume this role?

Municipal or County Government as Manager of the Consolidated System: Establishing a unit within local government to manage consolidated transportation services is a possible consolidation strategy for Delaware County.

The initiative for adopting this option most often comes from the local government. As the Delaware County government provides financial support for many human service agency programs, elected officials may recognize the benefits associated with the managing of a consolidated program at the county level. . A consolidated system in Delaware County may benefit from the management experience of county government because they represent the interests of all coordination participants.

However, a no-growth sentiment, if it exists, at the local government level would work against expansion of public transportation services.

Newly Created Nonprofit Organization as Manager of the Consolidated System: Another common option is to establish a new nonprofit organization for the sole purpose of managing the consolidated transportation services. This would be a particularly good option if there is no existing

human service agency willing or able to serve as the “lead agency,” or if the county government is unwilling to assume the management and operations responsibilities.

This option is also worth further consideration and discussion if the management of the consolidated transportation service is to be contracted to the private sector. The nonprofit entity coordinates the procurement of the contractor and oversees contractor performance.

Newly Established Public Transportation Authority as Manager of the Consolidated System: A public transportation authority can be established under the laws and regulations as set forth by the State of New York. The rationale for this alternative is similar to the creation of a new nonprofit organization. Generally, this option is employed when a consolidated system will be open to the general public.

Existing Public Transit System (Regional) as Manager of the Consolidated System: This option could be a viable alternative for a regional structure, if one of the neighboring transportation systems in the region were willing to expand and manage service for Delaware County. The existing transportation system may have the necessary management skills to administer a consolidated and/or regional transit program that includes Delaware County. A concern would be that the interests of Delaware County could get lost if the service is managed by a transit system that serves and is located in another county. Should this alternative be investigated, Delaware County must be assured that the best interests of county residents will be paramount when decisions are made. The inclusion of Delaware County representatives on the existing public transit systems governing board should also be considered.

IX. TRANSPORTATION IMPROVEMENT ACTION STEPS

This chapter presents seven (7) action steps to enhance the coordination of human service transportation in Delaware County, New York and expand service to include community transportation for the public. The action steps in this chapter reflect the existing and projected demographics of the county, and the unmet needs expressed by local stakeholders including, various human service agencies staff, the steering committee, employers, employees, and SUNY Delhi students. The service design options are constructed so that they may be applied individually or combined to create a different service design. The range of options involves various levels of coordination, the establishment of community transportation for trips that would not otherwise be eligible under the policies of human service agencies and non-profit organizations, and possible corridor and shift-work subscription trips. The Action Steps do not need to be implemented in the order presented and are **not** required steps in the process.

The steering committee members (see appendix for the list of member organizations) were encouraged to think creatively about each of the action steps and the possibility for implementing them over the next five years. Steering committee members have made marked progress toward coordinating to the point of considering how to structure the new services to (1) provide quality transportation options for Delaware County, and (2) create a more cost-effective and efficient structure for utilizing existing transportation resources. These alternatives are intended to encourage continued progress.

The mixture of services provided by the various human service agencies, non-profit organizations, and for-profit companies throughout Delaware County and into the neighboring counties provides essential transportation for the people who live and work in the region. The action steps offered here are intended to build upon the existing services, by providing suggestions to formally structure the use of resources through a cooperative, coordinated, and strategically planned approach.

ACTION STEP 1: COORDINATE EXISTING HUMAN SERVICE AGENCY TRANSPORTATION SERVICES

Action step 1 explores options for coordinating the existing human service agency transportation services. This step involves basic tasks and can be initiated in the short term. It will require each participating agency to explore their current transportation schedules, transportation funding source requirements, and potential areas of coordination. Steps to implement include the following:

Hire a Mobility Manager - The Mobility Manager (MM) will play a vital role in the success of a Coordinated Transportation Program (CTP) for the Delaware County area. Coordination partners will rely on the MM for guidance, and direction for successfully implementing new coordinated and public transportation services.

The MM must be willing to look at each situation from the various viewpoints of participating organizations and the general public to determine the best strategy, involving other decision makers in the process. A key role of any MM is to provide a common bond for the coordination partners, appreciating the role of each partner, and bringing the parties together for the overall good of the region.

Designate/Create a lead agency - A designated lead agency will assume the responsibility of hiring and managing the MM. The lead agency will also be the most likely organization to assume responsibility to assure transportation program grants and contracts are managed as directed by the granting source. While the MM will be responsible for the daily tasks of the CTP, the lead agency plays an integral oversight role as grants and contract manager. The lead agency is providing support in a number of ways, but is not necessarily providing matching funds for grants.

It would be in the best interest of the CTP to house the MM in the offices of the lead agency and where trips are being scheduled. Communications are vital to assure all members of the CTP are informed on the progress, happenings, and financial situations on a routine basis. By housing the MM in the lead agency offices, this is a simple task to walk across the hall to gather pertinent information for a report, invoicing, bill, or grant.

The lead agency can be an existing agency or local government office. It can also be a newly created entity. If there is an agency willing to step into the role of lead agency, it must have the financial and technical capacities to provide support for grants from local, state, federal, private and other sources.

The lead agency chosen should be committed to assuring transportation is a priority within the confines of its mission statement. Furthermore, the provision of transportation to members of the public must be viable to the organization as well.

Create a transportation provider database - Using the information gathered by the RLS & Associates, Inc. (RLS) team, the MM will work with each agency providing transportation to create a database of resources. The MM should set a meeting of all agencies willing to work together to discuss detailed information that should be included in the database. Information to be discussed should include specifics of routes, including times, dates, exceptions to routes, potential delays, how changes are made, and other details that will assist in the scheduling of additional trips with each provider. This database will include the information collected by RLS and will be supplemented with additional information that was not available at the time of the RLS study. The database should include all transportation providers (including private for-profit providers) participating in the CTP. Such information will include, but is certainly not limited to:

- ◆ Organizational name, address, and contact information;
- ◆ Existing hours of operations, including days of the week;
- ◆ Existing schedule for each vehicle operated;
- ◆ Vehicle description (including seating capacity and number of wheelchair positions);
- ◆ Estimated number of available vacant seats per vehicle;

- ◆ Limitations of the vehicles, such as:
 - Service area (i.e. limited to service within a town, no out of county service); and
 - Potential funding limitations (clients of one agency are not permitted to ride with the general public or clients of another agency (e.g., Head Start has limitations on other passengers)).
- ◆ Potential alterations to schedules the provider is willing to make such as:
 - Will operate outside the posted hours, if scheduled in advance; and
 - Willing to share vehicles with other agencies through a written agreement when vehicle is not in use and trips fall within organizational mission statement.

Once the database is developed, the CTP, with input from the MM, should form a subcommittee of participating transportation providers to review the database and discuss and design a transportation service schedule that meets the client needs. Repetitive routes should be inspected for possible redesigns to serve the maximum number of high-priority passenger needs. For instance, the Delaware ARC route may permit a Medicaid patient to ride on the vehicle to and from one of the hospitals located in Delaware County. If that patient needs to travel to another county, he or she can transfer to a vehicle operated by Delaware Opportunities that is scheduled to travel in that direction. The possibilities are endless. Additional useful data to include in the database includes the following:

- ◆ For routes or demand response vehicles that normally have one or more empty seats, each transportation provider should prepare an itemization of its normal service routine by developing a simple route map (or list of standard origins and destinations by time of day and day of the week).
- ◆ Organizations will define a formal method (and dollar amount) to bill each other when one organization transports a customer of another organization.
- ◆ All participants will verify that the required and agreed upon limits of liability are in place.
- ◆ A standardized communication method where participants are able to communicate with each other when a trip sharing opportunity arises will be devised. An agreement between both participant providers will need to be created and executed.
- ◆ If a provider does not have a vehicle scheduled to be in an area where a request for transportation service has been received, the staff responsible for making travel assignments will first check for trip sharing opportunities before scheduling the trip on its internal transportation system.

Local stakeholders will need to decide which agency will be the lead agency, the role of the lead agency, a governing board and advisory board, policies and procedures, and the role of each supporting organization.

Continue to meet passenger needs - When reviewing the database with the transportation providers, the MM must assure participating agencies that their clients will continue to receive transportation services at an appropriate level that will meet their needs. While coordination may require a client to ride with another provider, the client and agency are assured the necessary and appropriate level of transportation services will continue to be provided no matter what agency actually operates the trip.

Passengers must be educated on the alternations in their transportation services to the point they are comfortable. No one likes change. Keeping this in mind, it is vital that all those affected (including the drivers) receive information or even training on how the transportation services will be provided and what will be expected of them.

Group trips and establish transfer points - During the review of the transportation provider database, the subcommittee should determine which subscription trips have the capacity to be included with other agency trips. This grouping could free up vehicles that can otherwise used to provide trips that are currently being denied due to capacity constraints. The vehicles could also be used to establish additional opportunities for general public use for which a fare would be charged. The fares, while a small part of the overall budget, are vital to the overall funding plan of any transportation program.

Coordination at the level of trip sharing does not mean “giving it all up.” Rather, trip sharing results in greater efficiencies and translates into more service for everyone. CTP members should take some level of comfort pursuing this coordinated venture because it provides a way to share resources with the least amount of risk. Some potential trips that can possibly be grouped include:

- ◆ Veterans Service Agency could transport patients to the hospital in Albany that is near the Veterans Hospital. A transfer site could be established where Delaware Opportunities (DO), the Delaware Office for the Aging (OFA), the Deposit Foundation, and the general public meet the Veterans vehicle. The same arrangements could be made for the return trip back to Delaware County.
- ◆ DO and the OFA could transportation Medicaid patients to a transfer site in Deposit. The Deposit Foundation could then transport all patients into Broome County. The same arrangements could be made for the return trip to Delaware County. If possible, open this coordinated service to the general public. Should the potential capacity constraints of the Deposit Foundation vehicle become an issue, a larger vehicle with more seating capacity from Delaware Opportunities or the OFA could provide the transportation into Broome County.
- ◆ OFA could coordinate transfer sites with the DO Senior Dining Program, private providers, and the general public to offer shopping trips both in and outside the county.

Action step 3 provides additional discussion points about potential passenger transfer locations. Each of the proposed locations within the county are frequent trip origins and destinations for DO, OFA, Veterans Services, and other providers. Transfer points along the county borders were selected because of their location near Delaware ARC routes and/or major roads.

Benefits/Consequences

The benefits and consequences of this action step depend on the level of coordination and cooperation realized. If the transportation providers meet and are determined to coordinate their services with one another, a higher level of benefit will obviously be met than if only a few coordinate and others continue to provide their own agency transportation. Below is a listing of just a few of the potential benefits of coordinating services.

Reduce the duplication of trips:

- ◆ Agencies/vehicles would no longer follow each other to common destinations.
- ◆ Increase capacity or utilize the unused capacity on human service agency vehicles:
- ◆ By sharing schedules, transportation providers can place clients of one agency on a vehicle of another, thereby increasing the overall capacity that can be used to provide trips for clients that in the past were deferred to a “wait list.”
- ◆ Standardize driver training requirements for all participating transportation providers:
- ◆ All drivers for all agencies will receive the same training – At minimum, suggested training topics should include:
 - The (PASS) Driver Certification Program ensures that all drivers have current expertise in passenger assistance techniques and sensitivity skills appropriate for serving persons with disabilities.
 - CPR/First Aid.
 - OSHA Bloodborne Pathogens training ensures that drivers are familiar with the steps necessary to protect themselves and passengers in the event of they come into contact with bodily fluids.
 - Defensive driving.
 - Safety and security.

Vehicle sharing between participating transportation providers:

- ◆ Agencies could enter into agreements to share vehicles during periods of non-use.
- ◆ Increases availability of transportation options by putting another vehicle into operations when needed.
- ◆ Potential for joint purchasing of transportation-related equipment such as:
 - ◆ Vehicles.
 - ◆ Tires.
 - ◆ Scheduling Software.
 - ◆ Computer and office equipment.

Potential Challenges

At the onset of any coordination program, decisions and discussions must take place to establish the vehicle sharing agreements and finalize the most appropriate organizational structure. These processes will take time to work through but are necessary to assure the CTP provides the maximum number of trips possible.

Some organizations may perceive coordination to be time consuming or not cost effective and choose not to participate. *This is okay.* Concentrate on those agencies that are ready to join the effort now and gradually include more agencies as the program develops. In the long run, an incremental and well-planned coordination program for Delaware County is likely to save time and money for all organizations.

If some agencies choose not to coordinate, at a minimum keep them informed of meetings and ridership statistics, showing them the benefits of working with others. In addition, information

on grants received, shared equipment use, and training opportunities may also persuade agencies to become involved. As the coordination effort gains support and shows benefits and results, these agencies may well want to join the effort.

Potential Budget and Staffing

For this step, the potential costs revolve around the salary, benefits, housing, training, and equipping the MM. The total cost estimate of \$50,000 is based upon the assumption the MM will be housed in an existing human service agency or government facility with the cost of the space occupied by the MM allocated to the CTP through an approved cost allocation plan. Labor and benefits for the MM total of approximately \$48,000 and remaining expenses are associated with training and equipment. Other line items are included to cover the costs associated with advertising the CTP, production costs for brochures, mileage for travel, advertisements with the local media, and estimated rent, utilities, and computer equipment.

Considerable cost savings to participating agencies are very likely to result from grouping trips and providing more short trips to passenger transfer points and fewer long distance trips.

Potential Funding Sources

Participating CTP agencies are potential funding sources as they represent organizations with a mission to provide service for various populations or communities and are already using a budget to support transportation programs for their clients and/or employees. Coordination of services through vehicle sharing and grouping trips will equate to 'stretching' the dollars that already exist in the local area. Partners will coordinate to maximize the use of existing financial resources before seeking outside funding.

Often times, the federal, state, or local funding resources of agencies in the local area can be used to match federal transportation funds. A brief summary of some of the funding sources that may be available to the program is located in the following chapter. Programs specifically geared toward coordinated public and human services transportation include Federal Transit Administration (FTA) Sections 5316 (Job Access and Reverse Commute), Section 5317 (New Freedom Initiative), and Section 5310 (Specialized Transportation for Elderly and Disabled Individuals). A local match of 50% for operating and 20% for capital are necessary to draw down these funding sources.

The MM should work to encourage local agencies to coordinate and consolidated services as much as possible so that existing local dollars can be utilized to their fullest potential. Depending on the level of participation for local agencies, he or she may also need to search for funding from various outside sources in an attempt to prevent reliance on only one or two funding agencies. During sparse economic times, many funding sources can be reduced or eliminated. If this happens, coordinated transportation services also will have to be reduced, or worse, eliminated if additional funding is not secured.

Vehicle and Facility Requirements

Under this step, the CTP will not require the expansion of vehicles available in the county or a facility to begin. As the program grows and matures, it may be necessary to expand the staffing levels to include staff such as a bookkeeper, dispatchers, or driver training staff. Additional staff will depend on the direction the CTP takes and the level of involvement in the day-to-day operations desired.

The CTP may wish to investigate the joint purchase of vehicles through an available funding source such as the Federal Transit Administration Section 5310 (Special Transportation Services for Elderly Individuals and Individuals with Disabilities), administered by the New York State Department of Transportation, Public Transportation Bureau. This has been a common practice among coordinated systems in other states.

ACTION STEP 2: COORDINATE EXISTING HUMAN SERVICE AGENCY TRANSPORTATION SERVICES AND OPEN SEATS TO THE GENERAL PUBLIC

Action step 2 follows the same design and concepts as outlined in Step 1 but includes an additional task that will expand services to include trips for the general public and proposes strategically staging vehicles to promote efficient service. General public trips include services for people and or trip purposes/destinations that do not meet the eligibility requirements of any participating agency (i.e., individuals not eligible for Medicaid or trips for non-Medicaid eligible purposes such as shopping or employment).

Once the decision is made to open transportation service to the general public, several additional decisions are required, including, but not limited to, establishing a fare structure, training all affected drivers on the procedures followed for general public passengers, and establishing an advertising campaign to inform the public of the services available. Considerations are discussed in more detail below.

Fare Structure Design - Fares are defined as the price paid by passengers for their one-way trip with a transportation provider. Fares can be paid by cash (usually exact change), token, ticket, voucher, pass or other acceptable means as established by the transportation provider and CTP members.

Fares for the general public should be set at a reasonable rate that is affordable to passengers but at the same time should cover as much of the cost of their transportation as possible, and still be considered "affordable." Fares can be established either as a per mile, trip, or zone charge.

Any decisions that are made regarding contract rates or fare adjustments should be reviewed annually (at minimum) in order to ensure that the rates reflect actual service costs, local economic and political conditions, local match requirements, and the desire of the system to engage in the service.

Per Mile

The per mile fare will vary by trip and may be hard to calculate if the transportation provider will be transporting multiple passengers to multiple destinations. For instance, by picking up passenger 1 at one location and picking up passenger 2 at another location, you cannot charge passenger 1 for the mileage to pick up passenger 2. A possible solution to this dilemma is to use a software program that gives the miles between origins and destinations and calculate each passenger's fare based upon that information. Fares based upon miles are sometimes difficult for passengers to fully understand but, through an educational process, can be a good solution in a large service area such as Delaware County.

Per One-Way Trip

Fares established as a per one-way trip fare, are easy for the passenger to understand. If services are confined to a smaller area, setting one fare is the simplest solution. However, shorter trips in a large service area usually end up covering some of the costs of the longer trips, unless there are fares based upon zones. For example, a zone is set that is 12 square miles. Most trips are within a 5 square mile area. Regardless of the trip length, passengers within the 12 square miles pay the same fare. The shorter trip takes less time and fuel than a 9-mile trip and is therefore less expensive to provide. The shorter trip fares will assist with the cost of the longer trips.

Per Zone

The use of zoning of various fare levels is as complicated or as simple as it is designed. There are varying methods of zone fares. Simplifying the structure so that your general public can understand is best.

Set up a fare for each zone. If there is travel within a single zone, then the fare is the least expensive and is referred to as the base fare. If the passenger travels from one zone to another, an additional fee is added to the base fare. For instance, travel within zone one is \$4.00. Travel from zone one to zone two will cost \$6.00 (base fare of \$4.00 plus the additional zone fee of \$2.00). If there are additional zones, then a fee is attached for each zone that is crossed to get to the final destination.

Fare Payment

Passenger fares can be collected or offered in many forms that include, but may not be limited to: cash collection, ticket or token, voucher, or pass.

Cash Collection

While the simplest of fare collections, it can cause some concerns for the transportation provider. Drivers will have to fully comprehend the fare structure and collect the appropriate fare. Drivers will be responsible to carry the cash during their shift and must protect the farebox at all times by keeping it in a secure location. Drivers will then be responsible for turning in the

collected fares at the end of their shift. Drivers that carry a large amount of cash may be placed at personal risk for potential thefts or robberies.

Ticket or Token

Ticket or token pre-sales can remove the driver from the possibility of a robbery or temptation situation. General public passengers would purchase a ticket or token from the lead agency or the agency where they are a client. The ticket or token will be numbered and/or labeled in such a manner to prevent duplication. Drivers turn in the collected tickets or tokens at the end of their shifts. This means of fare payment, however, can limit passengers because they must purchase the tickets or tokens in advance. The lead agency may issue tickets or tokens via the mail or can establish relationships with local businesses that will sell them (at no cost to the CTP) to make the tickets or tokens more readily available.

Voucher

Voucher sales are usually purchased and sold between agencies and are presented to agency clients for use when traveling on another agency's vehicle. The driver handles vouchers in the same manner as described for the tickets or tokens. The sale of vouchers is managed in the same manner as described for tickets or tokens.

Pass

Daily, weekly, bi-weekly, or monthly passes can also be sold. Passes afford the passenger an opportunity to make one purchase for a given period and use that pass more than one time. Passes are clearly marked and numbered to assure they cannot be duplicated. Drivers note on their manifests the type of pass used for the trip provided. Pass sales are managed in the same manner as described for tickets or tokens. The use of passes in a demand responsive service could reduce the amount of passenger cash fare collections, if there is widespread pass usage.

Regardless of the media used to collect passenger fares, all affected drivers must be trained to understand, collect, and submit the fares. They must be able to clearly explain the fare structure to all passengers that pose questions. Drivers must be able to collect and document the correct fare paid by each passenger. Finally, they must fully understand their obligations in submitting the collected fares to their supervisor.

Coordinated Driver Training – All participating transportation providers are encouraged to coordinated driver training activities to ensure consistency in service. The MM should create a driver training schedule and distribute it to all participating transportation providers.

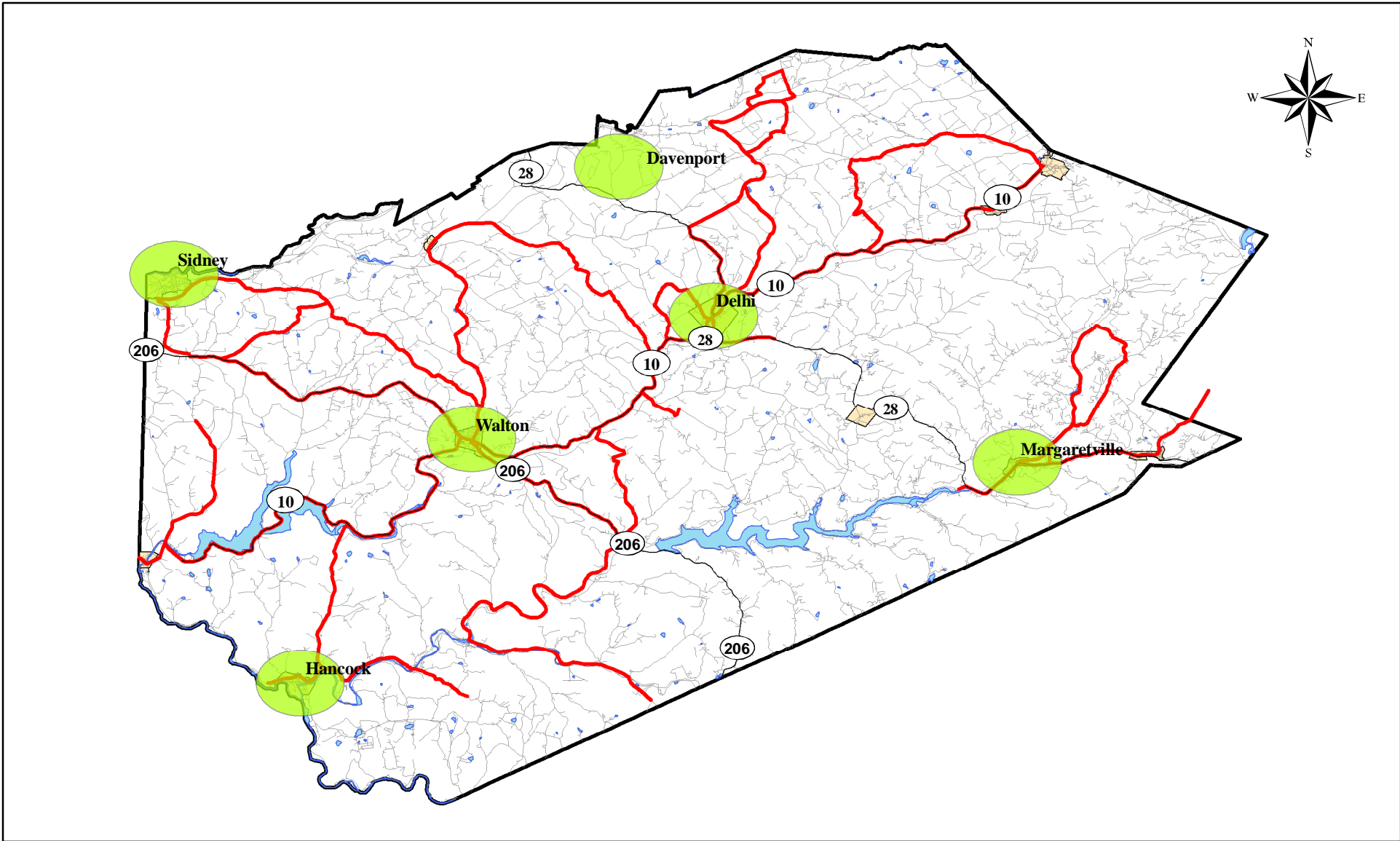
Advertising and Marketing – A community education campaign will be necessary to make the public aware of new services that are available. It is very likely that word-of-mouth will be the most effective approach for the initial implementation of the service. The transportation providers can control the amount of advertising and marketing as they see fit. Educational

materials including brochures and riders guides are strongly required and should be developed before public transportation service is initiated.

Vehicle Staging

Strategic locations for vehicles that provide demand response service will reduce the amount of non-revenue miles, save fuel costs, and reduce driver time traveling to and from the first and last passenger pick up of the day. Based on population densities, and travel patterns, seven locations are recommended for vehicle staging: Hamden, Delhi, Walton, Margaretville, Sidney, Hancock and Deposit. Delaware Opportunities and/or Delaware County ARC already stage vehicles in those communities. In addition, Delaware County OFA and the Veteran's Administration also house vehicles in Delhi.

Exhibit 2-1 illustrates the distribution of vehicles for the proposed staging areas. If this step is selected, vehicles will be dispatched from these communities and should be scheduled to work within the general area of their staging location throughout the day. Not all trips can be scheduled near the staging area, but efforts by the scheduler to assign trips based on geographic location of the vehicle will result in reduced mileage and higher productivity for agencies that are providing demand response service.



- Buffer
- ARC Bus Routes



Exhibit 2-1: Vehicle Staging Areas

Coordinated Human Services Public Transportation Plan

Benefits/Consequences

There are many benefits and a few consequences to opening the coordinated human services transportation to the general public. The most important benefit is that this will provide a means to the citizens of the county who have no transportation options available to them. While many people in the area who are clients of a human service agency or are Medicaid eligible have most of their necessary transportation needs met through the agency or Medicaid, there are many who do not. Elderly individuals may no longer be able to drive. Some families may only own one car, and there are unmet transportation needs for the rest of the family. Many people have transportation needs outside those provided by the human service agencies.

Transportation to grocery stores, pharmacies, visits with friends, visiting family and friends at their homes or nursing homes, and dining out is also necessary and not currently available.

Businesses deciding whether or not to locate in Delaware County may make that decision based upon local transportation options, whether it is road conditions or employee access to their work site.

Opening up the transportation services to the general public will also give all Delaware County residents the opportunity to go to medical appointments outside the Delaware County area that cannot be scheduled in-county.

Potential Challenges

Some transportation providers may not want to bother with collecting fares and perceive it as time consuming for such a small amount of money. However, each fare collected has a positive impact on the future of general public transportation.

First, the collected fares, though a small portion of the overall funding strategy (usually less than five percent), is vital to the program's financial projections. For every dollar collected, that is one less that must be found from a local funding source.

There may be opposition from the general public in riding on vehicles labeled with human service agency names. With the proper marketing of the general public services, this should be a short-lived issue. General public passengers will come to realize their transportation options have increased that permits them to increase their independence.

Potential Budget and Staff Time

The costs will be similar as those shown in Step #1, with minimal additional costs for items required for the passenger fare collection. Those items can include fare bags or lock boxes, printing of tickets, tokens, pass, and vouchers (if this is the medium chosen), sale site expenses, and accounting of all fares collected.

Passenger Fare Collection

Passenger fares can be collected for the short-term in bank bags (with locks) supplied by the lead agency banking institution. If not available, most office supply stores carry such bags. There are also small metal boxes in the market that have slots on their tops for money, tickets, tokens, or vouchers to be put inside. As a security measure, the driver would not carry the keys for any of these items.

Printing of Tickets, Tokens, Passes, and Vouchers

Depending on the media chosen (if any at all), prices can vary. Tickets, passes, and vouchers can be produced in-house, with the proper safety precautions used to prevent duplication. Tickets can also be printed by a print shop with raised lettering as an additional precaution against duplication.

Tokens are usually made of plastic or metal and are easily identified by the public and the drivers. Precaution should be taken to ensure system tokens, and not other types of tokens, such as those used at arcades, etc., are used as fare media. While a larger investment, tokens can be reused, though they should be changed every so often to prevent fraud.

Exhibit 2-2: Estimated Budget for Step 2

Operating Expense Category	MM and General Public
Labor (MM)	\$38,000
Fringe (26% of Labor)	\$9,880
Services (advertising fees & technical assistance)	\$2,000
Materials and Supplies (fuel, lubricant, vehicle repair and maintenance)	\$3,046
Utilities	\$2,400
Miscellaneous Expenses (travel, meetings, printing, other)	\$3,578
TOTAL:	\$58,904

Potential Funding Sources

The funding sources for this step are the same as listed in Step #1 with the exception of the general public passenger fare income that would be generated from opening seats to the public. However, the CTP should not expect fares to be a significant percentage of its overall budget. Typically, revenue received from fares is about five percent of the total operating costs.

In this step that opens the coordinated services to the general public, an additional Federal Transit Administration (FTA) funding source may be available. The Non-urbanized Area Formula Program (Section 5311) allocates federal transit funds to the State of New York. The

New York State DOT administers this program. There are additional requirements placed upon grantees that receive this funding, including, but not limited to:

- ◆ A 50 percent local match for operating dollars
- ◆ Reporting requirements (i.e., per mile and per hour productivity)
- ◆ Buy America requirements (vehicle purchases)
- ◆ Civil Rights requirements for passengers and personnel
- ◆ Drug and Alcohol Testing requirements
- ◆ Procurement restrictions
- ◆ Safety and security requirements

These requirements and more are found in FTA Circular 9040.1F, dated April 1, 2007, *Nonurbanized Area Formula Program Guidance and Grant Application Instructions*. Additional New York State DOT guidance and direction can be found on its website at <https://www.nysdot.gov/public-transportation/rural-programs/5311>.

Along with eligibility to apply for Section 5311 federal transit funds, the program is also eligible to apply for New York State Transit Operating Assistance (STOA). The STOA application was reviewed as part of this planning process and, in January 2011, the NYSDOT approved Delaware County as an eligible applicant for STOA funding.

It is also noted that agency contract revenue can be used as local match for the Section 5311 program. If the county decides to apply for public transit funding, it may be able to provide public transit service without any additional financial contribution by using the revenue from contracts with human service agencies.

Vehicle/Facility Requirements

Vehicle and facility requirements for this step are the same as described in Step #1.

ACTION STEP 3: ESTABLISH FORMAL TRANSFER POINTS

Action step 3 will build on the success of Steps 1 and 2 and establish transfer locations where passengers can transfer from the vehicle of one coordinated transportation partner organization to another. There are two ways this step can be accomplished: 1) establish transfer points between the Delaware County transportation providers; and/or 2) establish transfer points with adjacent county transportation providers.

Transfer Points with Adjacent County Transportation Providers – There are limited medical facilities and specialized treatment providers in Delaware County. As a result, many of the current Delaware County transportation providers offer trips to medical facilities outside the county. Traveling to destinations outside of the county is expensive and time consuming, but necessary. Also, while that vehicle is out of the county, the amount of service available for local trips diminishes until it returns. Establishing transfer points where a Delaware County provider can meet another transportation provider from the neighboring county would reduce the amount of time that a vehicle is outside of its primary service area: Delaware County.

Transfer points could be established near county borders, within Delaware County, where passengers can transfer from one vehicle to the other to continue their trip. Ideal transfer points would include passenger shelters but can also include shopping areas, park and ride lots, churches, clubs and other areas where space may be available. Regardless of the area to be used as a transfer point, a legal, written use agreement that addresses liability issues is necessary between the provider and the facility owner.

Adjacent county transportation providers may require the transfer point to be located in their county. If so, they may be aware of an ideal location. The MM should contact all adjacent county transit providers to discuss this possibility.

Potential transfer points within the county and along the county borders are illustrated in the map in Exhibit 3-1.

Benefits/Consequences

By offering transfers between transportation providers, Delaware County may free-up some vehicles that would otherwise be traveling outside the county, for wait-listed in-county trips. For example, if Delaware Opportunities provides the out-of-county trips that are currently being provided by Deposit Foundation to the medical facilities in Broome County, a Deposit Foundation vehicle would be available to provide shorter, local trips within the Deposit area to grocery stores and pharmacies.

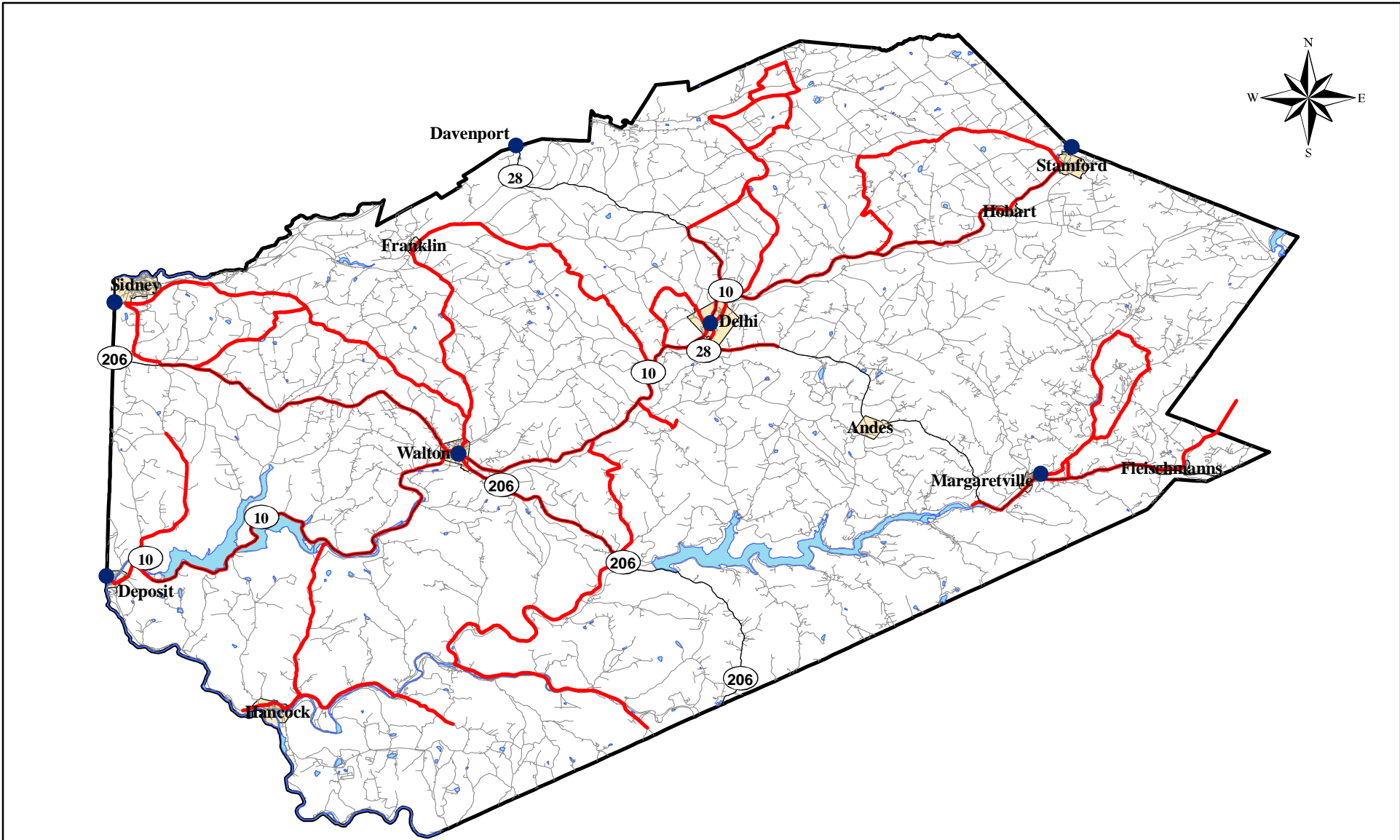
The same is true for the connection with the adjacent county transportation provider, but on a larger scale. With the ability to free-up another vehicle (passengers are transferred to the adjacent county vehicle), another agency can now provide transportation for those on a waiting list. For example, Veterans Administration may transport passengers to a designated and safe transfer point at the Otsego County line where passengers will transfer to an Otsego Express vehicle to complete their trip to a destination in Otsego County. Close communication and coordination of schedules among the affected providers is necessary, however, to achieve this level of coordination.

The transfer of passengers between agencies and adjacent county transportation providers will require additional coordination among all providers. A contact person should be established for the CTP (possibly the MM) and each agency. When a trip can possibly be transferred based upon the information in the database, those contacts can speak with each other to work out the details.

Potential Challenges

It is vital to this step that the database contains as much information as possible about the participating transportation providers. With the ability to rely on this database, transfers can become a common occurrence, making additional trips a reality and, possibly, reducing expensive long-distance trips for some providers.

Coordinating transfers between agencies must be documented to assure all parties involved, including the passenger, understand all aspects of the passenger trip. The passenger must understand he or she will be riding with Agency “A” and transferring to Agency “B.” The dispatcher for both agencies and both drivers also must understand each level of the trip to provide assistance to the passengers affected.



- Transfer Point
- ARC Bus Routes



Exhibit 3-1: Transfer Points

Coordinated Human Services Public Transportation Plan

Potential Budget and Staffing

Establishing transfer points for out-of-county trips will require additional coordination among the dispatching offices of each affected agency. Depending on the potential number of transfers, additional staffing *may* be needed to assist each dispatching office with the connection possibilities within each county, regardless of whether the transfer is to another Delaware County vehicle or an adjacent county one. The budget estimate shown in Exhibit 3-2 includes an additional staff person to assist with scheduling.

Exhibit 3-2: Estimated Budget for Step 3

Expense Category	Passenger Transfer Points
Labor (MM plus additional part time scheduler)	\$58,000
Fringe (26% of Labor)	\$15,080
Services (advertising fees and technical assistance)	\$1,500
Materials and Supplies (fuel, lubricants, vehicle maintenance and repair)	\$3,046
Utilities	\$2,400
Miscellaneous Expenses (travel, meetings, advertising/promotion media, other)	\$3,578
TOTAL:	\$83,604

The potential revenue sources for Step 3 depend upon the structure of the service. Step 3 could be implemented with or without public transit it service. The two revenue structure options are described below:

Step 3 as a Coordinated Transportation Service: If the transfers are implemented but eligibility is limited to agency consumers, the CTP does not need to apply for Section 5311 or STOA funding for support. Costs are entirely supported by the inter-agency agreements or contracts between the participating agencies and the county.

Step 3 with a Public Transit Component: If the transfers are implemented with the assistance of Section 5311 and STOA, then the service must be open to the general public so that anyone can ride. In this case, potential revenue sources include Section 5311, STOA, inter-agency agreements or contracts between the participating agencies and the county, passenger fares, and other local matching dollars.

Vehicle/Facility Requirements

Vehicle and facility requirements for this step are the same as described in Step #1.

ACTION STEP 4: COMMUNITY SHUTTLES FOR DELAWARE COUNTY

This Action step recommends implementation of point deviation community shuttles for Delaware County. Community shuttles provide an efficient option for travel within communities and to other areas that offer medical, pharmacy, and shopping amenities. Shuttles offer a convenient, user-friendly option for transportation that cannot otherwise be offered by demand response service. Shuttles operate on a regular schedule and consistently serve communities and businesses where the passengers live and/or go for services. While they may require an advance reservation, the passengers who use community shuttles know that they have a consistent option for travel.

Stakeholders and several members of the project steering committee advised that Delaware County residents have different travel pattern tendencies that are based on where they live and the road network and conditions. For example, residents of Deposit and Hancock tend to travel toward Binghamton for services not available within their own communities whereas, residents of Stamford and Hobart tend to travel to Oneonta and Cooperstown.

Suggested Community Shuttles

The following descriptions indicate shuttles for four communities; however, the actual communities served by shopping shuttles can be amended to suit the transportation priorities of each town. Any revisions to shuttle origins and destinations and schedules will be included in the final report.

Possible destinations for the shuttles include discount shopping centers such as pharmacies, Wal-Mart, grocery stores, and other destinations. Medical offices and facilities that are in the vicinity of the shopping area can also be served with the shuttle. Each service is described in the following paragraphs.

Delhi/Oneonta Community Shuttles

Community shuttles from Delhi will travel from the downtown area of Delhi specific destinations in Oneonta and then return to downtown Delhi. Two shuttles are proposed for this area:

Community Shuttle with Three-Stops - This shuttle is designed to operate between 8:30 AM and 1:00 PM one day per week. Passengers can travel to up to three destinations while in Oneonta, such as a pharmacy, Wal-Mart, and a medical office. The vehicle will transport passengers between their three locations before returning to Delaware County. Alternatively, a coordination agreement could be negotiated with Otsego Bus to provide service between destinations in Oneonta before passengers board the Delaware County vehicle to return home.

Extended Community Shuttle - This extended shuttle is designed to operate between 8:30 AM and 3:00 PM, one day per week. The extended hours of operation will allow passengers more flexibility in scheduling medical appointments while they are in Oneonta. After dropping

passengers at destinations in Oneonta, the vehicle will return to Delaware County and provide demand response public and/or coordinated service in the area of Sidney; including transportation to the senior dining center in Sidney. Senior dining trips will be scheduled 10:30 to 11:30 AM and 12:30 to 1:30 PM. After taking senior dining program passengers to their destinations in the afternoon, the vehicle will return to Oneonta to pick-up passengers and complete the return trip to Delhi.

The community shuttle vehicle will deviate up to one-half mile from the route while in Delaware County to pick-up and drop-off passengers. Passengers needing transportation between Delhi and rural areas or neighboring towns that are not along the route will transfer to another demand response vehicle to complete their trip. All trips require advance reservations.

Stamford/Hobart/Oneonta Shuttle

The suggested community shuttle for Hobart and Stamford to/from Oneonta will operate similarly to the Delhi/Oneonta shuttle. Eventually, shuttles should be offered up to two times per week, so that shorter and longer travel day options are available. Ridership on the shuttles may build gradually and service can be incrementally increased from one to two days as demand increases.

Shuttles should be operated with advance reservations so that the operator can prepare for the most appropriate vehicle size. Also, coordination partners should make every effort to utilize vehicles that are already serving the area such as Delaware Opportunities or ARC for the route.

Hancock/Deposit/Binghamton Community Shuttle

Similar to the Delhi/Oneonta shuttles, a community shuttle will start in Hancock with stops in downtown Deposit and then travel to key destinations in Binghamton such as discount shopping stores and medical offices. The vehicle will provide demand response service in Deposit between the trip legs.

Community Shuttle with Multiple Stops - One day per week, one vehicle will begin operation at 8:30 AM in Hancock before going to Deposit and then on to Binghamton. Passengers can stop at up to three locations while in Binghamton before returning on the shuttle at 12:30 PM.

Extended Community Shuttle - Also one day per week, one vehicle will begin operation at 8:30 AM in Hancock; go to Deposit and then on to the mall in Binghamton. Passengers will be dropped off at the mall where they have the option of transferring to a vehicle operated by the local hospitals to travel to medical offices or the hospital, a Broome County American Red Cross volunteer driver, or public transit. The Delaware County vehicle will return to pick-up passengers at the mall and bring them back to Deposit and Hancock at 3:00 PM.

Andes/Margaretville/Kingston Community Shuttle

The distance and travel time required for a trip between Andes and Kingston is significant. Due to the long distance between these two destinations, there are three options presented for this shuttle, as follows:

Options 1- Round Trip - One vehicle will serve Andes, Margaretville, and Kingston one day per week. The vehicle will serve up to three destinations in Kingston before making the return trip.

Option 2- Volunteers - Establish a volunteer driver program for this shopping shuttle. The volunteer driver program must be managed by one of the participating CTP stakeholder organizations and must be offered every week, depending upon demand for service.

Shopping Shuttle Trip Characteristics

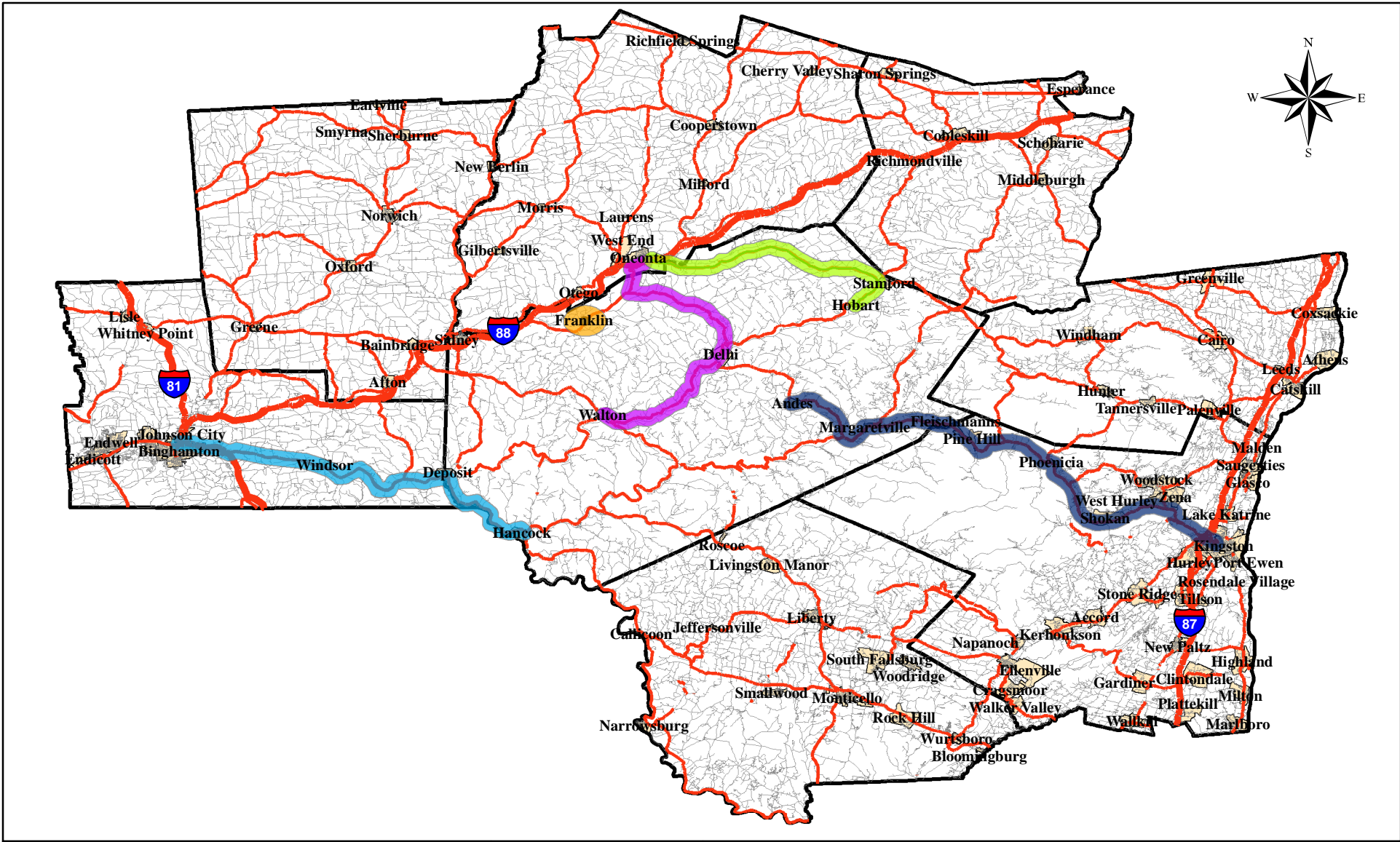
Trip characteristics for all shopping shuttles are as follows:

- ◆ The vehicle will serve the major destinations including medical centers, pharmacies, and commercial centers of each community.
- ◆ Shuttle service will be available one to two days per week.
- ◆ Passengers must call in advance to reserve a seat on the community shuttles.
- ◆ The shuttle will serve only the scheduled locations and deviate up to one-half mile from the route (within Delaware County).
- ◆ The vehicles will make one round trip per day.
- ◆ Coordination with transportation providers in neighboring counties for service outside of Delaware County is encouraged.
- ◆ As indicated above, some vehicles involved in the community shuttle service will provide demand response services or transportation to and from meal sites between each leg of the shopping shuttle.
- ◆ Coordinated and demand response services will bring passengers from rural areas and neighboring towns to central pick-up points where they will transfer to the community shuttle vehicles.

The following map illustrates the service areas for each of the proposed community shuttles. A service corridor of one-half mile on either side of the route illustrates the area where the vehicle will deviate to pick-up and drop-off passengers, with advance notice. (Please see Exhibit 4-1.)

Operating Parameters

If this step is selected, detailed projections will be established based on the operating area and hours of operation. For example, if one vehicle operates one round trip per week and carries three passengers per hour, it will provide 312 passenger trips. If it travels 18 miles per hour it will provide 104 hours of service and travel 4,160 miles.



- Hobart, Stamford, Oneonta (RT10 and RT 23)
- Walton, Delhi, Oneonta (RT 10 and RT 28)
- Hancock, Deposit, Binghamton (NY17/NY10)
- Andies, Margaretville, Kingston (RT 28)
- Franklin Senior Center Service (Demand Response)



Exhibit 4-1: Community Shuttles

Coordinated Human Services Public Transportation Plan

Benefits/Consequences

Community shuttles are successful across the country and especially in rural areas because of the great benefit to the transportation provider and the passenger. The primary benefit of a community shuttle for the transportation provider is that schedulers can group trip requests that would otherwise be provided at a higher expense as demand response service. As a result of improved scheduling, demand response vehicles will have more capacity for service within Delaware County. Grouping passengers onto the community shuttle will improve efficiency and cost effectiveness for the provider. The scheduler/dispatcher must encourage passengers who call for a trip to one of the destination communities served by a community shuttle to use the shuttle if it is within their travel window. A lower passenger fare than demand response service will encourage ridership on the shuttle.

To the benefit of the passenger, the shuttle can be utilized for any trip purpose and the destinations served are the major destinations within each community. The community shuttles not only offer passengers an opportunity to save money by shopping at discount stores, but also improve their independence and quality of life through the opportunity to socialize and while riding on the vehicle with other residents in their neighborhood.

Potential Challenges

Coordination with public transportation providers in each of the neighboring communities will be key to the success of the community shuttles. Unnecessary duplications in service must be avoided while still meeting the goal of quality, efficient, and user-friendly service.

Passenger Training: Some potential passengers may be hesitant to use the community shuttle service because they prefer a mode of service that will take them from door to door. Passenger training materials and one-on-one training sessions will reduce fear and encourage passengers to ride. Coordination partners and/or volunteers at senior dining centers, medical facilities and offices, nursing homes, and social and human service agencies can offer passenger training. Informational materials can be developed and distributed by the CTP. Materials should at minimum include the following topics:

- ◆ A description of community shuttle services (What, When, Why, Where, and How).
- ◆ Contact information for questions about community shuttles.
- ◆ How to schedule a trip.
- ◆ Passenger conduct policies.
- ◆ Fare structure.
- ◆ Benefits of using the shuttles (i.e., saving money on gasoline, safety, convenience, and fun).

Potential Expenses and Staffing

Cost and revenue depend upon the scope of service (i.e., service mode, days and hours of operation, number of vehicles, staff, and service area) and provider (i.e., coordinated with Veterans' Services or another provider would be less expensive than establishing a new service. A detailed estimate of expenses associated with each shuttle is provided in Exhibit 4-2.

Potential Revenue for General Public Community Shuttles

Potential revenue sources for the shuttles described in this alternative include Federal Transportation Administration's (FTA) Section 5311, which could cover 50 percent of the net operating deficit, and NYSDOT STOA. If any agency clients could be accommodated on the shuttles, and contract revenue received, the net cost would be further reduced. Ideally, the entire cost would be covered by 5311, STOA and contract revenue. A potential revenue structure, if all of the community shuttles were implemented at once is explained below. The same structure would apply if only one or two shuttles were implemented, only the amount of funding would change to match the net deficit of the shuttle(s) to be implemented (see Exhibit 4-2 on the following page for net deficit estimated per shuttle).

Estimated Net Deficit for 100% implementation: \$151,891

Estimated Annual General Public Fare Revenue: 4,875 passenger trips at \$2.00 per trip = \$9,750

Total Net Deficit minus Fare Revenue = \$142,141

Potential Revenue Structure:

FTA 5311 (50 percent of Net Deficit) = \$71,070.50

STOA = \$33,548.78 (4,875 passenger trips x \$0.405 and 45,760 vehicle miles x \$0.69)

Total Potential STOA & Federal Rev. = \$104,619.28

Agency Contracts & other local match = \$37,522

Total Revenue: \$142,141

Vehicle Requirements

Each community shuttle will be operated with one vehicle. The potential to use an existing vehicle from CTP transportation providers should be evaluated. For example, explore the opportunity to coordinate with Deposit Foundation to operate and utilize their vehicle for the Hancock-Deposit-Binghamton shuttle. Several other organizations in Delaware County may also have a vehicle available one or two days per week for the routes. With coordination from multiple partners, existing capital resources should be sufficient to provide the routes.

If additional vehicles are required, the lead agency (if eligible) should consider applying for an FTA Section 5310 grant to purchase the necessary vehicle(s). A local match of 20% is required for Section 5310. Potential funding options are outlined in the following chapter.

Exhibit 4-2: Community Shuttle Estimated Operating Expenses

Expense Object Class	Delhi/Oneonta Shuttle with Three Stops	Delhi/Oneonta Shuttle with DR	Stamford/Hobart/Oneonta Shuttle with Three Stops	Stamford/Hobart/Oneonta Shuttle Extended	Hancock/Deposit/Binghamton w/ Multiple Stops	Hancock/Deposit/Binghamton - Extended Shuttle	Andes/Margaretville/Kingston Round Trip	Andes/Margaretville/Kingston w/ Volunteers	Alternative 4: Total
501 Labor									
Operators' Salaries and Wages	\$ 3,042	\$ 4,394	\$ 3,042	\$ 4,394	\$ 3,718	\$ 3,380	\$ 3,380	\$ -	\$ 25,350
Other Salaries and Wages (MM + Dispatcher)	\$ 2,251	\$ 3,252	\$ 2,251	\$ 3,252	\$ 2,751	\$ 2,837	\$ 2,501	\$ 5,002	\$ 24,097
Subtotal: Labor	\$ 5,293	\$ 7,646	\$ 5,293	\$ 7,646	\$ 6,469	\$ 6,217	\$ 5,881	\$ 5,002	\$ 49,447
Fringe Benefits									
Fringe Benefits Distribution (26% of Labor)	\$ 1,376	\$ 1,988	\$ 1,376	\$ 1,988	\$ 1,682	\$ 1,616	\$ 1,529	\$ 1,301	\$ 12,856
Services									
Advertising Fees	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 4,000
Professional and Technical Services	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 4,000
Other Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: Services	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 8,000
Materials and Supplies Consumed									
Fuels and Lubricants	\$ 1,498	\$ 2,496	\$ 1,997	\$ 2,995	\$ 2,995	\$ 5,990	\$ 3,994	\$ 4,243	\$ 26,208
Vehicle R&M	\$ 1,310	\$ 2,184	\$ 1,747	\$ 2,621	\$ 2,621	\$ 5,242	\$ 3,494	\$ -	\$ 19,219
Other Materials and Supplies (Farebox and Fare)	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046	\$ -	\$ 21,322
Subtotal: Materials and Supplies Consumed	\$ 5,854	\$ 7,726	\$ 6,790	\$ 8,662	\$ 8,662	\$ 14,278	\$ 10,534	\$ 4,243	\$ 66,749
Utilities									
Utilities Other Than Propulsion	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,600
Casualty and Liability Costs									
Premium for Physical Damage	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ -	\$ 8,260
Subtotal: Casualty and Liability Costs	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ -	\$ 8,260
Taxes									
Vehicle Registration Fees	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ -	\$ 350
Other Taxes	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ -	\$ 1,050
Subtotal: Taxes	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ 1,400
Purchased Transportation Services									
Purchased Transportation Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Expenses									
Travel and Meetings	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Advertising/Promotion Media	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Other Miscellaneous Expenses	\$ 2,278	\$ 2,278	\$ 2,278	\$ 2,278	\$ 2,278	\$ 2,278	\$ 2,278	\$ 2,278	\$ 2,278
Subtotal: Miscellaneous Expenses	\$ 3,578	\$ 3,578	\$ 3,578	\$ 3,578	\$ 3,578	\$ 3,578	\$ 3,578	\$ 3,578	\$ 3,578
Total Costs	\$ 12,827	\$ 15,791	\$ 12,827	\$ 15,791	\$ 14,309	\$ 13,992	\$ 13,568	\$ 11,081	\$ 151,891

ACTION STEP 5: CORRIDOR SERVICE ALONG ROUTE 10 BETWEEN WALTON AND DELHI – EXTEND TO STAMFORD ON DEMAND

According to stakeholder feedback, employer and employee survey results, and input from human service agency transportation providers, it is apparent that the majority of human service agency client trips in Delaware County are along Route 10 between Walton, Hamden, and Delhi. Delhi is the county's center for human service agencies and government offices and Hamden is a key location for Delaware Opportunities and Delaware County ARC. Furthermore, Delaware Opportunities and Delaware County ARC (the two largest transportation providers in the county) provide a significant number of trips between these communities.

Step 5 recommends implementation of a deviated fixed route that operates along Route 10 between Walton, Hamden, and Delhi. By design, the deviated fixed route will offer a schedule route service with fixed stops and time points. It will also deviate up to one-mile in any direction off of Route 10, for an additional fare, to pick-up/drop-off passengers who make advance reservations.

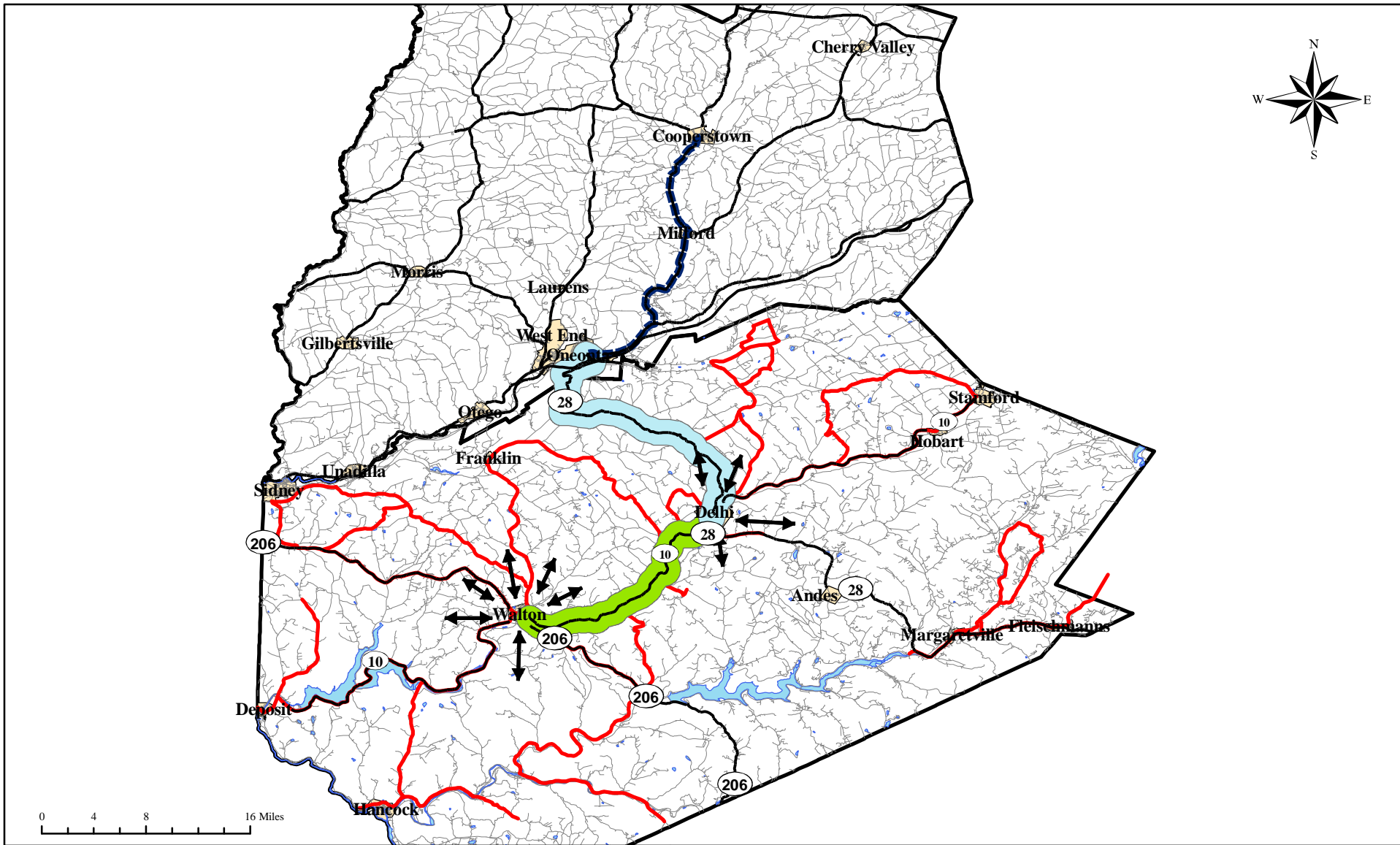
Delaware ARC will operate the route and the schedule may be amended based on local demand. For the purposes of analyzing the productivity of the suggested route, we recommend that the vehicle will operate Monday through Friday. The vehicle will operate hourly from 6:30 to 10:00 AM to accommodate employees and appointments at agencies, government offices, and court, and once every two hours between 10:00 AM and 6:00 PM.

One vehicle will operate the deviated route. The route will include scheduled stops at major trip generators in Walton, Hamden, and Delhi. Service will be extended to Stamford upon request.

Feeder service will be provided by Delaware Opportunities and other coordinated transportation partners on a demand response mode. Feeder service will bring passengers from areas outside of the one-mile corridor for the route in to Walton or Delhi where they can transfer to the route at the scheduled time and location for that town. A map of the suggested route is provided in Exhibit 5-1.

Benefits/Consequences

The Route 10 point-deviation route expands upon the existing services provided by Delaware ARC and Delaware Opportunities by connecting their primary Delaware County service areas and opening empty seats to the general public. As awareness of the route improves and ridership increases, additional vehicles or larger vehicles may be required. The leading benefit of this route is reducing duplication through consolidation of trips between human service agencies.



- ↔ Demand Response Feeder
- ▬▬▬ Oneonta/Cooperstown Demand Response
- ▭▭▭ Delhi to Oneonta Point Deviation
- ▭▭▭ Route with 1 Mile Deviation
- ▬▬▬ Delhi to Oneonta
- ▬▬▬ ARC Bus Routes



Exhibit 5-1: Point Deviation with Feeder Service

Coordinated Human Services Public Transportation Plan

Potential Challenges

Passengers may be hesitant to ride vehicles that they perceive to be for clients of agencies or court appointments. Effective and careful branding and marketing of the service and vehicles will be critical to minimizing the ‘stigma’ of public transportation being for ‘other people and not for me.’

The policies and procedures that are included in Steps 1 and 2 also must be developed and coordinated between participating providers prior to implementing this step. If this step is selected, detailed direction and guidance for implementing policies and procedures will be provided.

Potential Budget and Staffing

The budget for operating the route will depend upon how it is operated. If this step is selected, costs for Delaware County ARC to operate the route in addition to its existing schedule of services will be evaluated. Exhibit 5-2 illustrates potential estimated operating expenses associated with the service. Actual expenses could be less if service is incorporated into an existing route currently operated by Delaware County ARC.

Exhibit 5-2: Potential Operating Expenses for Step 5

Expense Category	Estimated Route 10 Point Deviation Expenses
Labor (MM & Dispatcher/Scheduler)	\$96,237
Fringe (26% of Labor)	\$25,022
Services (advertising fees & professional services)	\$3,000
Fuel, Vehicle Maintenance, Other Supplies (including Fare Media or Farebox/Farebag)	\$222,970
Utilities	\$1,000
Casualty and Liability Insurance	\$3,540
Taxes and Vehicle Registration Fees	\$600
Miscellaneous Expenses (travel and meetings, advertising and promotion media, other)	\$3,578
TOTAL:	\$355,947

Potential Revenue Structure

Potential revenue sources for the Route 10 point deviation route and feeder service described in this alternative include Federal Transportation Administration’s (FTA) Section 5311, which could cover 50 percent of the net operating deficit, and NYSDOT STOA. If any agency clients could be accommodated on the route and feeder service, and contract revenue received, the net cost would be further reduced. Ideally, the entire cost would be covered by 5311, STOA and

contract revenue. A potential revenue structure is explained below. Once the operator of the route and the actual hours of operation are decided, that actual estimated expense should be updated. The estimated expenses are included in the following explanation.

Estimated Net Deficit for Route 10 Point Deviation and Demand Response Feeder Service: \$355,947

Estimated Annual General Public Fare Revenue:

3,825 public passenger trips on the route at \$1.00 per trip = \$3,825
3,825 public passenger trips on the Feeder at \$2.00 per trip = \$7,650
Total Estimated General Public Fare Revenue = \$11,475

Total Net Deficit minus Fare Revenue = \$344,472

Potential Revenue Structure:

FTA 5311 (up to 50 percent of Net Deficit) = \$172,236
*STOA = \$169,371 (7,650 passenger trips x \$0.405 and
 240,975 vehicle miles x \$0.69)*
Total Potential STOA & Federal Rev. = \$341,607
Agency Contracts & other local match = \$86,118
*Total Revenue: \$427,236***

The formula above equates to a surplus in revenue of \$82,764. Since a surplus is not allowed with this program, the total amount of FTA 5311 or STOA could be reduced proportionately. Local match for FTA 5311 is 50 percent for operating dollars. Therefore, the local match from agency contracts must be at least one-half of the FTA 5311 funds received and would be reduced proportionate to the reduced FTA 5311 request.

Agency contract revenue for local match is derived from agencies paying the fully allocated cost of transporting their consumers who use the Route 10 point deviation service. That fully allocated cost is put toward local match as Agency Contract revenue. By grouping trips for the agencies, the fully allocated cost to ride the route and feeder service should be less than what the agencies are currently paying for demand response. In this way, the Route is a win-win for the public, the County departments, and the participating agencies.

Also note that STOA is based on the projected number of passenger trips and miles for service that is open to the general public. In this estimate, ridership on the route is estimated at 2 passengers per hour; ridership on the feeder service is estimated at 0.5 passengers per hour.

Vehicle Requirements

Existing vehicles from the Delaware ARC fleet will be utilized for the route. No additional vehicles will be necessary. However, new markings on the vehicles to identify them as coordinated public transportation are strongly advised. Likewise, existing vehicles operated by Delaware Opportunities and other providers will be sufficient to provide the demand response feeder service.

ACTION STEP 6: SUBSCRIPTION TRIPS TO SUPPORT 2ND AND 3RD SHIFT EMPLOYMENT

Step 6 can complement the transportation services implemented under previous steps. This service would address transportation issues experienced by 2nd and 3rd shift workers whose transportation needs usually fall outside traditional work hours of 7:00 AM to 5:00 PM. Providing services 10:00 PM to 12:00 PM, Monday through Friday could address the majority of the transportation needs for workers on 3rd shift and those going home from 2nd shift.

The MM should work with local businesses that operate 2nd and 3rd shifts to determine the specific hours of service. Once the exact needs are determined, a more detailed schedule can be developed.

Benefits/Consequences

By offering public transportation services during these non-traditional hours, Delaware County residents without access to reliable vehicles or other transportation means will have additional employment opportunities. In addition, people transported to local hospitals for medical treatment via an ambulance would have an inexpensive return trip home.

Potential Challenges

Providing 2nd and 3rd shift transportation services often results in low ridership. Further research to determine the exact times and needs will assist the MM and CTP to set the service hours that meet the maximum identified needs. In addition, many businesses offer flex hours that may fluctuate between 8-hour shifts up to 12-hour shifts.

The CTP could explore the opportunity to offer shift transportation through a contract with one of the local taxi operators that are currently operating during these hours. A closer look at the needs and costs of this service will assist the CTP in setting the time schedule as well as the most cost effective manner in which to provide these services.

Establishing transportation for 2nd and 3rd shifts may require additional coordination among the dispatching offices of each affected agency. Shift transportation requests may be directed to the CTP dispatcher who can determine the most cost effective manner for the trip. The budget estimate shown in the following exhibit includes potential costs associated with six round trips per weekday using a local taxi service¹. Because taxi rates may change, the estimated budget should only be used as a planning tool and should be confirmed if a taxi service will be used to provide this service.

The Federal Transit Administration (FTA) Job Access and Reverse Commute (Section 5316) could be used to offset a portion of the cost of this service.

¹ Round trips from Fraser, Hamden, Margaretville, Stamford and Walton were used to estimate costs.

Exhibit 6-1: Estimated Operating Budget for Step 6

Expense Category	2nd & 3rd Shift Employment Trips
Labor (MM, partial)	\$11,536
Fringe (26% of Labor)	\$2,999
Services (advertising fees and professional/technical services)	\$1,500
Materials and Supplies (Fuel, lubricant, vehicle repair and maintenance, other materials)	\$11,308
Utilities	\$500
Casualty and Liability Insurance	\$1,180
Taxes	\$200
Miscellaneous Expenses (travel, meetings, advertising/promotion media)	\$3,578
TOTAL:	\$32,801

Potential Revenue

Potential revenue sources for the shuttles described in this alternative are similar to the resources described in the previous steps. Potential revenue includes Federal Transportation Administration’s (FTA) Section 5311, which could cover 50 percent of the net operating deficit, and NYSDOT STOA. If any agency clients could be accommodated on the employment trips, and contract revenue received, the net cost would be further reduced. Ideally, the entire cost would be covered by 5311, STOA and contract revenue. A potential revenue structure, if all of the 2nd and 3rd shift trips were implemented is explained below.

Estimated Net Deficit for 100% implementation: \$32,801

Estimated Annual General Public Fare Revenue: 765 passenger trips at \$3.00 per trip = \$2,295

Total Net Deficit minus Fare Revenue = \$30,506

Potential Revenue Structure:

FTA 5311 (50 percent of Net Deficit) = \$15,253

STOA = \$6,644 (765 passenger trips x \$0.405 and 9,180 vehicle miles x \$0.69)

Total Potential State & Federal Rev. = \$21,897

Agency Contracts & other local match = \$8,609

Total Revenue: \$30,506

Vehicle/Facility Requirements

This service step will be outside the hours when most human service agency vehicles are in use. The current vehicle fleet can be used to provide the level of transportation needed for 2nd and 3rd shift trips, should the CTP decide to provide this service with agency vehicles. Likewise, if the decision is made to use a local taxi service, no additional vehicles will be needed.

ACTION STEP 7: COORDINATED TRANSPORTATION WITH SUNY DELHI

The following service steps are intended to provide a combination of coordinated demand response and shuttle services that improve transportation options for SUNY Delhi students, faculty, and staff.

SUNY Delhi Transit Pass

At the time of this study, SUNY Delhi had approximately 3,100 students. Between 700 and 900 students commuted to SUNY Delhi and an estimated 300 students lived within one-mile of the campus. Transportation operated by the college successfully (Bronco Bus) operates on a fixed schedule, on weekdays and Saturdays and is free for students, faculty, and staff. On weekdays, the Bronco Bus route serves student housing areas, the parking lots, the farm, and Bush Hall. On Saturdays, a route makes on trip between Delhi and Oneonta.

A transportation survey of students at SUNY Delhi that was conducted as part of this study effort received 180 responses. Forty-six percent of survey respondents stated that they have difficulty getting reliable transportation. And, 66% of the survey respondents stated that they would use public transportation to travel to school if it were available².

² Complete survey results will be incorporated into the final document for this study.

Under this step, it is recommended that the CTP meet with SUNY Delhi staff to discuss the specific benefits of implementing a transit pass agreement. A transit pass fee 'option' added to student tuition so that students could use public transportation at a discounted price compared to regular passenger fares would benefit all parties by securing public transportation for the students and additional local funding for the transportation provider.

Coordinated Saturday Service to Oneonta - Currently, Bronco Bus provides student transportation on Saturdays to and from Oneonta. Delaware County providers should seek to coordinate with SUNY Delhi to open Saturday service on Bronco Bus to the general public, with advance reservations.

Late-Night Service between Oneonta and Delhi - Late-Night service for SUNY Delhi students traveling to Oneonta for entertainment could be provided under this step as a schedule point-deviation service (similar to the community shuttles) that operates on Friday and Saturday evenings. Advance reservations should be encouraged. The shuttle would operate with one

vehicle. Service hours should be refined based on further analysis of demand. At this point in the study effort, the shuttle would leave Delhi at 6:00 PM to travel to two or three popular destinations in Oneonta. The vehicle will return to pick up passengers at 1:00 AM and bring them home. It would deviate up to one-mile from SUNY Delhi housing areas to pick-up and drop-off passengers.

Benefits/Challenges

A transit pass programs between public and coordinated transportation providers and colleges represent an excellent strategy that creates a “win-win” situation for transit and the college. In Delaware County, potential benefits include:

- ◆ Enhancing mobility of students to get to and from class as well as access to employment opportunities and local businesses in Delaware County.
- ◆ The availability of community transportation is an attractive feature for students considering enrollment at colleges.
- ◆ Increase ridership on the new coordinated public transportation program in Delaware County.
- ◆ Reduces congestion and parking challenges on SUNY Delhi campus.
- ◆ Provide a new source of local matching funds to draw down federal grants.
- ◆ Reduce the cost of providing client transportation services by filling empty seats with passengers from the college.

Students, transportation providers, and the local communities in Delaware County benefit from this step because it improves student access to community resources and coordinates all of the existing transportation resources from numerous providers.

Negotiations must include the potential impact on private taxi providers that are currently serving SUNY Delhi students, faculty, and staff. Private providers should have an opportunity to participate in negotiations for the student pass.

Similar to other coordination efforts, policies and procedures for coordinating trips and establishing a transit pass fare structure and billing points must be negotiated between the SUNY Delhi and the lead agency for the coordinated public transportation effort.

Potential Budget, Staffing, and Vehicle Requirements

No additional staff or vehicles are required for this step.

The expenses and resources required to coordinate Saturday service will be determined following negotiations between SUNY Delhi and the lead agency for the coordinated public transportation effort. Exhibit 7-1 provides a preliminary estimated assessment of potential operating costs for late-night service between Oneonta and Delhi. A portion of the MM's and a scheduler's time is included for planning the project and scheduling trips. Transit Pass fares, if established, are additional revenue for the system.

Exhibit 7-1: Potential Operating Expenses for Late-Night Service

Expense Category	Late-Night Service
Labor (MM, partial)	\$9,410
Fringe (26% of Labor)	\$2,447
Services	\$500
Materials and Supplies	\$14,278
Utilities	\$500
Casualty and Liability	\$1,180
Taxes	\$200
Miscellaneous Expenses	\$3,578
TOTAL:	\$32,093

Potential Revenue

The potential revenue structure for public late-night service is similar to that listed in the previous steps. Additional local match or contract revenue could be derived from an agreement with SUNY Delhi.

Estimated Net Deficit for 100% implementation: \$32,093

Estimated Annual General Public Fare Revenue: 1,664 passenger trips at \$3.00 per trip = \$4,992

Total Net Deficit minus Fare Revenue = \$27,101

Potential Revenue Structure:

FTA 5311 (50 percent of Net Deficit) = \$13,551

STOA = \$9,285 (1,664 passenger trips x \$0.405 and 12,480 vehicle miles x \$0.69)

Total Potential STOA & Federal Rev. = \$22,836

SUNY Delhi local match = \$6,775

Total Revenue: \$29,612

The potential revenue structure above would generate more revenue than is estimated to be necessary. In this situation, less funding from another revenue source would be a potential option.

SUMMARY OF ESTIMATED OPERATING EXPENSES AND REVENUES

Table 1 on the next page offers a summary of the estimated and projected annual operating expenses for each of the step. Operating expenses could be reduced through successful coordination of existing human service agency services. These expenses, however, are intended to illustrate the potential cost of implementing the services without coordination. Actual costs will depend upon the operating and administrative structure of the program.

Potential revenue for each of the steps is described below. Operating revenue from FTA Section 5311 is based on an allocation of up to 50 percent of the net operating costs for the project. Net operating costs are reduced by the amount of projected general public fare revenue.

The NYSDOT STOA revenue is also available for public transportation. Delaware County is an eligible recipient of NYSDOT STOA funding and may apply through the grant process. The STOA allocation is determined based on a formula that includes the projected number of passenger trips (at \$0.405 per one-way trip) and vehicle miles (at \$0.69 per mile). The generated STOA could also be used as the 50% local match to the 5311 operating budget.

Local match in Delaware County should be derived from the inter-agency contracts or other non-U.S. DOT funding sources. All inter-agency contracts should be based on fully allocated costs. During this planning process, the Mobility Manager and Finance Sub-committee were provided with a calculation of the fully allocated costs for each agency to provide transportation, based on the budgets provided to RLS. RLS also provided the Mobility Manager and Finance Sub-committee with a spreadsheet and training so that they can determine fully allocated costs in the future. These resources should provide sufficient revenue to cover the operating costs for any of the alternatives. A summary of potential revenue structures for each alternative is summarized below.

Potential Revenue Summary

Deficit and Funding Source	Action Step 1: Mobility Manager & Coordination	Action Step 2: MM and General Public D.R.	Action Step 3: Transfer Points (not public)	Action Step 4: Community Shuttles	Action Step 5: Point Deviation and Feeder	Action Step 6: Shift Work Trips	Action Step 7: Late-Night Service
Net Deficit	\$52,980	\$58,904	\$83,604	\$151,891	\$355,947	\$32,802	\$32,092
Public Fares	\$0	\$4,000	\$0	\$9,750	\$11,475	\$2,295	\$4,992
New Deficit	\$52,980	54,904	\$83,604	\$142,141	\$344,472	\$30,506	\$27,101
5311 (50% of New Deficit)	\$0	\$27,452	\$0	\$71,070.50	\$172,236	\$15,253	\$13,551
STOA	\$0	\$0	\$0	\$33,548.78	\$169,371	\$6,644	\$9,285
5316/5317	\$20,000	\$6,863	\$10,000	\$0	\$0	\$0	\$0
Local Match	\$32,980	\$20,589	\$73,604	\$86,118	\$86,118**	\$8,609	\$6,775**

Symbol ** indicates potential revenue exceeds deficit and match requirements could be reduced.

Table 1: Summary of Potential Operating Expenses by Step

Expense Object Class	Action Step 1: Mobility Manager	Action Step 2: MM and General Public	Action Step 3: Transfer Points	Action Step 4: Community Shuttles Total	Action Step 5: Point Deviation Route and Feeder Total	Action Step 6: Shift Work Trips	Action Step 7: Late-Night Service Oneonta-
501 Labor							
Operators' Salaries and Wages	\$ -	\$ -	\$ -	\$ 25,350	\$ 74,588	\$ 6,630	\$ 5,408
Other Salaries and Wages (MM)	\$ 38,000	\$ 38,000	\$ 58,000	\$ 24,097	\$ 21,650	\$ 4,906	\$ 4,002
Subtotal: Labor	\$ 38,000	\$ 38,000	\$ 58,000	\$ 49,447	\$ 96,237	\$ 11,536	\$ 9,410
Fringe Benefits							
Fringe Benefits Distribution (26% of L	\$ 9,880	\$ 9,880	\$ 15,080	\$ 12,856	\$ 25,022	\$ 2,999	\$ 2,447
Services							
Advertising Fees	\$ -	\$ 1,000	\$ 1,000	\$ 4,000	\$ 2,000	\$ 1,000	\$ 500
Professional and Technical Services	\$ 1,500	\$ 1,000	\$ 500	\$ 4,000	\$ 1,000	\$ 500	\$ -
Other Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: Services	\$ 1,500	\$ 2,000	\$ 1,500	\$ 8,000	\$ 3,000	\$ 1,500	\$ 500
Materials and Supplies Consumed							
Fuels and Lubricants	\$ -	\$ -	\$ -	\$ 26,208	\$ 115,668	\$ 4,406	\$ 5,990
Vehicle R&M	\$ -	\$ -	\$ -	\$ 19,219	\$ 101,210	\$ 3,856	\$ 5,242
Other Materials and Supplies	\$ -	\$ 3,046	\$ 3,046	\$ 21,322	\$ 6,092	\$ 3,046	\$ 3,046
Subtotal: Materials and Supplies	\$ -	\$ 3,046	\$ 3,046	\$ 66,749	\$ 222,970	\$ 11,308	\$ 14,278
Utilities							
Utilities Other Than Propulsion	\$ 2,400	\$ 2,400	\$ 2,400	\$ 1,600	\$ 1,000	\$ 500	\$ 500
Casualty and Liability Costs							
Premium for Physical Damage	\$ -	\$ -	\$ -	\$ 8,260	\$ 3,540	\$ 1,180	\$ 1,180
Subtotal: Casualty and Liability C	\$ -	\$ -	\$ -	\$ 8,260	\$ 3,540	\$ 1,180	\$ 1,180
Taxes							
Vehicle Registration Fees	\$ -	\$ -	\$ -	\$ 350	\$ 150	\$ 50	\$ 50
Other Taxes	\$ -	\$ -	\$ -	\$ 1,050	\$ 450	\$ 150	\$ 150
Subtotal: Taxes	\$ -	\$ -	\$ -	\$ 1,400	\$ 600	\$ 200	\$ 200
Purchased Transportation Services							
Purchased Transportation Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Expenses							
Travel and Meetings	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Advertising/Promotion Media	\$ 500	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600	\$ 600
Other Miscellaneous Expenses	\$ -	\$ 2,278	\$ 2,278	\$ 2,278	\$ 2,278	\$ 2,278	\$ 2,278
Subtotal: Miscellaneous Expense	\$ 1,200	\$ 3,578	\$ 3,578	\$ 3,578	\$ 3,578	\$ 3,578	\$ 3,578
Total Costs	\$ 52,980	\$ 58,904	\$ 83,604	\$ 151,891	\$ 355,947	\$ 32,802	\$ 32,092

X. POTENTIAL FUNDING SOURCES TO SUPPORT COORDINATED TRANSPORTATION PROGRAMS

Potential funding for coordinated public and human service agency transportation can be derived from a variety of Federal, State, and local sources. Much of the funding necessary for implementing the coordinated human services transportation program is already in place in Delaware County. However, future expansion of services and/or the expansion of service to the general public may require additional State or Federal funding. Sources documented in this chapter are intended to assist local planners should additional revenue be necessary for implementation of public and human service transportation goals.

FEDERAL PROGRAMS

A listing of other potential Federal funding resources that can be used for coordinated transportation for older adults, individuals with disabilities, people with low incomes, and the general public is provided below. Funds from non-U.S. Department of Transportation (DOT) programs can be used to match FTA Section 5310 (Elderly Individuals and Individuals with Disabilities), 5316 (Job Access and Reverse Commute), 5317 (New Freedom Initiative), and 5311 (rural public transit). The Federal Transit Administration's (FTA) website (<http://www.fta.dot.gov>) has detailed information on these various funding opportunities.

Department of Agriculture

- ◆ DOA/Food Stamp Act of 1977

Department of Transportation

- ◆ DOT/Federal Transit Administration (FTA)/Capital Improvement
- ◆ DOT/FTA/Elderly and Persons with Disabilities (5310)
- ◆ DOT/FTA/Job Access Reverse Commute (5316)
- ◆ DOT/FTA/New Freedom (5317)
- ◆ DOT/FTA/Non Urbanized Formula (Rural) (5311)

Department of Education

- ◆ ED/Assistance for Education of All Children with Disabilities (Individuals with Disabilities Education Act)
- ◆ ED/Voluntary Public School Choice (No Child Left Behind Act of 2001)
- ◆ ED/Centers for Independent Living (Workforce Investment Act of 1998)
- ◆ ED/Vocational Rehabilitation Grants (Rehabilitation Act of 1973)

Department of Health and Human Services - Administration for Children and Families

- ◆ HHS - ACF/Community Services Block Grant Program
- ◆ HHS - ACF/Head Start
- ◆ HHS - ACF/Social Services Block Grants
- ◆ HHS - ACF/State Councils on Developmental Disabilities and Protection & Advocacy Systems
- ◆ HHS - ACF/Temporary Assistance for Needy Families (TANF)
- ◆ HHS – ACF/Promoting Safe and Stable Families Program
- ◆ HHS – ACF/Development Disabilities Project of National Significance
- ◆ HHS – ACF/Refugee and Entrant Assistance Discretionary Grants
- ◆ HHS – ACF/Refugee and Entrant Assistance State Administered Programs
- ◆ HHS – ACF/Refugee and Entrant Assistance Targeted Assistance
- ◆ HHS – ACF/Refugee and Entrant Assistance Voluntary Agency Programs
- ◆ HHS-Administration on Aging
- ◆ HHS – Administration on Aging (AoA)/Grants for Supportive Services and Senior Centers
- ◆ HHS - AoA/Programs for American Indian, Alaskan Native, and Native Hawaiian Elders
- ◆ HHS - Centers for Medicare and Medicaid (CMS)
- ◆ HHS - CMS/Medicaid
- ◆ HHS – CMS/State Children’s Health Insurance Program
- ◆ HHS - Health Resources and Services Administration (HRSA)
- ◆ HHS - HRSA/ Community Health Centers
- ◆ HHS - HRSA/Healthy Communities Access Program
- ◆ HHS - HRSA/Healthy Start Initiative
- ◆ HHS - HRSA/HIV Care Formula Grants
- ◆ HHS - HRSA/Rural Health Care Network
- ◆ HHS – HRSA/Rural Health Care Outreach Program
- ◆ HHS – HRSA/Healthy Start Initiative
- ◆ HHS – HRSA/Maternal and Child Services Grants
- ◆ HHS – HRSA/Ryan White CARE Act Programs
- ◆ HHS - Substance Abuse Mental Health Services Administration (SAMHSA)
- ◆ HHS - SAMHSA/ Community Mental Health Services Block Grant
- ◆ HHS – SAMHSA/Substance Abuse Prevention and Treatment Block Grant

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

- ◆ HUD - OCPD/Community Development Block Grant
- ◆ HUD - OCPD/ Housing Opportunities for Persons with AIDS
- ◆ HUD - OCPD/Supportive Housing Program
- ◆ HUD – Office of Public and Indian Housing
- ◆ HUD – OPIH/Revitalization of Severely Distressed Public Housing

The Department of Housing and Urban Department (HUD) is a possible source for capital funding of vehicles that are used to provide transportation in low income areas, connecting people to jobs, shopping, and needed services. Most grants are available to local government offices. After visiting

HUD's website (<http://www.hud.gov>), the MM should contact the local government agency designated as a grantee for the area and work with them to secure the HUD funding that may be available for coordinated transportation services.

Department of Labor, Employment and Training Administration

- ◆ DOL / Job Corps (Workforce Investment Act of 1998)
- ◆ DOL / Migrant and Seasonal Farmworkers (Workforce Investment Act of 1998)
- ◆ DOL / Native American Employment & Training (Workforce Investment Act of 1998)
- ◆ DOL / Senior Community Service Employment Program (Older Americans Act of 1995)
- ◆ DOL / Trade Adjustment Assistance – Workers (Trade Act of 1974)
- ◆ DOL / Welfare to Work Grants (Personal Responsibility and Work Opportunity Reconciliation Act of 1996)
- ◆ DOL/Work Incentive Grants (Workforce Investment Act of 1998)
- ◆ DOL/Adult Services Program (Workforce Investment Act of 1998)
- ◆ DOL/Dislocated Worker Program (Workforce Investment Act of 1998)
- ◆ DOL/Youth Activities (Workforce Investment Act of 1998)
- ◆ DOL/Youth Opportunities Grants (Workforce Investment Act of 1998)
- ◆ DOL, Veterans Employment and Training Service
- ◆ DOL-VETS/Homeless Veterans Reintegration Project (Homeless Veterans Comprehensive Assistance Act of 2001)
- ◆ DOL-VETS/Veterans Employment Program (Workforce Investment Act of 1998)

Department of Veteran Affairs

Veterans Benefits Administration

- ◆ DVA – VBA/Automobile and Adaptive Equipment for Certain Disabled Veterans and Members of the Armed Forces (Disabled Veterans Act of 1970)

Veterans Health Administration

- ◆ DVA – VHA/Homeless Providers Grant and Per Diem Program
- ◆ DVA – VHA, Veterans Medical Care Benefits

Other funding opportunities may be available at the federal level. A visit to <http://www.grants.gov> will list other grants that may be useful for a coordinated transportation program. Registration is required to apply for grants listed here and should be coordinated with the CTP agencies and local government offices.

STATE PROGRAMS

The New York State Department of Transportation (NYSDOT) will have information on what funding may be available for coordination programs in addition to the FTA funding already discussed. The website address is <http://www.nysegov.com>.

For public transportation, the NYSDOT offers eligible grantees an opportunity to participate in the State Operating and Assistance Program (STOA). Local county governments are eligible grantees for the STOA program. The program provides operating and capital assistance to public transportation systems. Operating assistance requires a 50 percent local match. Local match can be derived from agency contracts or other local funding sources. Eligible applicants may complete a STOA grant application and submit that application to the NYSDOT. The NYSDOT offers regional training to instruct the county's considering a grant application for the first time or for another year of funding.

OTHER PROGRAMS

Local libraries will have information on national or state foundations and organizations that may have grants available to support a coordinated transportation program. There are publications available that outline funding programs that may be available.

Easter Seals or local offices of the United Way, and other community agencies are a good resource for uncovering local grants that may be available to support a coordinated transportation program or potential foundations that should be contacted to investigate foundation funding. Many local businesses and civic organizations are willing to support coordinated transportation services that enhance the lives of their constituents. Meeting with local businesses, the Economic Development Office, the Chamber of Commerce, Lion's Club, and Rotary Club will spread the word about the coordinated effort as well as assist in the search for additional funding opportunities. New funding opportunities may become available at any time. It is important for the MM to actively and consistently communicate with community members to stay abreast of any new opportunities, either for funding or for sharing information about the coordinated transportation program.

GRANT WRITING

Working with a CTP finance subcommittee, the MM can select grants to apply for to support this coordination program. It is important to take into consideration the funding sources of all CTP members to coordinate grant submissions. Grants should complement each other, not compete. There may be opportunities to submit grant applications as joint partners, further demonstrating coordination opportunities.

As mentioned previously, the SAFETEA-LU reauthorization brought about specific coordination requirements for participation in FTA funded programs. These requirements underscore the need for working together in a coordinated manner. The subcommittee should periodically poll member agencies to gather information on the financial needs, both operating and capital, for all transportation providers as well as purchasers of services. As a result, the MM may discover grants that are available to transportation providers in addition to their current funding due to their participation in the coordination of transportation services. For example, grants may be available to offset the cost of transportation services for purchasing agencies for medical trips or social service agency appointments or programs. Once information is gathered on the needs of the CTP membership, grants should be written to meet those needs. Grant applications submitted, those awarded, those denied, and those not applied for should be tracked and reported to the full CTP membership for future planning purposes.

Implementation

XI. IMPLEMENTATION PLAN

PHASE I: ORGANIZATIONAL STRUCTURE AND FINANCE PLAN

1. ESTABLISH THE ORGANIZATIONAL STRUCTURE

Coordinated Transportation Program Advisory Council

Members of the steering committee agreed to formalize their role as an advisory council by signing Memoranda of Understanding (MOU) that describe the level of participation that the agency they are representing will take in the coordinated transportation effort. From this point forward, the Advisory Council will suggest and monitor goals and objectives for the coordinated transportation program, and act in an advisory capacity to the Mobility Manager (MM) on all coordinated transportation issues in the county. The MM will work as a liaison between the Advisory Council and the community, funders, and government agencies.

The Advisory Council consists of delegates of 18 agencies representing various segments of the community, three Supervisors from the Delaware County Board of Supervisors, and New York State DOT. Participation from this diverse membership will foster a broad base of acceptance and a long lasting understanding of the coordination program and its benefits. The Delaware County Coordinated Transportation Program (CTP) will maintain an Advisory Council throughout its existence with members that represent various transportation needs of all segments of the county and population. It will be the MM's responsibility to educate each Advisory Council member to ensure a thorough understanding of the coordinated transportation program.

Subcommittees

From time to time, it may be necessary to form subcommittees to study, research, and discuss various aspects of the service and/or organizational structure. These can include, but are not limited to budget review, service review, grant applications, training requirements, and policy and procedure standards/updates. The Advisory Council by-laws establish the means by which subcommittees are formed.

The Advisory Council adopted by-laws, a mission statement, and elected officials in October 2010. Adopted by-laws are provided in Appendix A-2. Three sub-committees of the Advisory Council were established in October 2010. They are:

- (1) Finance Committee
- (2) Service Design Committee
- (3) Policy and Procedure Committee

Advisory Council members volunteered to participate in the committees and began working together with the MM and the consulting team on each area of interest in December 2010.

Coordinated Transportation Program Governing Board

The Governing Board was created in November 2010 and consists of eight members appointed by the Chairman of the Board of Supervisors. The consulting team drafted by-laws for the Governing Board. The by-laws were adopted in November 2010 (Appendix A-3). Also in November, the Governing Board adopted the Mobility Manager job description and annual budget.

Coordinated Transportation Program Lead Agency

The Governing Board designated Delaware Support and Services (DS&S), a private non-profit organization to be the lead administrative and fiscal agency for the coordination program. The lead agency will assume the responsibility of hiring and managing the Mobility Manager (MM). The agency will also be the most likely organization to assume the fiscal responsibility to assure transportation program grants and contracts are managed as directed by the grant source. While the MM will be responsible for the daily tasks of the coordination program, the lead agency plays an integral role as grants and contract manager.

Delaware Opportunities (DO) has agreed to be the lead agency for operations. DO is a non-profit organization that has experience in providing transportation for individuals to medical, meal, education, and shopping destinations. It is also experienced in scheduling demand response transportation in a cost effective manner. As the lead agency for operations, DO will undertake the primary role for scheduling coordinated agency trips for all participating transportation provider agencies. This role will gradually increase depending upon the capacity of the dispatch and scheduling staff at DO. Current staffing of that position is limited.

The lead administrative agency and lead agency for operations will provide office space for the MM. The MM's time will be split between each office. Communication with the schedulers and the participating agency directors and managers is vital to ensure that all members of the coordinated transportation program are informed on the progress, happenings, and financial situations on a routine basis. By housing the MM in both offices, it will be a simple task to interact with multiple agencies as well as the dispatcher to gather pertinent information for reporting, invoicing or billing.

Mobility Manager

The Mobility Manager (MM) will play a vital role in the success of the Delaware County Coordinated Transportation Program. Coordination partners will rely on the MM for guidance, direction, and implementation strategies to make the program a success. The approved MM Job Description is provided in Appendix A-4.

The MM will be charged with duties that coordinate the transportation services available to Delaware County residents in order to improve their overall mobility options. Duties will include the administration of the coordinated system; budgeting and developing transportation, fully allocated cost analysis; data collection and analysis; research and report generation; outreach to

non-profits and government agencies; organizing Advisory Council and Governing Board meetings; and planning community events that promote the coordinated transportation system.

Using the vehicle utilization chart (included in Chapter IV) and daily trip data provided by participating agencies, the MM will schedule working meetings among transportation providers to analyze times of the day or specific service areas where there is an unnecessary duplication of services. Gradually, the effective coordination and consolidation of trips will reduce duplication and free vehicles that can then be used to provide unmet transportation needs.

The MM must be willing to think innovatively and research and investigate opportunities to support the coordination of transportation services and establish relationships with other MMs. A key role of any MM is to provide a common bond for the coordination partners, appreciating the role of each partner, and bringing the parties together for the overall good of the region.

Administrative Mobility Manager Funding Structure

The Advisory Council recommended and the Governing Board approved the Mobility Manager expenses described in Appendix A-5 for the initial year. All of the participating County Departments agreed to contribute funds out of their existing budgets to support the Mobility Manager expenses for year one. The percentages agreed upon by each agency are as follows:

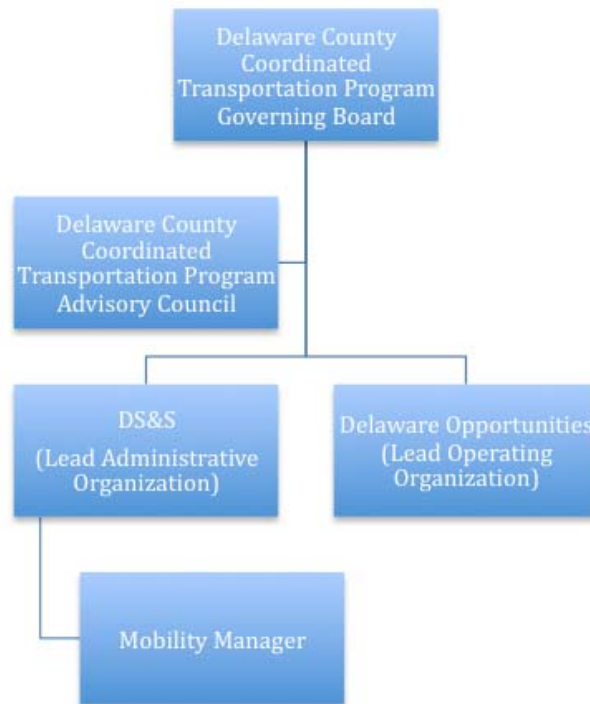
DSS Medicaid Transportation Budget	84.95%
DSS Other Trips Budget	9.15%
Veterans Services	1.71%
Office For the Aging	<u>4.19%</u>
	100%

Continued support is most likely contingent upon the success of the program and the need for local funding in future years.

Organizational Structure Summary

The Delaware County CTP organizational structure for year one of the program is depicted in the following chart. The Governing Board and Advisory Council each elected officers of Chairperson, Vice Chairperson, and Secretary.

Organizational Structure Year One



2. ORGANIZATIONAL MISSION AND VISION STATEMENT

In November 2010, the Advisory Council and Governing Board worked together with the Mobility Management team to define the mission and vision of the organization. The following paragraphs describe the mission for the organization and outline the process for agreeing on common policies and procedures.

Mission Statement

A mission statement is a brief description of the fundamental purpose. For the coordinated transportation program, it briefly represents the program's purpose for existence and addresses concepts such as the public image, target market, type of transportation services, geographic domain and expectations of growth. The Advisory Council and Governing board adopted the following mission statement.

Mission Statement

The Delaware County Coordinated Transportation Governing Board is committed to ensuring that its county's residents have access to transportation for health care, employment and daily living needs.

Vision Statement

While a mission statement focuses on the present, a vision statement focuses on the future of the Coordinated Transportation Program. Below are samples of transportation vision statements to be considered by the Advisory Council and Governing Board.

- ◆ The Delaware County Coordinated Transportation Program will be the county's transportation leader.
- ◆ We envision providing fully coordinated, intermodal, and safe public and human service agency transportation services, which offer viable choices that are accessible, cost effective, and enhance the livability of our communities. The Delaware County Coordinated Transportation Program will create approaches that augment greater federal, state, local, and private investments to promote the public and human service agency transportation service.
- ◆ The Delaware County Coordinated Transportation Program shall be the public transportation provider for Delaware County. Services shall enhance the quality of life for Delaware County stakeholders while promoting the economy, safeguarding the environment, and strengthening communities.

3. JOINT POLICIES AND PROCEDURES

Formal policies and procedures let the partner agencies, employees, and passengers know what is expected of them and what they can expect from the Coordinated Transportation Program. The most effective manner in which to design policies and procedures that meet the needs of all participating agencies is to establish a subcommittee of the Advisory Council to review policies and procedures from each agency. The subcommittee can then work with the MM to design the shared policies and procedures around those already in place, modeling them around the ones that appear to meet the needs of the entire program. The Policy and Procedure subcommittee met in December 2010 to begin developing and refining policies.

Select the Procedures to be Coordinated

Examples of operating policies or procedures include no-shows and cancellation policies, driver wait-time policies, complaint resolution procedures, advance reservation procedures, inclement weather cancellation policies, and fare or donation policies. Examples of management and administrative policies and procedures would include such items as late payment penalties, notification of requested route changes or new consumers to be added, and/or changes in eligibility.

In November 2010, the MM shared a list of selected policies and procedures, as provided by the consulting team, with all participants and asked them to add any item to the list that they felt other participants may wish to consider. Once the list is finalized, the MM will re-work the list, adding the additional policies and/or procedures suggested by participants. The new list will be re-circulated to the Advisory Council. Some tools for planning policies and procedures are provided on the following pages.

Master List of Possible Joint Policies and Procedures

Instructions: Please put a check in the appropriate boxes that apply to your agency. Be sure to fill in the space provided for the name of your agency. Return your completed form by _____ to the Mobility Manager.

Thank you for your assistance!

Policy Or Procedure	Already Have This Policy Or Procedure In Place	Would Be Interested In Developing This Policy Or Procedure With Other Agencies
1. _____	<input type="checkbox"/>	<input type="checkbox"/>
2. _____	<input type="checkbox"/>	<input type="checkbox"/>
3. _____	<input type="checkbox"/>	<input type="checkbox"/>
4. _____	<input type="checkbox"/>	<input type="checkbox"/>
5. _____	<input type="checkbox"/>	<input type="checkbox"/>
6. _____	<input type="checkbox"/>	<input type="checkbox"/>
7. _____	<input type="checkbox"/>	<input type="checkbox"/>
8. _____	<input type="checkbox"/>	<input type="checkbox"/>
9. _____	<input type="checkbox"/>	<input type="checkbox"/>
10. _____	<input type="checkbox"/>	<input type="checkbox"/>
11. _____	<input type="checkbox"/>	<input type="checkbox"/>
12. _____	<input type="checkbox"/>	<input type="checkbox"/>
13. _____	<input type="checkbox"/>	<input type="checkbox"/>
14. _____	<input type="checkbox"/>	<input type="checkbox"/>
15. _____	<input type="checkbox"/>	<input type="checkbox"/>

**Policies and Procedures That You Would Like To Develop Jointly With Participating Agencies
(Even If That Agency Currently Has a Policy)**

Instructions: An 'X' in the box indicates which policies should be shared by certain agencies.

Policy or Procedure Topic	Participating Agencies						Total Policies or Procedures
	Delaware Opportunities	Delaware Opportunities Head Start	Delaware Opportunities Sr. Dining	Delaware County ARC	Veteran Services	Deposit Foundation	
Cancellations							
No-Shows							
Reservations							
Inclement Weather							
Passenger Donations							
Priority Trips							
Passenger Assistance							
Seat Belts							
Drug and Alcohol Testing							
Employee Criminal Background							
Service Animals on Vehicles							
Portable Oxygen							

4. CONSTRUCT A PERFORMANCE MONITORING PROGRAM

Performance monitoring is very important for any of the coordination activities that involve on-street vehicle operations; there are many ways to measure operating performance. For example,

How many passengers per vehicle hour are being carried?

How many passengers are carried per day per vehicle?

How much does it cost to provide one passenger trip?

Initially, the MM must decide which performance measures to monitor. Then, a uniform data collection process must be implemented. All Advisory Council organizations, and particularly the service providers, must agree upon and use consistent definitions of each data item (e.g. passenger one-way trip, vehicle miles, operating revenues, expenses) so that performance monitoring, analysis, and comparison will be valid and useful.

Any of the performance measures that are based on cost will require the providers to collect and provide expenses in a standardized format. The cost measure can be difficult, especially because the service providers are human service agencies and small private for-profit organizations that may not maintain records of individual transportation cost categories. Nonetheless, in order to generate meaningful data, it is necessary to determine the “fully allocated costs” for transportation service (addressed further in Section 5 below). This may require that participating agencies set up a more detailed cost reporting system than they are currently using. Once the data collection process is standardized, performance monitoring is simple. Recommendations for setting up the data collection process with standard performance measure definitions are provided in the following paragraphs.

Set Up the Data Collection Process

A standardized vehicle log will be needed to ensure that all participating agencies are recording data and that the definition of the data is consistently applied across agencies. Definitions of the data collected must be clarified to all providers to avoid any confusion or unusable data.

The Delaware County CTP will be using performance measures involving ***total vehicle miles***, ***total vehicle hours***, and ***passenger trips***. These measures are also required by NYSDOT.

Participating transportation providers must utilize vehicle logs to collect data. Many formats for vehicle logs are available. It is recommended that the MM request templates of existing vehicle logs used by the participating organizations and modify those logs so that they include the necessary performance measures.

Calculate Performance Measures

Now that the data collection format is standardized, calculating performance measures is a reasonably simple method to determine the effectiveness of the program. Performance should be measured on a monthly basis and reported to the governing board at least quarterly. The NYSDOT requires monthly monitoring and quarterly reporting of performance standards.

Performance measure calculations can be easily set up in an Excel™ spreadsheet or can be performed manually. The calculations for the most common performance measures are provided below.

Common Revenue Measures

Revenue Per Passenger Trip (Total Passenger Revenue / Total Passenger One-Way Trips)
Revenue Per Passenger Mile (Total Passenger Revenue / Total Passenger Miles)
Revenue Per Vehicle Mile (Total Passenger Revenue / Total Vehicle Miles)
Revenue Per Vehicle Hour (Total Passenger Revenue / Total Vehicle Hours)
Recovery Ratio (Total Passenger Revenue / Total Cost)

Common Cost Measures

Cost Per One-Way Passenger Trip (Total Cost / Total # of One-Way Trips)
Cost Per Passenger Mile (Total Cost / Total Passenger Miles)
Cost Per Vehicle Mile (Total Cost / Total Vehicle Miles)
Cost Per Vehicle Hour (Total Cost / Total Vehicle Hours)

Common Deficit Measures

Deficit Per Trip [(Total Cost – Total Passenger Revenue) / Total One-Way Trips]
Deficit Per Passenger Mile [(Total Cost – Total Passenger Revenue) / Total Passenger Miles]
Deficit Per Vehicle Mile [(Total Cost – Total Passenger Revenue) / Total Vehicle Miles]
Deficit Per Vehicle Hour [(Total Cost – Total Passenger Revenue) / Total Vehicle Hours]

Common Productivity Measures

One-Way Trips Per Vehicle Mile (Total One-Way Trips / Total Vehicle Miles)
One-Way Trips Per Vehicle Hour (Total One-Way Trips / Total Vehicle Hours)
One-Way Trips Per Vehicle Per Day [Total One-Way Trips / (Number of Vehicles x Total Days)]
Vehicle Hours Per Vehicle Per Day [Total Vehicle Hours / (Number of Vehicles x Total Days)]
Vehicle Miles Per Vehicle Per Day [Total Vehicle Miles / (Number of Vehicles x Total Days)]
One-Way Trips Per Day [Total One-Way Trips / Number of Days]

5. ESTABLISH A RATE MODEL FOR SHARED AGENCY TRIPS

Financial Planning

According to the “Comprehensive Financial Management Guidelines for Rural and Small Urban Public Transportation Providers,” financial planning “identifies needs, develops managerial strategies, helps make the best use of limited resources, helps reduce uncertainty, and may even help educate both public officials and the general public.” Financial planning is an on-going process that takes into consideration changes in the financial, operating, and political environments in which the program operates, as well as the changes in demand for services. In order to create an accurate financial plan, a coordinated program’s fiscal realities (i.e., its projected costs and revenues which determine the services it provides) must be evaluated by developing an accurate accounting of its actual costs and revenues. Throughout this planning process, the participating agencies have attempted to provide the actual transportation expenses. Because not all agencies record transportation expenses as a separate program, some assumptions were necessary. The director or financial officer of the agency approved all assumptions included in this document.

Development of an equitable rate model is **necessary** to cover the full cost of a trip. When service is offered to the general public for an estimated fare, the fare will not cover the full cost of the trip. Participating agencies therefore cannot merely contribute fares for any clients who may be riding, but their proportionate share of the total cost.

Accounting for the total cost of a transportation program requires an understanding of basic cost concepts and the use of a consistent costing method. The primary reason for full cost accounting is the fact that all costs must be paid sooner or later. If you only address the immediate out of pocket costs, the overhead, administrative, and capital costs remain unaccounted for and result in the future issues. By addressing the total costs of the program, billings for shared trips can reflect the actual cost ensuring that all participating agencies are paying their fair share of the cost of doing business.

Accounting for the total revenue of the program is equally important. Revenue must include passenger fares (where applicable), agency contracts, grants and other governmental payments, and other sources that may be unique to the CTP. If the CTP opens service to the general public, it may be eligible for federal and state transit financial assistance through the Federal Transit Administration Section 5311 program and the New York State Transportation Operating Assistance (STOA).

Full cost and revenue accounting must be translated into a budget that forecasts revenue and expenditures for the future. The preparation of the transportation program budget will require planners and administrators to look ahead and forecast how the system is expected to look in the short and long-term future. Once the budget is prepared, it provides a tool that can be used to measure actual performance.

Following a financial plan, and revising it when necessary, is the only way to be successful in implementing and maintaining a coordination program. In managing the day-to-day affairs of the coordination program, all participating organizations that provide and purchase service will also need to create “paper trails” of all financial activities. All public agencies are subject to audits and this program will be as well.

The Finance Subcommittee of the Advisory Council will work together with the MM to recommend a financial plan to the Governing Board. A draft chart of accounts and line-item budget structure to capture revenues and expenses is provided on the following pages and is intended to assist the subcommittee with the task.

Chart of Accounts: Expenses

Expense Object Class	Expense Amount
501 Labor	
501.1 Operators' Salaries and Wages	\$ -
501.2 Other Salaries and Wages (MM)	\$ -
Subtotal: Labor	\$ -
502 Fringe Benefits	
502.15 Fringe Benefits Distribution (26% of Labor)	\$ -
503 Services	
Advertising Fees	\$ -
Professional and Technical Services	\$ -
Other Services	\$ -
Subtotal: Services	\$ -
504 Materials and Supplies Consumed	
504.01 Fuels and Lubricants	\$ -
504.02 Vehicle R&M	\$ -
504.99 Other Materials and Supplies	\$ -
Subtotal: Materials and Supplies Consumed	\$ -
505 Utilities	
505.02 Utilities Other Than Propulsion	\$ -
506 Casualty and Liability Costs	
506.01 Premium for Physical Damage	\$ -
506.02 Premium for Public Liability and Property Damage	\$ -
Subtotal: Casualty and Liability Costs	\$ -
507 Taxes	
Vehicle Registration Fees	\$ -
Other Taxes	\$ -
Subtotal: Taxes	\$ -
508 Purchased Transportation Services	
Purchased Transportation Services	\$ -
509 Miscellaneous Expenses	
509.01 Dues and Subscriptions	\$ -
509.02 Travel and Meetings	\$ -
509.04 Advertising/Promotion Media	\$ -
509.99 Other Miscellaneous Expenses	\$ -
Subtotal: Miscellaneous Expenses	\$ -
512 Leases and Rentals	
512.05 Service Vehicles	\$ -
512.07 Engine Houses, Car Shops and Garages	\$ -
512.12 Other General Admin. Facilities	\$ -
Subtotal: Leases and Rentals	\$ -
513 Depreciation and Amortizations	\$ -
600 Other Costs	\$ -
Total:	\$ -

Coordinated Funding with Program Activation

Implementation of the service alternatives described in this chapter will depend upon secured funding. Activities necessary to secure funding will involve preparation and submission of grant applications and discussions with participating agencies and local governments. The MM should obtain written commitments for financial contributions or in-kind contributions. The MM must be aware of the total amount of funding awarded to the program. New activities for the program that will require financial commitments must not be initiated without first having secured the funding. Funding from a diverse base (multiple agencies or grants rather than a single source) must be secured.

Inter-Agency Agreements

Agreements between the agencies that are providing transportation and sharing trips with other agencies are necessary when participants represent agencies that are not linked directly to the coordinator (i.e., all parties are not county agencies). In developing inter-agency agreements, there are two philosophies:

1. Make the agreement as non-prescriptive/general as possible to allow for flexibility in its interpretation and if a disagreement arises, negotiate a compromise or pursue legal remedies.
2. Make the agreement as comprehensive as possible to minimize disputes over interpretation.

It is the responsibility of the participating organizations to include in the agreement all legal language required by the cognizant funding agencies and organizations. This will ensure that the agreement appropriately reflects the individual participating organizations and that all applicable competitive bidding requirements are satisfied.

The agreement between the agencies creates the foundation of understanding between the two parties. The purpose of the agreement is to clearly define the responsibilities of each party, the exact nature of the services to be rendered, and the financial payments to be provided for services rendered.

The following items are typically found in a transportation agreement:

- ◆ Preamble
 - Identifies both parties in the agreement
 - States purpose of agreement
- ◆ Period of Performance
- ◆ Scope of Services to be Provided
- ◆ Equipment Requirements for Performance of Services
- ◆ Vehicle Operator Requirements
- ◆ Safety and Training Protocols
- ◆ Accident/Incident Notification Protocols
- ◆ Methods of Payment/Reimbursement of Services Rendered
- ◆ Service Revenues/Passenger Fares

- ◆ Service Records – Management and Retention
- ◆ Service Reporting Requirements
- ◆ Contract Audit Requirements
- ◆ Insurance Requirements and levels of Coverage
- ◆ Standard Federal/State Contract Provisions
- ◆ Subcontracting Requirements
- ◆ Statement of Independent Contractor
- ◆ Resolution of Disputes
- ◆ Termination of Contract
- ◆ Amendments to Contract
- ◆ Identification of Contract Managers

Cost Allocation Plan

One of the most important aspects of the Inter-Agency Agreements is the price for the service provided. That price must be established through a cost allocation plan.

Through information provided during this study process, most participating organizations have determined their costs for providing and/or purchasing consumer transportation. The cost allocation plan will use that information to develop a contract rate (price) structure that will result in total cost recovery. Contract rates do not reflect what the participating agencies want or are willing to pay, but they are a reflection of the true cost of transportation services being received. If a participating organization underestimates its costs, or does not account for all costs, it is essentially cross-subsidizing the contracting group with other agency funds.

Cost Allocation Formula

Expenses in a cost allocation plan are classified into three categories: (i) fixed, (ii) variable by hours, or (iii) variable by miles. Taking an average of the classification of expenses results in an *allocated variable hours rate*, an *allocated variable miles rate*, and a *fixed cost ratio*.

The *allocated variable hours rate* is calculated by summing the line items classified as variable by hours and dividing the sum by total hours.

The *allocated variable miles rate* is calculated by summing the line items classified as variable by miles and dividing the sum by total miles.

The *fixed cost ratio* is calculated by dividing all costs classified as fixed by the sum of variable hours and variable miles expenses. Fixed costs are usually ‘overhead’ costs that are consistent no matter the number of hours or miles of service provided. This results in a ratio that is generally less than – one (1).

To compute the fully allocated cost of a trip, gather:

- ◆ Proposed trip distance by the allocated miles rate (A).

- ◆ Proposed trip time by the allocated hours rate (B).
- ◆ Add (A) + (B) and multiply by the fixed cost ratio (C).
- ◆ Fully Allocated Cost of a trip = (A) + (B) + (C).

The formula is written out as follows:

$$\begin{aligned} & \{(\text{Total Annual Projected Hours} \times \text{Allocated Hours Cost}) \\ & + \\ & (\text{Total Annual Projected Miles} \times \text{Allocated Miles Cost})\} \\ & + \\ & \{\text{Fixed Cost Factor} \times [(\text{Total Annual Projected Hours} \times \text{Total Allocated Hours Cost}) + (\text{Total} \\ & \text{Annual Projected Miles} \times \text{Allocated Miles Cost})]\} \end{aligned}$$

This formula can be used to estimate the existing costs of individual routes or services for allocation to the appropriate funding agency. In addition, the formula can be used to forecast the cost impact of service or policy changes.

The Cost Allocation Formula Applied to Delaware County Coordinated Transportation Program

The above noted fully allocated cost formula was applied to the participating agencies that have agreed to provide transportation under the Delaware County Coordinated Transportation Program. A number of performance measure calculations were utilized to determine the degree of consistency among the providers. These metrics are necessary to make a subjective assessment as to whether a single, uniform rate can be applied, or whether provider specific rates must be used.

The cost allocation model is predicated on the original Federal Transit Administration (1986) Price-Waterhouse methodology, as amended by AASHTO/MTAP in 1992's *Fundamental Financial Management Guidelines for Rural and Small Urban Transportation Providers*. The model uses three outputs (as previously noted):

- (i) allocated hours costs,
- (ii) allocated miles cost, and
- (iii) allocated fixed expenses (overhead).

The consulting team applied these three outputs for organizations in Delaware County that are providing transportation for the CTP to the Fully Allocated Costs (FAC) model¹. Outputs are based on the budget information provided by each participating organization. Assumptions about units of service were necessary for total vehicle miles traveled by Delaware Opportunities Senior Dining and Medicaid Programs because the data was not readily available.

¹Budgeted line items for volunteer payments are excluded as the cost allocation process only models directly provided services.

Observations

Based on those agencies where detailed financial and service data were provided, various measures were calculated. The calculations reveal the following:

- ◆ It appears that a common price structure is appropriate for long distance trips (10 miles, 20 miles, 50 miles, etc.). Delaware Opportunities-Medicaid, Deposit Foundation, and Veterans Services are the organizations most likely to provide long-distance (out-of-county) trips. And, based on the information provided by each agency, the fully allocated costs for providing long distance trips are similar to one another. Therefore, an average of the three could be applied for coordinated trips.
- ◆ A standard price for in-county rates may be possible using the information provided by Delaware County ARC. Calculations based on this agency are relevant for in-county trips because the program operates some shorter distance, subscription trips within the county (as compared with many of the other providers who focus on long/out-of-county trips).
- ◆ A breakdown of expenses from the Senior Dining program was not available; therefore, fully allocated costs could not be calculated. If the Senior Dining program chooses to participate in the coordinated effort, and such data is provided, the model can be applied to Senior Dining.

Fully Allocated Costs Model Applied to the Delaware County CTP

	Service Units				Service Metrics				Cost Allocation Output			FAC - Typical Trips			
	Estimated Annual Budget	Annual Passenger Trips	Annual Vehicle Miles	Annual Vehicle Hours	Cost Per Trip	Cost Per Mile	Cost Per Hour	Miles Per Trip	Allocated Hours Cost	Allocated Miles Cost	Fixed Cost Factor	Five-Mile Trip	Ten-Mile Trip	Twenty-Mile Trip	Fifty-Mile Trip
Agencies that Provide Trips for Program															
Delaware Opportunities - Medical	\$ 805,408.00	10,800	717,948	33,280	\$ 74.57	\$ 1.12	\$ 24.20	66.48	\$ 20.90	\$ 0.03	12.63%	\$ 5.61	\$ 11.22	\$ 22.44	\$ 56.09
Delaware Opportunities - Head Start	\$ 297,715.00	N/R	N/R	N/R	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Delaware Opportunities - Senior Dining	\$ 22,362.00	N/R	201,923	9,360	N/A	\$ 0.11	\$ 2.39	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Deposit Foundation	\$ 25,283.00	916	21,042	1,224	\$ 27.60	\$ 1.20	\$ 20.66	22.97	\$ 16.34	\$ -	26.41%	\$ 4.79	\$ 9.57	\$ 19.15	\$ 47.87
Office for the Aging NEMT	\$ 9,916.00	418	19,584	819	\$ 23.72	\$ 0.51	\$ 12.11	46.85	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Veterans Services	\$ 51,385.00	1,278	43,824	2,080	\$ 40.21	\$ 1.17	\$ 24.70	34.29	\$ 18.16	\$ 0.31	7.86%	\$ 6.22	\$ 12.43	\$ 24.86	\$ 62.15
Delaware Co. ARC	\$1,485,320.00	101,526	500,000	18,000	\$ 14.63	\$ 2.97	\$ 82.52	4.92	\$ 60.65	\$ 0.62	6.00%	\$ 18.19	\$ 15.22	\$ 14.90	\$111.29

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Suggested Implementation Based on the Fully Allocated Cost Model

- ◆ It appears that a flat rate for trip distances is possible for long distance/out-of-county service, e.g., \$11.50 for trips up to 20 miles, etc.
 - As an alternative to the average flat rate, agencies could agree to pay flat rates depending upon provider assignment.
- ◆ Due to a lack of available data for in-county transportation programs, basic service parameters may be necessary to develop rates for in-county trips. The recommended uniform reimbursement rate models for the Delaware County CTP are per zone and per trip. Each model is discussed in the following paragraphs.

Selecting a Uniform Rate Model

Generally, it is suggested that coordinated transportation programs limit the variety of reimbursement rate models used in the program. When more than one model is used, the process becomes confusing and participating agencies can become skeptical of the equity of the pricing structure. Due to the size of the Delaware County CTP service area and the existing modes of service, it is recommended that Delaware County CTP implement two unit rate models that are based on the distance and volume of trips by mode (demand response and subscription/group).

First, the relatively shorter demand response trips that are one-time trip requests should be charged the full per unit basis based on the presumed level of trip sharing. It is important that the agency providing the demand response trip charges the same basic unit rate for all demand response trips (i.e., if Delaware Opportunities provides a demand response trip for an OFA client, the OFA trip will be billed at the same unit rate as a demand response trip provided for a client from ARC.)

Second, subscription trips and group trips are those with reservations that are made in advance and follow a pattern that does not change (i.e., the same stops every Monday). The subscription route can be budgeted as a subset of the service. In this case, the passenger of the service would pay the per unit rate that is based on the distance calculated for the specific service. Group trips from one single pick-up to one single drop-off, are easy to serve. Thus, even though they may be one-time events, the trip could be budgeted out as a subset of the service with its own established rate.

The following paragraphs outline the rate structures recommended for Delaware County CTP. These rate structures are recommended because they are most appropriate and equitable for a large service area and for a mixture of demand response and subscription or group trips (i.e., trips to the Veterans Hospital in Albany).

Per Zone Rate

A per zone structure is equitable for trips of varied length and is easy to administer once the initial design is established. This model would be an appropriate option for Delaware County demand response service. It provides stability in trip costs as the cost of traveling from one zone to another will always be the same regardless of the route taken or the number of deviations made to share

trips. This method, like per trip pricing, requires limited recordkeeping on behalf of the drivers, and the rate can be established at the time of the trip request.

Once the service is operational, the zone rate needs to be monitored closely. Based on actual costs and the total number of zones crossed for a given period of time, the actual cost per zone can be refined. It is recommended that Delaware County CTP develop a graduated zone method. Using a graduated method, the rate for the first zone can be established higher than for subsequent zones. This graduation frontloads the administrative and fixed costs of the trip on the first zone with the variable costs only attributed to each additional zone.

There are two primary zone types: the grid and the concentric circle. The grid method, recommended here because of the size and shape of the primary service area (Delaware County), overlaps a grid of equal size squares over the service area. The number of zones crossed to get from the origin to the destination is counted and multiplied by the established cost per zone. Grid size depends on the size of the service area and density of development. Typically, grids are one-half mile squares.

This model is used to determine costs associated with travel either within a zone or across zones. Typically, a base rate is charged for every trip with an additional amount charged for each zone traveled. To calculate the initial zone rate, agency providing the trip will need to divide the total operating cost for a period by the total number of projected zone crossings during the same period. To project the number of zone crossings that riders will consume, conduct a sample of the current riders to see how many zones each typically crosses. Take the average number of zones consumed by the sample and multiply that number by the total number of projected riders transported. The cost per zone can then be calculated by dividing the total operating costs by the estimated number of zone crossings.

For example,

If the Sample Period = One Month

And,

Fully Allocated Cost per Month for Agency A = \$10,000

Total Number of Current Riders per Month for Agency A = 100

Average Number of Zones Crossed per Rider per Month for Agency A = 5

Then,

Total Number of Zone Crossings = 5 x 100 = 500

The Cost Per Zone = \$10,000/500 = \$20.00

Per Trip

The per trip method also may be appropriate for short distance trips and subscription trips for the Delaware County CTP. It is equitable when each of the passenger trips is similar in character and approximately the same length. It is used most often for services that operate in a small well-defined service area. This method, however, does not account for differences in the cost associated with different trip lengths.

The per trip structure is a simple method that can be calculated by dividing the total operating costs of the service by the total number of one-way passenger trips that will be served by the corresponding service. In this case, each agency representing the passenger would pay its fair share based on the number of passenger trips taken by their consumers. The cost per trip can be calculated for individual services or on a periodic basis (i.e., annually or monthly).

For Example:

If,

Total Annual Operating Costs for Transportation by the Providing Agency = \$100,000

Total Number of One-Way Passenger Trips Provided = 10,000

Then,

$\$100,000/10,000 = \10 per trip.

Surcharges

In addition to the above noted models, it is also highly recommended that when the Delaware County CTP is establishing the pricing structure it also add in surcharges for a capital reserve fund and for additional administrative requirements.

6. NOTIFICATION OF NEW SERVICE OR PROGRAMS

Prior to actually implementing any changes in services, policies, procedures or other program activities, everyone that will be affected must be notified. The notification should contain a description of why a change is being made, and it should explain in detail just what the change would mean to each person affected. It is important that your notice be clearly written and to the point. Any change in procedures should be explained in detail.

If the change only affects agencies, then only agencies need to get the notice of implementation. It is a good idea to send the notice to the agency directors and a copy to staff that will be directly affected. If the program also affects clients, be sure they are notified as well. Participants should be

responsible for communicating with their consumers. However, the MM can make it easier by drafting a suggested notice, which participants can then copy onto their letterhead.

If the change affects private transportation providers, the directors of those businesses should be informed and included in the planning process as much as possible.

It is important not to forget anyone. As each step of the implementation plan is developed, a running list of who must be contacted regarding each activity or program to be coordinated must be maintained. Elected officials and local newspapers should be contacted at the appropriate times to ensure that they know what is happening with transportation in their community.

7. ESTABLISH FINANCIAL PLAN TO EXPAND SERVICE TO THE GENERAL PUBLIC

In preparation for expanding the coordinated human service agency transportation services to include the general public, the Advisory County, Governing Board, and MM will continue working with the NYSDOT to explore potential State and Federal revenue sources for operating and capital funding. With the guidance of NYSDOT, the CTP will submit an application for funding programs that support rural public transportation programs in other New York counties.

Apply for STOA and Federal 5311 Rural Transit Funding

Delaware County is one of the last remaining counties in New York that does not operate or contract for mass public transportation service. The New York State Department of Transportation (NYSDOT) encourages the Delaware County CTP to apply for New York Statewide Mass Transportation Operating Assistance (STOA) to support expansion of coordinated human service agency transportation to include the general public. The STOA program is funded by the Mass Transit Operating Assistance (MTOA) fund. This fund is subdivided into upstate and downstate dedicated tax fund accounts. The MTOA fund was created by Section 88-a of State Finance Law. The downstate account provides funding to transit systems in the New York metropolitan transportation district. The upstate account provides funding to all transit systems outside of the metropolitan transportation district.

As a public transportation system, Delaware County CTP would be an eligible recipient for STOA funding¹. The current formula is \$0.405 per passenger, \$0.69 per vehicle mile.

As a public transportation system Delaware County CTP would also be eligible for the Federal Transit Administration's Section 5311 *Formula Grant for Other than Urbanized Areas*. The Section 5311 grant provides formula based funding to states for the purpose of supporting public transportation in rural areas, with population of less than 50,000. Eligible subrecipients of the grant include a State or local governmental authority, a nonprofit organization, or an operator of public transportation or intercity bus service that receives federal transit program grant funds indirectly

¹Only those public transportation systems eligible under the rules and regulations established for the section 18-b program are authorized to receive supplemental or special operating assistance under section 88-a of the Finance Law.

through a subrecipient. Eligible activities include: capital projects; operating costs of equipment and facilities for use in public transportation; and the acquisition of public transportation services, including service agreements with private providers of public transportation services.

During Year 1, the CTP Governing Board will submit a letter to the NYSDOT to request an application for STOA and 5311 funding. The MM will continue working as a liaison between NYSDOT and the CTP Governing Board on this matter.

PHASE II: MOBILITY MANAGEMENT

The implementation steps described in Phase II relate to Mobility Management in Delaware County. Phase II moves the newly developed Delaware County CTP into implementation of coordinated human service agency services and toward expansion (Phase III) to service for the general public.

1. SCHEDULING AND DISPATCHING

During the initial year of coordination, Delaware County CTP will centralize the scheduling function for coordinated trips at Delaware Opportunities. The current staff at Delaware Opportunities (one full-time dispatcher and one dispatcher/office staff) will answer trip requests for coordinated services and assign those trips to the appropriate participating agency. Scheduling functions during year two and beyond will be decided during year one.

Time limitations on the existing transportation staff at Delaware Opportunities will become an issue with the centralized scheduling practice as demand increases. The initial strategy for mitigating the amount of additional demands on the scheduling staff is to implement an automated scheduling software program. With this program, the staff will continue to answer calls and receive trip requests, but the scheduling software will recommend the most appropriate trip assignment so that the time it will take for the scheduler to build the driver's manifest will be reduced. As described in the following paragraphs, even with automated scheduling software, the scheduler will need to review all schedules before they are finalized.

Trip Sharing and Coordinated Schedules

The MM and the Service Planning subcommittee will review the routes and schedules of all participating provider agencies to determine when trips/passengers can be placed on another agency's vehicle. Results of this analysis will then need to be communicated to the scheduler/dispatcher so that she can schedule trips on the available vehicle. A transportation manager or equivalent representative for the provider agency must be involved in the planning process to ensure that capacity estimations are accurate.

For sharing subscription trips (trips that occur at the same time and day each time), the travel of all participating agencies will need to be grouped into the most effective routing pattern taking into consideration maximum travel time, passenger compatibility, and vehicle capacities. Thereafter, re-

grouping needs to occur anytime a subscription rider change occurs (i.e., when a passenger moves or changes doctors).

For random (demand response) trips, the scheduler will arrange each day's schedule for all coordinated trips one day in advance. The schedule will be given to the drivers of each coordinating agency one day prior to the trip. Since drivers from each agency report to different locations, the schedule (aka manifest) will be distributed to the agency via fax and/or email.

Dispatching

Each agency participating in the Delaware County CTP will maintain autonomy and communicate directly with its drivers. The exception to this rule would be for trip cancellations that are received by the central scheduler/dispatcher. Cancellation calls will be routed directly from the central scheduler/dispatcher at Delaware Opportunities to the driver. Inquiries from passengers who are waiting for a ride are also taken by the central scheduler/dispatcher. However, assistance in emergency or accident situations, interfacing with the maintenance department concerning a maintenance problem reported by a driver, and similar activities are all handled by the designated point of contact at the driver's home agency.

Scheduling Software

Delaware Opportunities currently utilizes the Shah™ transportation software program that was purchased at the approximate purchase price of \$3,000. Delaware Opportunities uses it as a spreadsheet to manually schedule trips; however, the software program is capable of additional functions that are not currently being utilized. The dispatcher/scheduler at DO and the MM will have access to the Shah program.

The dispatcher/schedulers currently utilize the Shah™ software functions to arrange trips by date, time, passenger name, address and destination. It is recommended that Delaware Opportunities explore the full capabilities of the Shah™ program to determine if the package that was purchased includes the ability to automatically schedule trips and track expenses and units of service; if these capabilities exist, Delaware Opportunities' schedulers/dispatchers should participate in training so that they may fully utilize the existing product. However, if the software does not possess the minimum requirements for the CTP reporting or recordkeeping requirements, the Delaware County CTP should consider purchasing additional Shah™ packages or another transportation software program and investing in training for the scheduler/dispatcher. Some recommended topics to consider when evaluating software products are as follows:

- ◆ Does the software meet the needs of the coordination project and all of the participating agencies?
- ◆ Can the program generate customized reports?
- ◆ Does the program use day before (batch) or day of (real-time) scheduling/reservation?

- ◆ Is the software in use anywhere else and what experiences (good or bad) have the users had with the product?
- ◆ How long has the developer been in business?
- ◆ When is the next generation of software going to be available, and how much will an upgrade cost your coordination project?
- ◆ How many simultaneous users can be on the system, and can enough stations be connected to meet anticipated growth?
- ◆ Does the coordination project need a Geographic Information System (GIS) that can generate maps of routes for each day for each vehicle or track vehicle location?
- ◆ Does the coordination project need automatic vehicle locators or mobile data terminals on board its vehicles?

Advance Reservations

Trips for the coordinated transportation program will require an advance reservation. Ideally, the minimum advance reservation would be 24 hours. Currently, each of the participating organizations has an advance reservation policy and the policies differ by organization. Prior to implementation, the participating agencies will agree upon one standardized advance reservation policy. A standard policy across all participating transportation providers will be an advantage for the scheduler/dispatcher because it will reduce the potential for confusion.

Scheduling for Medicaid Transportation

Currently, Medicaid sponsored trips may be scheduled as early as possible or at least two weeks in advance. Trips can either be scheduled by DSS through a fax to the dispatcher or passengers may call Delaware Opportunities directly to schedule their trips. The dispatcher must verify all Medicaid trips with DSS to ensure eligibility. When Medicaid reservations are requested less than two weeks in advance, passengers are placed on a waiting list. The waiting list passengers must call by 3:00 p.m. the day before the trip to see if the trip was scheduled. The waiting list is usually limited to four round trips. Passengers are informed if the waiting list is full and instructed to reschedule their appointments. The dispatcher will make every effort to schedule a medical trip for a serious condition.

By increasing capacity through trip sharing, as well as improving the scheduling capacity of the scheduling software program, the Advisory Council and MM are striving to reduce the two-week advance reservation requirement for Medicaid and all other trips to 24-hours. Reduction in the advance reservation requirement may require a change in scheduling procedures for Delaware Opportunities. Additional training will be required for the scheduler/dispatcher. Funding for additional training is necessary and the possibility of learning from a successful coordinated transportation program in a nearby county should be explored.

Changes in staffing levels for the scheduler/dispatcher office may also be required to accommodate an increased call volume for the coordinated program. Therefore, growth of the program must be incremental to ensure that the schedule/dispatch center has the capacity for an additional workload created by callers from multiple agencies.

2. ESTABLISHING TRANSFER POINTS FOR COORDINATED TRIPS

Action Step #3 (see Chapter IX) provides a discussion about potential passenger transfer locations within the county. Each of the proposed locations is a frequent trip origin and destination for Delaware Opportunities, Office for the Aging, and Veterans Services. The recommended transfer points are illustrated with blue dots in the map on the following page (Exhibit XI.1).

Transfer Locations Within the County

During the first year of the program, the Delaware County CTP is focusing on improving the efficiency of its human service agency transportation providers so that more people in Delaware County will be served without increasing expenses. To that end, the recommended transfer points are designed to reduce trip length for Delaware County human service agencies and other local participating organizations.

Inter-County Transfer Locations

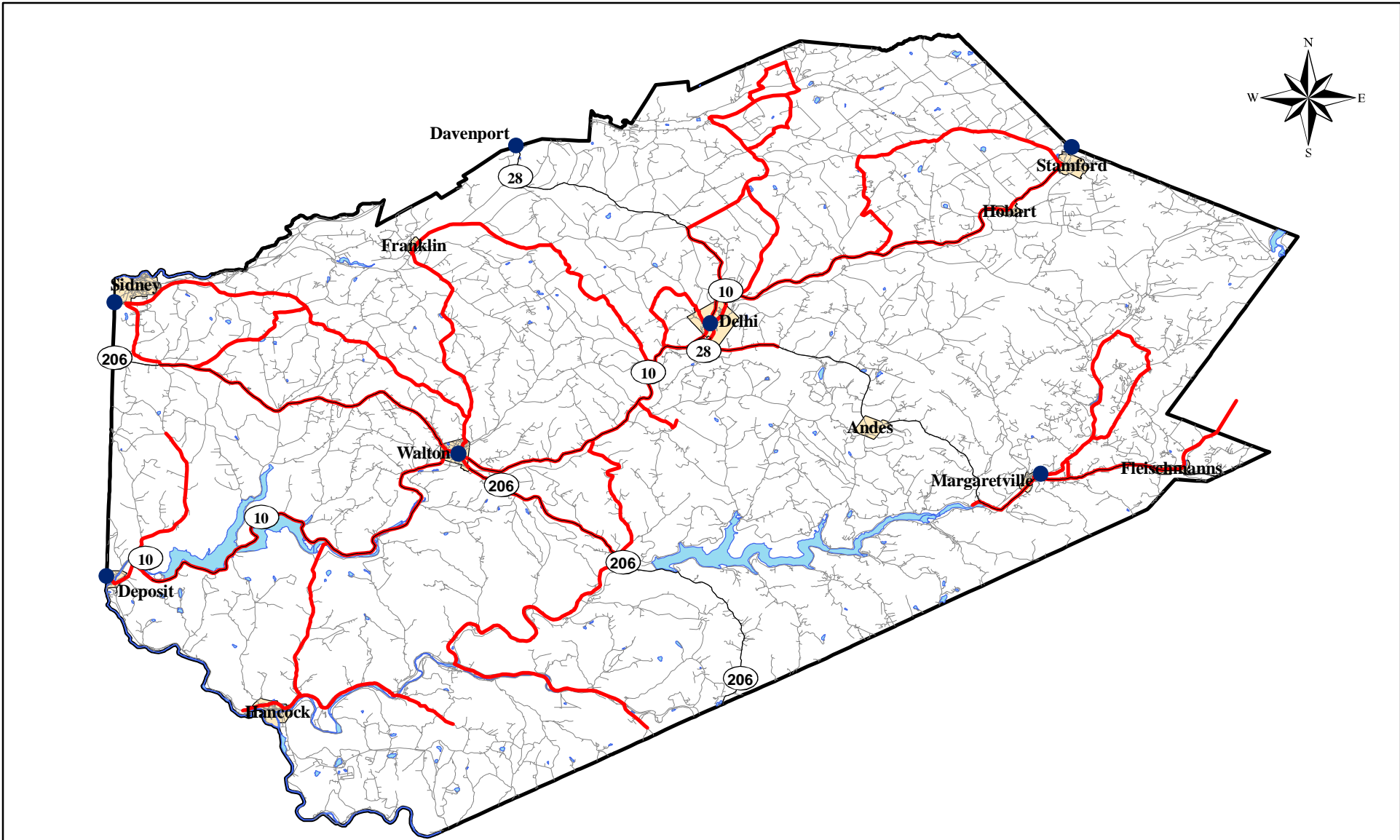
As the MM builds relationships with transportation providers in neighboring counties, transfer points along the county borders will be established where Delaware County providers can meet with neighboring transportation providers so that the passenger may transfer between the two providers to complete his or her trip into or out of Delaware County. Transfer arrangements with providers in neighboring counties will reduce the amount of time that a vehicle operated by a Delaware County organization is away from the county and, therefore, increase the amount of time that vehicle is available provide trips within the local county.

The Otsego County Mobility Manager has actively participated in the Advisory Council for Delaware County CTP and the resulting relationship between Delaware and Otsego County Mobility Managers has opened communications about the potential to improve transportation opportunities for travel between the two counties. Likewise, participation on the Advisory Council from the Rural Health Network of South Central New York has opened discussions about improving transportation opportunities between Delaware County and the medical facilities in Broome County. Inter-county transfer opportunities will improve the mobility for Delaware County residents and provide access to medical and other community resources.

Transfer agreements will also be explored to coordinate with Inter-City Bus service for Delaware County.

Passenger Transfer Facilities

Often times, transfer locations in rural communities are shopping areas, gas stations, churches, clubs, or a town hall where the passenger can wait under shelter. During year one, the MM should meet with the owners or authorized manager of facilities that are potential transfer locations for the CTP. If an agreement to use an existing facility as a transfer point is reached, legal, written documentation between the authorized representative of the facility and the Delaware County CTP Governing Board must be established prior to implementation of passenger transfers.



- Transfer Point
- ARC Bus Routes



Exhibit ZK1: Transfer Points

Coordinated Human Services Public Transportation Plan

3. VEHICLE STAGING/VEHICLE POOL

Delaware Opportunities and Delaware County ARC already stage vehicles in Hamden, Delhi, Walton, Margaretville, Sidney, Hancock and Deposit. And, Delaware County OFA and Veterans Services stage vehicles in Delhi. During year one, the MM will work with the operators of each human service agency transportation provider program and the Delaware Opportunities scheduler/dispatcher to become familiar with the number, type, and capacity of vehicles staged in each community. Grouping trips based on the strategic locations of vehicles will reduce the amount of non-revenue miles, save fuel costs, and reduce driver time traveling to and from the first and last passenger pick-up of the day.

Certain stakeholders in the CTP would like to achieve a vehicle pool that would allow for the scheduler/dispatcher to assign vehicles based on the necessary capacity, accessibility features, and type of trip. Coordinated vehicle staging is a step toward implementing a vehicle pool. For example, if the scheduler/dispatcher is aware that the Veterans Services trip from Delhi only requires a small minivan on a given day, a minivan vehicle operated by Delaware Opportunities will be assigned to the Veteran's Services trip. Likewise, the larger Veterans Services vehicle could be assigned that day to a trip that requires more seating capacity that day.

The Vehicle Inventory included in Chapter II of this document includes the location of each vehicle as well as seating capacity and accessibility features. The inventory should be used as a planning tool for considering vehicle staging when coordinating trip assignments. Effective vehicle staging and coordination should make the most efficient use of the existing fleets and reduce the number of empty seats on vehicles in service.

4. MARKETING AND PUBLIC OUTREACH PLAN

New York State Department of Transportation (NYSDOT) offers marketing assistance to its transportation programs statewide. The Delaware County CTP will utilize the experience and technical assistance offered by NYSDOT to develop marketing materials for the coordinated and public transportation program. Marketing materials will include printed system brochures and website assistance.

Appendix B of this document also provides public outreach and marketing tips for the CTP.

5. COORDINATED PUBLIC TRANSIT-HUMAN SERVICES TRANSPORTATION PLAN

In August of 2005, Congress passed the Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), reauthorizing the Surface Transportation Act. As part of this reauthorization, potential grantees under the Elderly Individuals and Individuals with Disabilities Section 5310, Job Access and Reverse Commute (JARC) (Section 5316), and New Freedom (Section 5317) grant programs must meet certain requirements in order to receive funding. The original

legislation applied through FY 2007 and beyond. Updated legislation for SAFETEA-LU is expected but not yet approved by Congress.

One of the SAFETEA-LU requirements is that projects from the programs listed above must be part of a “locally developed Coordinated Public Transit-Human Services Transportation Plan.” The Plan is required to be developed through a process that includes representatives of public, private, and non-profit transportation services, human services providers, and the general public.

Using the findings and activities from this plan as a framework, plus input from the general public, the MM will submit a Coordinated Transportation Plan to NYSDOT prior to submitting an application for funding from the above noted programs.

6. ADOPT A GENERAL PUBLIC FARE STRUCTURE

In preparation for *Phase III: Expanding the Program*, the Governing Board must adopt a general public fare structure. The CTP has the option of opening available seats to the general public with or without the STOA and 5311 program assistance described in Phase I Section 7. However, it must proceed cautiously to ensure that the program can meet demand with existing capacity. First impressions are lasting; therefore, it is critical to gradually expand services to ensure that the program will continue to meet its mission.

General public trips include services for people and/or trip purposes and destinations that do not meet the eligibility requirements of any participating agency (i.e., individuals not eligible for Medicaid or trips for non-Medicaid eligible purposes such as shopping or employment). Once the decision is made to open service to the general public, several additional decisions are required, including, but not limited to, establishing a fare structure and training all affected drivers on the procedures followed for collecting and turning-in fares.

Fares should be set at a reasonable rate that is affordable to passengers but at the same time should cover as much of the cost of their transportation as possible. Fares can be established either as a per mile, trip, or zone charge. One-way trip or zone fares are recommended for Delaware County. A per one-way trip fare is the easiest for the passenger to understand. And, the fare paid for a short, less expensive trip will usually end up covering some of the costs of longer trips.

PHASE III: EXPANDING SERVICES

The following strategies were selected for expanding upon the services created by the coordinated transportation program. These service expansions will be approached gradually and funding will be secured for each expansion prior to implementation. Activities in Phase III are planned for implementation following those described in Phases I and II. Some pre-implementation activities for Phase III expansions may, however, occur earlier in the planning horizon. New York requires that transit providers secure operating rights before service can be operated. Contact the NYSDOT for more information.

1. VOLUNTEER DRIVER PROGRAM

The Office for the Aging (OFA) volunteer driver program provides a successful local example of how volunteer drivers can fill in the gaps that cannot be addressed through coordinated transportation. The Mobility Manager (MM) will work with the OFA volunteer driver program administrator to either (1) expand the program to include clients of all participating organizations in the CTP, or (2) use the successful structure of the OFA volunteer driver program to create a new program for the Delaware County Coordinated Transportation Program (CTP).

A volunteer driver program, like the CTP as a whole, must function within the requirements imposed by its funding organizations. Whenever drivers are reimbursed and/or public funding is received to supplement administrative costs related to managing the program, guidelines tied to the funding sources must be honored.

The following paragraphs provide direction for the initial steps of securing funding, recruiting drivers, setting goals, and managing the program, which should take place during the first year of the CTP.

There are a variety of excellently detailed resources available to organizations considering a volunteer driver program for a rural community. In particular, the Washington State Agency Council on Coordinated Transportation (ACCT) has produced the Volunteer Drivers Guide – A Guide to Best Practices. This comprehensive guide is available at <http://www.wsdot.wa.gov/Transit/Training/vdg/#Section%201>. The Community Transportation Association of America (www.ctaa.org) also offers many valuable resources for establishing a volunteer driver program.

Secure Administrative and Operating Revenue Sources

During Year 1 of the CTP, the MM will establish an expense budget and explore potential revenue sources for management and operation of the volunteer driver program. The CTP should explore the potential to apply for grant funding through the Federal Transit Administration's Section 5317 (New Freedom Initiative) for starting a new volunteer driver program. A 50 percent local match is required for Section 5317 funding. New volunteer driver programs are eligible for Section 5317 and include support for costs associated with the administration, management of driver recruitment, safety, background checks, scheduling, coordination with passengers, and other related support functions. The costs of new enhancements to increase capacity of existing volunteer driver programs are also eligible. The Federal Transit Administration notes that any volunteer program supported by New Freedom encourages communities to offer consideration for utilizing all available funding resources as an integrated part of the design and delivery of any volunteer program.

Recruit Drivers

Volunteers are a precious resource to any organization, and they are most likely to volunteer for a particular program because they believe in its mission. Therefore, if the CTP elects to expand the OFA volunteer driver program, it will be important to discuss the new program with the existing volunteer drivers. Prior to implementation, the MM and OFA volunteer driver program coordinator will inform the current volunteers of the plans for implementing an expanded volunteer driver program to include transportation for older adults as well as individuals with disabilities and people with low incomes. Information should be provided to the existing volunteers in a manner that will assure them that service to older adults will only be improved by this enhancement in the scope of volunteer transportation. When recruiting new volunteer drivers, the MM may consider giving them an option to limit their services based on passenger categories such as older adults, individuals with disabilities, Medicaid clients, and/or people with low incomes.

Manage the Volunteer Driver Program

Volunteer drivers will provide their services under the direction of the Delaware County CTP, and the MM will be responsible for implementing the program guidelines and policies. A representative from one of the participating agencies will manage the volunteer driver program. For example, if the OFA volunteer driver program is expanded to the entire CTP, the OFA volunteer program coordinator will be asked to continue managing the program and arranging trips.

Establish Goals for the Volunteer Driver Program

The MM will establish goals for the volunteer driver program, similar to the goals of the CTP. Goals will provide focus for the volunteers and encourage potential volunteers in the community to participate in a well-organized program that shares their personal mission and community service goals.

2. POINT DEVIATION ROUTE ON ROUTE 10 WITH FEEDER SERVICE

During Phase II of program implementation, the participating organizations will have achieved the most efficient use of existing human service agency operations along Route 10 between Walton, Hamden, and Delhi using the services already operational through Delaware Opportunities and Delaware County ARC.

During Phase III, the CTP will expand the coordinated human service agency service on Route 10 to the general public. Initially, the expansion will involve opening empty seats (those seats not occupied by human service agency clients) on the existing services operated by Delaware Opportunities and Delaware County ARC to the general public.

As demand for service along the corridor increases, the CTP will implement a point deviation route to operate between Walton and Delhi with extensions to Stamford upon request. The point deviation route will be scheduled, to the greatest extent possible, to include existing passengers

from the participating CTP agencies and to meet the travel demands of the general public. At this point in the implementation phase, the MM and Service Design subcommittee will have enough experience to gauge the peak demand for transportation along the corridor so that the service expansion will meet the demand.

Estimated Productivity

It is recommended that the service operate Monday through Friday as a route deviation. One vehicle will run the route hourly 6:30 to 10:00 a.m. to accommodate employees going to work and individuals with appointments at agencies, government offices, and court. The vehicle will then operate once every two hours between 10:00 a.m. and 6:00 p.m. The reduced frequency later in the day is projected based on the likelihood that individuals will be ending their work day or appointments at various times throughout the afternoon and the peak will be less concentrated compared to the morning hours.

The route will stop at scheduled times at major trip generators in Walton, Hamden, and Delhi where passengers may board without a reservation. Service will be extended to Stamford upon advance reservation. The vehicle will deviate up to one mile from Route 10, upon advance reservation to pick up passengers within the corridor. A map of the suggested route is provided in Exhibit XI.2.

Whenever possible, the participating human service agencies and volunteers will provide feeder service to the scheduled bus stops in Walton, Delhi, and Hamden where passengers can transfer to the route to complete their trip.

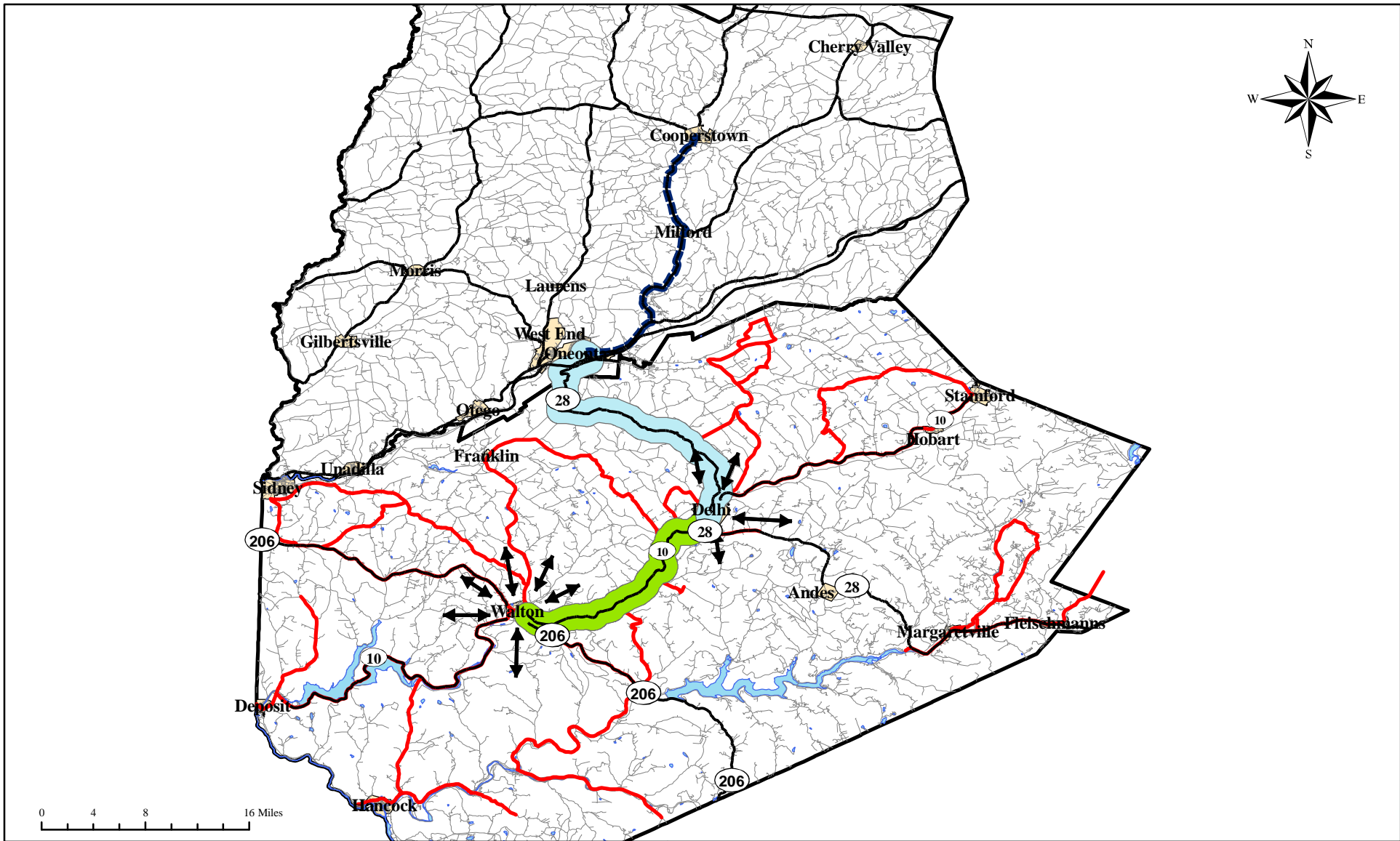
A productive point deviation route should carry at least four passengers per hour. Assuming that this route will meet the minimum standard of productivity and operate on the schedule described above, Table 1 illustrates the projected productivity in terms of passenger trips per, miles and hours of operation.

Table 1

Service Component	Pass. Trips/Hour	Miles/Hour	Hours	Miles	Pass. Trips
Route 10 Point Deviation Service	4.0	18.5	1,913	99,450	15,300
Demand Response Feeder Service	2.0	18.5	3,825	141,525	15,300
TOTAL:			5,738	240,975	30,600

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IMPORTANT NOTE: New York State Department of Transportation requires that transit providers secure transit operating rights along a particular route or corridor, or in an area before service can be operated. Contact NYSDOT for more information.



- ↔ Demand Response Feeder
- ▬▬▬ Oneonta/Cooperstown Demand Response
- ▭ Delhi to Oneonta Point Deviation
- ▭ Route with 1 Mile Deviation
- ▬ Delhi to Oneonta
- ▬ ARC Bus Routes



Exhibit ZK4: Point Deviation with Feeder Service

Coordinated Human Services Public Transportation Plan

Projected Expenses and Revenues for Route 10 Corridor Point Deviation

The budget for operating the route will depend on the selected operating agency or organization. Table 2 is provided for planning purposes to illustrate the potential estimated operating expenses associated with the service. According to this estimation, implementation of a Route 10 point deviation service with demand response feeder service would total \$136,555 annually. Estimated expenses for the route without a feeder service are \$61,467 annually. Actual expenses could be less if service is incorporated into an existing route.

Estimated expenses assume fuel and lubricant expenses average \$0.48 per mile and vehicle repair and maintenance averages \$0.42 per mile.

Table 2

Expense Object Class	Route 10 Point Deviation	Feeder Service Demand	Total
501 Labor			
Operators' Salaries and Wages	\$ 24,863	\$ 49,725	\$ 74,588
Other Salaries and Wages (MM + Dispatcher)	\$ 18,398	\$ 3,252	\$ 21,650
Subtotal: Labor	\$ 43,261	\$ 52,977	\$ 96,237
Fringe Benefits			
Fringe Benefits Distribution (26% of Labor)	\$ 11,248	\$ 13,774	\$ 25,022
Services			
Advertising Fees	\$ 1,000	\$ 1,000	\$ 2,000
Professional and Technical Services	\$ 500	\$ 500	\$ 1,000
Other Services	\$ -	\$ -	\$ -
Subtotal: Services	\$ 1,500	\$ 1,500	\$ 3,000
Materials and Supplies Consumed			
Fuels and Lubricants	\$ 47,736	\$ 67,932	\$ 115,668
Vehicle R&M	\$ 41,769	\$ 59,441	\$ 101,210
Other Materials and Supplies (Farebox and Fare Med)	\$ 3,046	\$ 3,046	\$ 6,092
Subtotal: Materials and Supplies Consumed	\$ 92,551	\$ 130,419	\$ 222,970
Utilities	\$ -	\$ -	\$ -
Utilities Other Than Propulsion	\$ 500	\$ 500	\$ 1,000
Casualty and Liability Costs			
Premium for Physical Damage	\$ 1,180	\$ 2,360	\$ 3,540
Subtotal: Casualty and Liability Costs	\$ 1,180	\$ 2,360	\$ 3,540
Taxes			
Vehicle Registration Fees	\$ 50	\$ 100	\$ 150
Other Taxes	\$ 150	\$ 300	\$ 450
Subtotal: Taxes	\$ 200	\$ 400	\$ 600
Purchased Transportation Services			
Purchased Transportation Services	\$ -	\$ -	\$ -
Miscellaneous Expenses			
Travel and Meetings	\$ 700	\$ 700	\$ 700
Advertising/Promotion Media	\$ 600	\$ 600	\$ 600
Other Miscellaneous Expenses	\$ 2,278	\$ 2,278	\$ 2,278
Subtotal: Miscellaneous Expenses	\$ 3,578	\$ 3,578	\$ 3,578
Total Costs	\$ 154,018	\$ 205,507	\$ 355,947

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Potential revenue sources include general public fares, Section 5311, STOA, and local contract revenue. One potential revenue scenario is provided in Chapter IX, Action Step 5.

Vehicle Requirements

Purchase of one additional vehicle may be required to ensure that participating agencies maintain sufficient capacity to achieve their mission during the operating hours of the point deviation route. No additional vehicles are necessary for implementing the demand response feeder service because participating CTP agencies will provide the feeder service.

3. WEEKLY COMMUNITY SHUTTLES

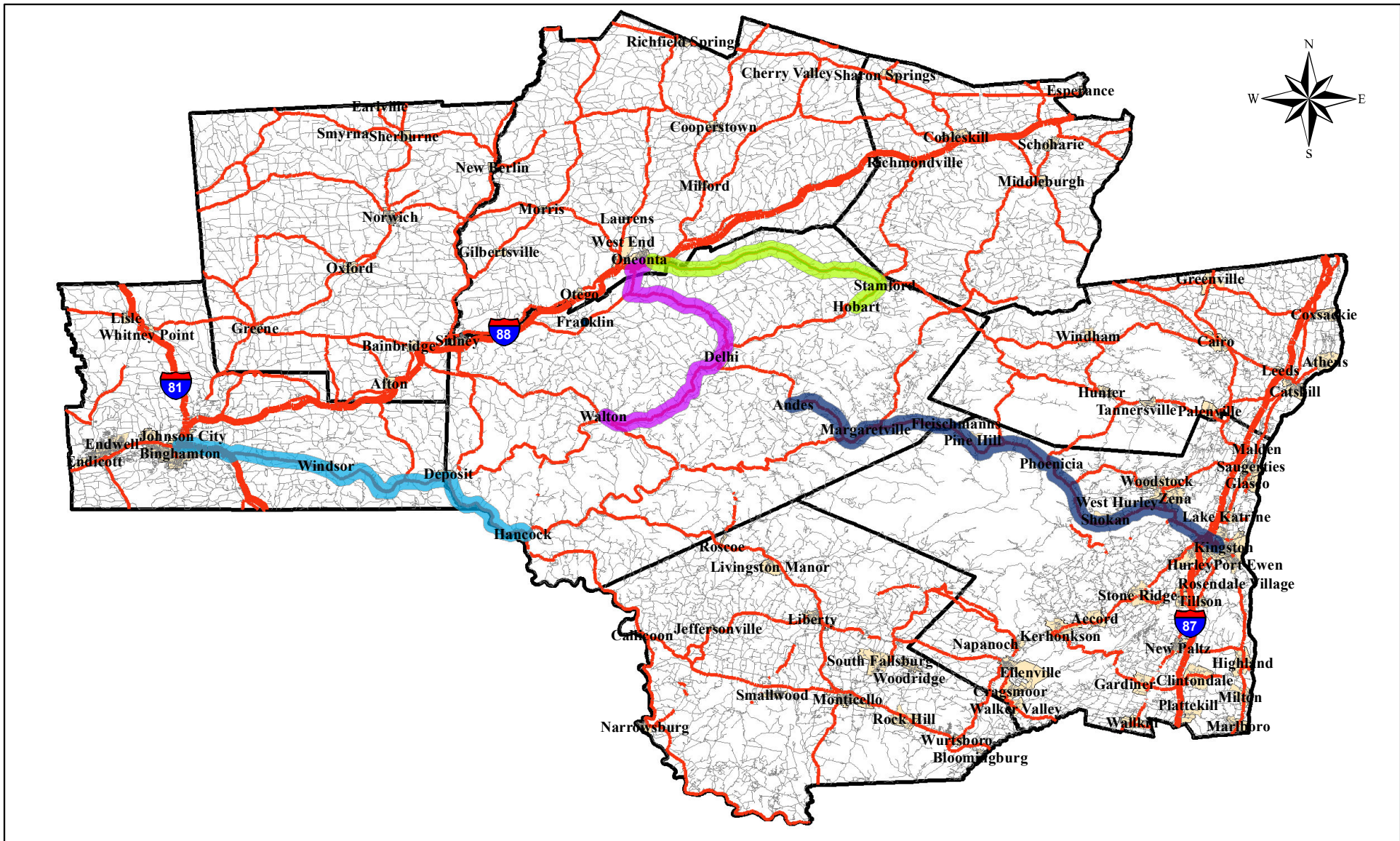
The Delaware County CTP will operate weekly Community Shuttles on a deviated route similar to the OFA route on selected days of the week to provide access to shopping locations. The shuttles will require advance reservations and will be open to the general public. The fare structure for the shuttle was developed during Phase I.

Specific community shuttles are suggested here based on population densities and current travel patterns, but may be amended to suit the priority of each community. Any revisions to the origins and destinations will impact the estimated expenses.

Possible destinations for shuttles include discount shopping centers such as pharmacies, Wal-Mart, grocery stores, and other destinations. Medical offices and facilities that are in the vicinity of shopping areas can also be served with the shuttle. Recommended community shuttles are as follows:

- ◆ Delhi/Oneonta (A= three stops or B=Extended)
- ◆ Stamford/Hobart/Oneonta (A = Multiple Stops or B=Extended)
- ◆ Hancock/Deposit/Binghamton (A = Multiple Stops or B=Extended)
- ◆ Andes/Margaretville/Kingston (A = Route Trip or B=Volunteers)

Exhibit X.3 illustrates the design of community shuttles. Each shuttle would operate one day per week and provide one round trip per day. It is strongly recommended that community shuttles are implemented gradually and not initiated until funding is secured. Please see Chapter IX, Action Step 4 for extensive descriptions of the suggested shuttle routes.



- Hobart, Stamford, Oneonta (RT10 and RT 23)
- Walton, Delhi, Oneonta (RT 10 and RT 28)
- Hancock, Deposit, Binghamton (NY17/NY10)
- Andies, Margaretville, Kingston (RT 28)



Exhibit XI.3: Community Shuttles

Coordinated Human Services Public Transportation Plan

Estimated Productivity

This service structure represents an expansion of the existing human service agency services and is one of the first steps in the implementation phase to include general public passengers. Table 3 illustrates the estimated productivity for each route in terms of miles, hours, and passenger trips.

Table 3

Service Component	Trips/Hour	Miles/Hour	Hours/Year	Miles/Year	Trips/Year
Delhi-Oneonta Community Shuttle-A	2.5	40	234	3120	585
Delhi-Oneonta Community Shuttle-B	2.5	30	338	5200	845
Stamford-Hobart-Oneonta Community Shuttle-A	2.5	40	234	4160	585
Stamford-Hobart-Oneonta Community Shuttle-B	2.5	30	338	6240	845
Hancock-Deposit-Binghamton Community Shuttle-A	2.5	40	286	6240	715
Hancock-Deposit-Binghamton Community Shuttle-B	2.5	40	260	12480	650
Andes-Margaretville-Kingston Community Shuttle	2.5	40	260	8320	650
TOTAL:			1,950	45,760	4,875

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Expenses for Community Shuttles

Costs of implementing the service depend upon the scope of services (i.e., days of the week, hours of operation, number of vehicles/staff, service area) and provider (i.e., coordinated with and existing Veterans Services trip or another provider could reduce costs). Estimates for each shuttle are provided herein as a guide but must be refined as operating parameters are defined by the CTP.

Estimated costs are illustrated in Table 4 on the following page. Cost estimates include a portion of the MM and scheduler salary as well as driver salaries. Estimates also include marketing expenses because implementation of new service will require significant public outreach efforts to ensure that the general public is aware of the new service.

Potential Revenue

A potential revenue scenario is described in Chapter IX, Action Step 4. Possible revenue sources include FTA 5311, STOA, and local match. Local match could include agency contracts/inter-agency agreements, contributions from local towns and villages, donations from businesses that are benefitted by the shuttles, and/or grants from non-U.S. Department of Transportation sources.

Table 4

Expense Object Class	Delhi/Oneonta Shuttle with Three Stops	Delhi/Oneonta Shuttle with DR	Stamford/Hobart/Oneonta Shuttle with Three Stops	Stamford/Hobart/Oneonta Shuttle Extended	Hancock/Deposit/Binghamton w/ Multiple Stops	Hancock/Deposit/Binghamton - Extended Shuttle	Andes/Margaretville/Kingston Round Trip	Andes/Margaretville/Kingston w/ Volunteers	Combined Total
Labor									
Operators' Salaries and Wages	\$ 3,042	\$ 4,394	\$ 3,042	\$ 4,394	\$ 3,718	\$ 3,380	\$ 3,380	\$ -	\$ 25,350
Other Salaries and Wages (MM + Dispatcher)	\$ 2,251	\$ 3,252	\$ 2,251	\$ 3,252	\$ 2,751	\$ 2,837	\$ 2,501	\$ 5,002	\$ 24,097
Subtotal: Labor	\$ 5,293	\$ 7,646	\$ 5,293	\$ 7,646	\$ 6,469	\$ 6,217	\$ 5,881	\$ 5,002	\$ 49,447
Fringe Benefits									
Fringe Benefits Distribution (26% of Labor)	\$ 1,376	\$ 1,988	\$ 1,376	\$ 1,988	\$ 1,682	\$ 1,616	\$ 1,529	\$ 1,301	\$ 12,856
Services									
Advertising Fees	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 4,000
Professional and Technical Services	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 4,000
Other Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Subtotal: Services	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 8,000
Materials and Supplies Consumed									
Fuels and Lubricants	\$ 1,498	\$ 2,496	\$ 1,997	\$ 2,995	\$ 2,995	\$ 5,990	\$ 3,994	\$ 4,243	\$ 26,208
Vehicle R&M	\$ 1,310	\$ 2,184	\$ 1,747	\$ 2,621	\$ 2,621	\$ 5,242	\$ 3,494	\$ -	\$ 19,219
Other Materials and Supplies (Farebox and Fare)	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046	\$ 3,046	\$ -	\$ 21,322
Subtotal: Materials and Supplies Consumed	\$ 5,854	\$ 7,726	\$ 6,790	\$ 8,662	\$ 8,662	\$ 14,278	\$ 10,534	\$ 4,243	\$ 66,749
Utilities									
Utilities Other Than Propulsion	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,600
Casualty and Liability Costs									
Premium for Physical Damage	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ -	\$ 8,260
Subtotal: Casualty and Liability Costs	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ 1,180	\$ -	\$ 8,260
Taxes									
Vehicle Registration Fees	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ 50	\$ -	\$ 350
Other Taxes	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ 150	\$ -	\$ 1,050
Subtotal: Taxes	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ -	\$ 1,400
Purchased Transportation Services									
Purchased Transportation Services	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Miscellaneous Expenses									
Travel and Meetings	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 200	\$ 1,600
Advertising/Promotion Media	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 400	\$ 3,200
Other Miscellaneous Expenses	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 1,500	\$ 12,000
Subtotal: Miscellaneous Expenses	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 2,100	\$ 16,800
Total Costs	\$ 11,349	\$ 14,313	\$ 11,349	\$ 14,313	\$ 12,831	\$ 12,514	\$ 12,090	\$ 9,603	\$ 98,364

4. SATURDAY SERVICE BETWEEN DELHI AND ONEONTA

Building upon the transportation provided by SUNY Delhi, the MM will work with the college to explore the possibility of opening Saturday service to and from Oneonta (currently provided by SUNY Delhi for students) to the general public. Initiating the service using the existing ridership base will ensure that the route is productive.

Service will be provided with advance reservations. Upon implementation, the route will continue to pick up students but also make a stop for the general public in Delhi. It will drop-off passengers at major destinations in and around Oneonta. The round trip will occur one time per Saturday. Hours of operation will be developed in cooperation with SUNY Delhi's Bronco Bus program.

Estimated Productivity

Conservative estimates are that the route operating one time per Saturday will serve at least 10 passengers per week. Public outreach and advertising will improve ridership. Advance reservations will be important to project the type of vehicle required for the trip (i.e., if only two passengers reserve a trip, a smaller vehicle will be appropriate).

Expenses for Saturday Service

Expenses associated with implementation of Saturday Service between Delhi and Oneonta will depend on the operator of the service. Operating expenses will most likely be similar to the current expenses for the student route provided by Bronco Bus. If additional stops are added to the Bronco Bus route, the provider will need to calculate the new hours of service to account for all of the driver's time to operate the route as well as any additional mileage.

Similar to the Community Shuttles, passengers will pay a fare for the Saturday trip. Student discounts should be considered as a measure to encourage ridership if the service is coordinated with Bronco Bus.

Vehicle Requirements

Implementation of the Saturday service does not immediately require additional vehicles. A vehicle owned by a participating agency or the Bronco Bus program operated by SUNY Delhi will be utilized for the service. However, if demand increases beyond 10 or 12 passengers per day, purchase of a larger vehicle may be necessary.

5. LATE NIGHT SHUTTLE BETWEEN DELHI AND ONEONTA

As a longer-term strategy to meet the needs expressed by SUNY Delhi students, a late night service for SUNY Delhi students and the general public will be considered. The service would operate as a shuttle (similar to community shuttles) on Friday and Saturday evenings. Advance reservations will be encouraged. Service hours will be defined after further analysis, prior to implementation.

Estimated Productivity

Ridership on the late night shuttle will depend upon public awareness. Therefore, the CTP partner organizations will need to deploy a marketing campaign so that students and the general public are aware that the service is available.

Expenses for Late Night Service

Operating expenses for the late night service will include driver and scheduler salaries, fuel and lubricants, insurance, and marketing/advertising. Prior to implementation, the CTP should work with private transportation providers (i.e., local taxis) that may be interested in providing the service. Operating hours for a private provider may be more accommodating for late night service than the public transportation program. Also, if a taxi is already operating during late night hours, the contract to provide trips for the public transportation program may be more affordable for the CTP than operating the trips in-house.

Potential Revenue

Potential revenue scenarios and sources are described in Chapter IX, Action Step 7 of this document.

Vehicle Requirements

No new vehicle requirements apply. Vehicles from the existing fleet will be available during nighttime hours or, if operated by a private provider, the operator will provide necessary vehicles.

IMPLEMENTATION SCHEDULE

The implementation timeframe for each step described in Phases I through III is influenced by schedules of the participating organizations, service demand, and funding implications. Also, some steps may be implemented in a different order than what is presented here to meet the changing demands of the local community. Because many of these notable factors are outside of the control of the CTP Advisory Council and Governing Board, this plan does not hold the participating parties responsible for maintaining a timeline.