

Report Number: TXDOT-2012-01
June 15, 2012



2012 SOLVE Conference Summary

**Texas Department of Transportation
2012 SOLVE Conference Summary
A Best Practices Conference on Regional Coordination and
Mobility Management**

The Litaker Group, LLC
Austin, TX 78716
512.804.5545

2012 • The Litaker Group



The Litaker Group

Authors

Debra C. Stabeno and John R. Litaker

Acknowledgements

To all staff, speakers and participants at the 2012 Texas Department of Transportation SOLVE Conference

Eric Gleason, Public Transportation Division Director, TxDOT
Kelly Kirkland, Public Transportation Division Planning Section Director, TxDOT
Steve Wright and Karen Dunlap, Public Transportation Division, TxDOT
Mariah M. Ramon and Zoe E. Nelson, The Litaker Group

Suggested Citation

Stabeno D and Litaker JR. *Texas Department of Transportation 2012 SOLVE Conference Summary*. June 2012.

Report Date

June 15, 2012

Contact Information

The Litaker Group is headquartered in Austin, Texas. For more information, please contact the managing director.

John R. Litaker, Ph.D.
Managing Director
The Litaker Group, LLC
P.O. Box 160505
Austin, TX 78716-0505
1.512.804.5545 (phone)
1.512.402.5580 (fax)
jlitaker@litakergroup.com

 litakergroup.com

2012 • The Litaker Group, LLC



Table of Contents

1 EXECUTIVE SUMMARY	1
1.1 OVERVIEW	1
1.2 CONFERENCE STRUCTURE	1
1.2.1 Plenary Sessions	1
1.2.2 Breakout Sessions	1
1.2.3 Small Group Interaction and Discussions	1
1.3 CONFERENCE PROCEEDINGS	2
2 KEYNOTE ADDRESS: DO THE RIGHT THING	3
3 PANEL DISCUSSION: FORGET THE LABELS	7
4 BREAKOUT A: WHAT HAPPENS WHEN A CASE WORKER MEETS A MOBILITY MANAGER	11
4.1 SPEAKER 1: SANDY WEBB, HEART OF TEXAS COUNCIL OF GOVERNMENTS	11
4.2 SPEAKER 2: MARION DENNY, DALLAS AREA RAPID TRANSIT	15
4.3 SPEAKER 3: NATHAN WITHERS, TEXOMA AREA PARATRANSIT SYSTEM	18
5 BREAKOUT B: MAKING HUMAN SERVICES A PART OF THE SOLUTION	22
5.1 SPEAKER 1: VERNON CHAMBERS, HARRIS COUNTY RIDES	22
5.2 SPEAKER 2: JANE JONES, VOLAR CENTER FOR INDEPENDENT LIVING	27
5.3 SPEAKER 3: SHEILA HOLBROOK-WHITE, TARRANT COUNTY HUMAN SERVICES	31
6 BREAKOUT C: TRANSPORTATION SERVICES FOR VETERANS	35
6.1 SPEAKER 1: KEVIN BERGAN, VETERANS TRANSPORTATION SERVICES	35
6.2 SPEAKER 2: WENDY WEEDON, BRAZOS TRANSIT	39
6.3 SPEAKER 3: VINCE HUERTA, LULAC PROJECT AMISTAD	42
7 BREAKOUT D: CROSSING OVER – HOW TO OVERCOME JURISDICTIONAL BOUNDARY ISSUES	45
7.1 SPEAKER 1: JOHN HENDRICKSON, WACO TRANSIT	45
8 BREAKOUT E: BRIDGING THE DISCONNECT BETWEEN HUMAN SERVICES AND TRANSPORTATION AGENCIES USING A NEEDS ASSESSMENT MODEL	51
8.1 SPEAKER 1: STEVIE GREATHOUSE, CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION ...	51
8.2 SPEAKER 2: JEANIE TEEL, FAITH IN ACTION CAREGIVERS – WEST AUSTIN	55
8.3 SPEAKER 3: BOB SCHWAB, EL PASO COUNTY	59
9 BREAKOUT F: COMPARING AND CONTRASTING DIVERSE MOBILITY MANAGEMENT MODELS	63
9.1 SPEAKER 1: JUDY TELGE, COASTAL BEND CENTER FOR INDEPENDENT LIVING	63
9.2 SPEAKER 2: JANICE FERGUSON, TEXAS WORKFORCE COMMISSION	68
9.3 SPEAKER 3: DOUG BIRNIE, FEDERAL TRANSIT ADMINISTRATION	73
9.4 SPEAKER 4: AMY CONRICK, COMMUNITY TRANSPORTATION ASSOCIATION OF AMERICA	78
10 BREAKOUT G: MOBILITY MANAGEMENT PERFORMANCE MEASURES	81
10.1 SPEAKER 1: MEREDITH HIGHSMITH, TEXAS A&M UNIVERSITY – TEXAS TRANSPORTATION INSTITUTE	81



11 BREAKOUT H: HOW TO ENGAGE NEW AND NON-TRADITIONAL PARTNERS, INCLUDING TAXI-CAB COMPANIES.....	87
11.1 SPEAKER 1: VERNON CHAMBERS, HARRIS COUNTY RIDES	87
11.2 SPEAKER 2: SHAWN CLARK, GOLDEN CRESCENT REGIONAL PLANNING COMMISSION.....	92
11.3 SPEAKER 3: LYNDA WOODS-PUGH, ARK-TEX COUNCIL OF GOVERNMENTS.....	96
12 PLENARY SESSION: ISSUES AND TRENDS IN REGIONAL PLANNING – AN OVERVIEW OF TEXAS’ NEWLY UPDATED REGIONAL PLANS	99
13 BREAKOUT I: FINDING MATCH – A RESEARCH PROJECT	100
13.1 SPEAKER 1: MARTHA GARCIA-OPERSTENY, TEXAS A&M PUBLIC POLICY RESEARCH INSTITUTE 100	
14 BREAKOUT J: WHEN STAKEHOLDERS TAKE OWNERSHIP OF THE PLANNING PROCESS (DIFFERENT MODELS FOR OPERATING A STAKEHOLDER STEERING COMMITTEE)	105
14.1 SPEAKER 1: STEVIE GREATHOUSE, CAPITAL AREA METROPOLITAN PLANNING ORGANIZATION	105
14.2 SPEAKER 2: MARTIN ORNELAS, TRANSPORTATION COORDINATION NETWORK OF THE COASTAL BEND	109
14.3 SPEAKER 3: GARY RUSHING, HEART OF TEXAS COUNCIL OF GOVERNMENTS.....	113
15 BREAKOUT K: DOES IT HAVE TO BE A JUGGLING ACT? (GETTING WORK DONE WITH LIMITED STAFF RESOURCES).....	118
15.1 SPEAKER 1: SABRINA ESTADES, CENTRAL TEXAS RURAL TRANSIT DISTRICT	118
15.2 SPEAKER 2: JESSICA PENA, CONCHO VALLEY TRANSIT DISTRICT.....	122
16 BREAKOUT L: ENGAGING THE CUSTOMER.....	127
16.1 SPEAKER 1: LUIS GUAJARDO, LOWER RIO GRANDE VALLEY DEVELOPMENT COUNCIL	127
16.2 SPEAKER 2: KRISTY RANGE, NDMJ TRANSPORTATION	132
16.3 SPEAKER 3: JOANNE MUNDY, TEXAS DEPARTMENT OF STATE HEALTH SERVICES	136
17 SMALL GROUP DISCUSSION A – REGIONAL COORDINATION AND PLANNING COORDINATION WITH VETERANS SERVICES.....	140
18 SMALL GROUP DISCUSSION B – LESSONS LEARNED PERFORMANCE MEASURES	142
19 SMALL GROUP DISCUSSION C – COORDINATION WITH VETERANS SERVICES – MATCHING FUNDS AND PUBLIC INVOLVEMENT.....	143
20 SMALL GROUP DISCUSSION D – REGIONAL COORDINATION – VETERANS SERVICES AND LOCAL MATCH	145
21 CLOSING SESSION: THE CHAMPIONS	148
22 APPENDIX A: SOLVE CONFERENCE AGENDA.....	149
23 APPENDIX B: SAMPLE IN-KIND CONTRIBUTION FORM	154
24 APPENDIX C: SPEAKER PRESENTATIONS	155



1 Executive Summary

1.1 Overview

The Texas Department of Transportation (TxDOT) sponsored a two-day conference in Austin, Texas on April 17 and 18, 2012 to identify best practices on regionally coordinated transportation services and mobility management. The conference included plenary sessions, breakout sessions, and facilitated small group discussions. Lead agency representatives, regional stakeholders and mobility managers from across Texas were brought together to share best practices on how to better meet peoples' transportation needs. Representatives from the Federal Transit Administration and the Community Transportation Association of America were also in attendance. The conference focused on solutions and included presentations of success stories, "how to" guidance for replicating these best practices, interactive discussions, and opportunities to apply lessons learned.

1.2 Conference Structure

1.2.1 Plenary Sessions

Three plenary sessions were conducted and covered the following topics: (1) executive leadership and goal attainment; (2) mobility management; and (3) an overview of Texas' newly updated regional plans. In addition, TxDOT held a meeting with lead agencies in the regionally coordinated transportation services effort.

1.2.2 Breakout Sessions

Twelve breakout sessions were conducted and covered the following topics: (1) collaboration between case workers and mobility managers; (2) partnering with human services agencies; (3) transportation services for veterans; (4) addressing jurisdictional boundary issues; (5) using a needs assessment model to bridge the disconnect between human services and transportation agencies; (6) comparing and contrasting diverse mobility management models; (7) mobility management performance measures; (8) engaging new and non-traditional partners; (9) raising local matching funds for operations or new services; (10) models for operating a stakeholder steering committee; (11) operating with limited resources; and (12) engaging the customer.

1.2.3 Small Group Interaction and Discussions

Four small group sessions were convened at the end of the meeting. The sessions started with a facilitated game in the style of *Jeopardy!* with participants playing on teams and answering questions related to information presented at the conference. Following the game, participants discussed three topics as determined by their group. Topics discussed included the following: (1) veterans services and coordination with veterans groups; (2) matching funds; (3) regional planning and coordination of services; (4) methods for



public involvement; (5) lessons learned; (6) working with caseworkers; and (7) performance measures. Participants were also asked to identify action steps that they would begin to work on after returning back to their offices. These activities and discussions were well-received and gave participants an opportunity to process the information received at the conference and discuss ideas with their colleagues.

1.3 Conference Proceedings

The following material is a compendium of the information shared at the conference;

- A summary of speakers' comments from each plenary session.
- A template summarizing presenters' remarks from the 12 breakout sessions. These are augmented with copies of PowerPoint slides and handout materials.
- Professionally scribed notes from the facilitated small group discussions (discussion topics were self-selected by each small group).

2 Keynote Address: *Do the Right Thing*

Ron Kessler, Ron Kessler Group, Austin

Five years ago at a similar conference I spoke on the THEME: PARTNER OR DIE

I am glad to see so many of you survived and made it back.

How was all that COLLABORATION?

R eally

I mportant

G oals

H appily

aTtained

Each day we plant seeds in our work field; some catch; some don't. Still we plant seeds even if we are not sure what they will produce. Serve others through love, values and efficiency.

There will be a test at the end of the session. One question.

IMPACT: What stood out and had the biggest impact on you from our time together?

As your executive leadership coach, you will be getting a free coaching session this morning. A simple definition of this type of coaching is: "a process for you to accomplish your goals."

So, think for a minute of one personal and one professional goal you want to accomplish in the next 30 days. WRITE IT DOWN.

KEYNOTE -- What is the *KEY* (emphasis added) NOTE that we want to strike?

- Solutions are often a result of daily, incremental steps in the direction of your goal.
- Solutions and outcomes are a result of PROCESS.
- Studies show that we can only retain 3 big THOUGHTS/IDEAS at a time.

You are saying: 3 thoughts, Umm: BE DONE QUICKLY!



Not exactly. Studies also show that if you write something down you will more likely retain it.

- Finally, my goal is that you will hear something this morning that you will apply back home that will make a difference in the life of someone else.

ONE BIG/MEGA THOUGHT BEFORE WE BEGIN: DOING THE RIGHT THING IS ABOUT BUILDING CULTURES WHERE "doing the right thing" IS A TOP Priority!

Thinking PEAK PERFORMANCE and LEADERSHIP PRACTICES, let's look at today's THEMES:

- DO THE RIGHT THING
- THE RIGHT WAY
- FOR THE RIGHT REASONS
- EXPECTING THE RIGHT RESULTS

DO THE RIGHT THING

Let's start with the TxDOT MISSION Statement: *Work with others to provide safe and reliable transportation solutions for Texas.*

Write it down as this is one way to do the RIGHT THING.

Apply it to your job.

- Work with others (give yourself a grade)
- Provide safe transportation solutions for Texas (give yourself a grade)
- Provide reliable transportation solutions for Texas (give yourself a grade)

Look at the TxDOT GOALS:

- Maintain a safe system
- Address congestion
- Connect Texas communities
- Become a best-in class state agency

On a daily basis how do your actions align with the GOALS and MISSION of TxDOT?

Next, let's look at the 4 B's:

1. Be on Time.....It's the best way to show respect for others.
2. Be Focused.....Diversions and distractions get in our way – make time away from computers, phones, email, texting, etc.
3. Be Aware.....Personal self-awareness and awareness of the needs of others is primary



4. Be Respectful.....the Golden Rule; serve others; honor the other

Put the 4 B's in the context of TxDOT Values:

Trust	Excellence
Integrity	Service
Responsibility	

We see a pattern developing under the goal of doing THE RIGHT THING.

DO IT THE RIGHT WAY

1. Be Open to Change
2. Grow in Relational Intelligence – how to inter-relate with others
3. Understand Risk
 - Taking a Risk
 - Risk Adverse/ Personal Awareness – even a baby-step toward risk can open new vistas; avoid risk aversion
 - Risk Management
 - Risk Reward – it was the right choice to make
 - Risk Regret – I should have chosen differently
4. Have an Inner Circle – 2-3 people whose judgment you trust
5. Three strikes and you are not out.
6. What am I doing that I should not be doing; what am I not doing that I should be doing?
7. When there is nothing wrong...that's exactly when a leader must be most alert.
8. Trust your instincts. Your intuition will guide you as much as your intellect.

FOR THE RIGHT REASONS

1. Seek meaning and purpose
2. Competence (Trust yourself)
3. Good choices involve boundaries
 - Those you have to stay inside of
 - Those you have to get through

EXPECT THE RIGHT RESULTS

Expecting, anticipating, or hopeful: an expectant attitude

This is where TRUST and CONFIDENCE come into play. Often, we put things into play and they have to take their course. We plant a seed in a child, an idea in a group and hope in the lives of others. We can only expect, anticipate and be hopeful it will turn out RIGHT.

Finally, prepare yourself daily:



THINK ABOUT WHY YOU GOT INTO THIS BUSINESS;

THINK ABOUT YOUR BEST DAY; and

DO IT AGAIN!

BRING THAT PASSION INTO YOUR LIFE DAILY!

And now, for the QUESTION.....the QUIZ.

IMPACT: What stood out and had the biggest impact on you from our time together?

And remember: SEPARATION IS WRONG

ISOLATION IS AN ENEMY

YOU ARE THE SOLUTION!



3 Panel Discussion: *Forget the Labels*

Moderator: Kelly Kirkland, Director, TxDOT Public Transportation Division Planning Section, Austin

Panelists:

- **Doug Birnie, Federal Transit Administration, Washington, D.C.**
- **Amy Conrick, Community Transportation Association of America, Washington, D.C.**
- **Marion Denney, Dallas Area Rapid Transit (DART)**
- **Mary Grinsfelder, Community Council of Greater Dallas/Dallas Area Agency on Aging**

Marion Denney:

The bottom line is to get people the rides they need. Bring together folks with enthusiasm and experience. There is no “wrong” group of people.

The Dallas County Community Transportation Network is a coalition of 85 agencies from all sectors of the human service, medical, faith and workforce communities. TRIP in Tarrant County is a similar organization, and the two groups trade ideas and experiences to their mutual benefit.

The beauty of the coalition is that agencies no longer compete against one another for funds.

- All conduct national scans for any possible source that is the seed for future developments.
- No one group is always the leader; the Network decides who’s the “natural” leader for a particular application/project/effort/activity.
- No wrong leader or group as long as there is movement forward.

Looking into how Expedia might help persons with disabilities to find local transportation options.

Education can be slow, but it is movement forward. Within DART, the effort is to expand past ADA requirements into a broader mobility management concept. DART does not have to be the only solution.

Mary Grinsfelder:

The North Central Texas COG brings together transportation and human service leaders as well as users to discuss needs and develop funding proposals. In addition to the Community Transportation Network, this encourages interaction between those who can offer rides and those that need them.



Flexibility supports one success to build on another. Coordination not competition for funds ultimately benefits everyone. Agencies become aware that more partners bring more options. Easier to reach out to and engage champions of change.

Early successes in Dallas were a needs study and a resources map, building on what is already in place. The real success of this effort is that because the agencies did it themselves, rather than engaging a consultant, it built trust, successful relationships and an appreciation of each other's contribution.

Coming to understand the problems with jargon led to the development of a printed ride guide showing where persons with disabilities can find service. Mary observed that co-workers were using it the day they received it.

Doug Birnie:

Mobility management is a new and fast-growing transportation profession that was missing in the past. It involves coordinating services with a multiplicity of transit agencies and riders. Everyone benefits with varied accessibility.

Mobility management basic functions:

- Policy coordination
- Operations coordination
- Customer travel navigators – the community travel agents

If you grow a garden of mobility management options, transportation flourishes.

Early in the United We Ride program effort, players realized success relied on the BORPSAT – bnch of the right people sitting around the table. And from Project ACTION comes “nothing about us, without us” referring to persons with disabilities.

One call centers are becoming very popular. FTA's national scan suggests there is no one way to set up a successful center. State-level leadership in this area can boost local success.

See also a PowerPoint presentation in Appendix C

Amy Conrick:

Mobility management is an approach to manage mobility related resources to provide maximum access within the community. It is about connecting people to rides. It creates a win-win situation; transportation agencies can more fully realize their goal of moving people when and where they need to go, and human service and related organizations can deliver the services they offer to their clients, especially those without access to a private auto when needed.

Another way to look at mobility management is that it is a system of operations that meet customer needs. Customers ultimately determine the success/value/utility of service offered.

CTAA experience suggests the following framework.

1. Understand customer needs
2. Brainstorm solutions using a multi-disciplinary approach
3. Engage multiple partners to test perception vs. reality
4. Empower customers to connect to the solutions, perhaps through travel trainers
5. Obtain and act upon customer feedback.

But remember, mobility management is as unique as a fingerprint.

While moving people is the primary goal, the ripple effect of good mobility options is huge.

- Benefits to the individual – it also allows them to be healthier, more productive, more connected to their community so they can not only avail of services but also give back to their community
- Benefits come back to the social service and transportation agencies: agencies have more successful and more satisfied customers, which translates into more community support for transportation and other agencies
- Benefits to the community - large are clear– again, a healthier population, an income-earning population bringing more prosperity into the community, uses fewer public resources, and allows citizens to experience a fuller life.

Nationally -

- The General Accounting Office is working to document the success of the national Coordinating Council on Access and Mobility (CCAM) (a federal interagency council established by President George W. Bush by Executive Order in 2004) to remove barriers between federal programs.
- There is an effort to identify “annoyances” between programs, such as differing drug and alcohol testing regulations
- The federal House and Senate may combine the following FTA programs with the intent of increasing flexibility. The coordinated planning requirement would remain.
 - Sec 5310 - Elderly Persons and Persons with Disabilities
 - Sec 5316 Job Access/Reverse Commute – a work transportation program
 - Sec 5317 – New Freedom for transportation services and infrastructure that is beyond ADA requirements.

4 Breakout A: What Happens When a Case Worker Meets a Mobility Manager

4.1 Speaker 1: Sandy Webb, Heart of Texas Council of Governments

Breakout Session A		
What Happens When A Case Worker Meets a Mobility Manager – Speaker 1		
Presenter Name	Organization	City, State
Sandy Webb	Heart of Texas Council of Governments	Waco, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Transportation: A Piece of the Puzzle
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Case manager transportation training
	3. What is the outcome of the project?	<ul style="list-style-type: none"> To inform case managers of transportation options in our six-county region.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> More case managers are now aware of transportation options in the region and how their clients can access those transportation options.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> Awareness of transportation options in the region. How to access those options.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> United We Ride; Texas Department of Transportation; Heart of Texas Council of Governments Mobility Management Coordinator; Community Transportation Association of America; Public Policy Research Institute, Texas A&M University; Center for Transportation Training and Research, Texas Southern University
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Transportation Solutions Coordinator (TSC) training by the Community Transportation Association of America, focus groups, case manager training, adaptation of TSC training curriculum to focus on needs of the Heart of Texas Region
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> Continued promotion of the training and program. On-going training when necessary

Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> Connecting with Health and Human Service Case Managers. Relaying the message of the importance of transportation to their clients and how it can be incorporated into the clients' service plans.
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> Focus groups and outreach.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> Health and Human Service Case Managers. I recognized the need as a previous case manager with the Texas Department of Health and Human Services, Texas Department of Aging and Disability Services, and my work with a Home Health Care Agency as Quality Assurance Manager for Community Care Services.
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> Grant through Texas Department of Transportation and United We Ride
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> Not really.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> More case managers and individuals that work with these clients are better informed of transportation options in our region.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> The clients have better access and information concerning transportation options in our region.
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> The project was assessed by the Public Policy Research Institute, Texas A&M University; and Center for Transportation Training and Research, Texas Southern University. The evaluations were measured by the goals that were identified for our region.

Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> Leadership is key.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> Leadership is key. Buy-in from the case managers is critical. You must show the case managers why transportation is important for their specific clientele. You must stay energized and maintain communication with the case managers. Learn to speak the language of not only transit but that of Health and Human Service case managers, and vice versa.
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none"> Localize tools, solutions and networking. Understand that not every area is same and one size does not fit all. Understand that whether you are considered a TSC or a Mobility Manager, your area is unique. You must structure your program to focus on and meet the needs of the communities in your particular area.
Questions/Comments		Answers
1. A participant commented on a survey with 45 questions that senior citizens could not fill out because it was long. He was concerned about adding additional paperwork and lack of representation of senior citizens in meetings.		1. It is hard to get case workers who are overloaded to go into another system. It is hard to show benefits to clients so it is important to get the case manager supervisor to buy into the program. Even with home health agencies, we had to try many different avenues to get them to sell the project.
2. When you are setting goals and objectives to increase ridership, did you use caseworkers to identify unmet needs to increase access? How do we access those we are not reaching, (e.g., refugees)? What tools did you use to identify those not served?		2. We have a tremendous rapport and even though we are a rural provider, our grant is for both urban and rural. We have reached out to folks in non-profits and non-traditional partners and built trust. This is very difficult in rural areas. We work a lot with our veterans and are reaching out to our non-traditional riders because they are more difficult to reach.

<p>3. You need to work with HHSC and child protective services. We are looking for partners to identify non-traditional populations like families with foster children. You need to find out what is going on in your communities and make inroads to other populations. You need to get child protective services staff to come to your meetings.</p>	<p>3. A major problem is getting buy in from the powers that be. It is difficult to get managers from health and human services agencies to let go of staff for meetings and money. It is a challenge when dealing with some entities to get buy in. It just takes time.</p>
<p>4. A commenter talked about the importance of looking at creative solutions locally. They cover 12 counties and to convene one gathering is difficult. To meet local needs you need to respond to mini-networks so case workers can feel more connected</p>	
<p>Discussion Summary</p> <p>The purpose of this project is to train case managers and workers on use of transportation so that they can help their clients. The goals of this project include: (1) increase customer miles ridden; (2) offer more services to more people; (3) improve access and response to customer service needs; (4) improve customer knowledge; and (5) improve coordination of partnership among providers of transportation services. The project has contributed to a doubling of the annual growth rate in ridership from 3.9% in FY 2010 to 7.4% in FY 2011. Ms. Webb noted that a major barrier encountered with this project is connecting with human services agencies and recommended that mobility managers stay energized because breaking down barriers is not easy.</p>	

4.2 Speaker 2: Marion Denny, Dallas Area Rapid Transit

Session A		
What happens When A Case Worker Meets a Mobility Manager – Speaker 2		
Presenter Name	Organization	City, State
Marion Denny	Dallas Area Rapid Transit (DART)	Dallas, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Mobility Management Training for Human Service Agency Workers
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Provide caseworkers and human services agencies with basic understanding of mobility management and coordination and tools that can be used to find transportation resources.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> The workshops impacted the caseworkers to consider transportation more prominently when working with clients. Provided greater confidence in knowledge about available resources.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> This project led to caseworker training becoming a tool we use in North Texas to engage caseworkers in mobility management and coordinating services.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> The project was intended to encourage the formation of a coalition of human services persons in Collin County to work together to solve transportation challenges and coordinate services.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> Through a TXDOT grant, training was provided by the Community Transportation Association of America. Stakeholders included senior managers from state health and human services agencies.
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Two day training on coordinated transportation.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> Continue to offer training to health and human services agencies and non-profits in Dallas County.

Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	
	10. What trust-building activities took place to move this project forward?	
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> • TXDOT funding for training sessions. Training is relatively inexpensive. Printing/cd/flash drives for materials, refreshment costs.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> • Many HHS agencies have meeting rooms available, so the largest expense is covered. When that is not possible, municipal facilities in recreation centers are often available for no or low cost for non-profit and public agencies.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> • Higher awareness of available resources. We were able to assist agencies with formulating a strategy to approach the city for necessary sidewalk and access improvements.
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> • Comprehensive evaluation by Texas A&M University. Questionnaires to quantify pre/post awareness of available resources; focus groups among participants after the event.

Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • Have a plan ready for how to work with caseworkers after the workshop to assist in finding solutions. • Minimize sections on general program descriptions and focus on local information. Ask caseworkers about sources they know of to make session more relevant to them.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> • Be careful to manage expectations. • Caseworkers are looking for transportation solutions. To be effective, must have someone who can work with them particularly on difficult to solve cases. • Keep session to two hours.
	19. Do you have additional advice to share with those seeking to replicate this project?	
Questions/Comments		Answers
1. We have folks retiring to our community. How do we best reach them?		1. With the groups that we work with helping people plan for retirement, they should consider proximity of places retirees need to visit regularly (e.g., groceries). They need to create awareness, think about what challenges exist for moving out to the country, and provide programs to help people plan for future transportation needs. AARP does a lot of work in this area to get people to think about what it means when you can no longer drive. You need to communicate from different perspectives as populations age.
Discussion Summary The purpose of this project is to help increase awareness of transportation services or public transit system available in the Collin County, City of Plano area. This program consists of an online survey to identify unmet needs, a two-hour training program for caseworkers and additional resources in community transit. Currently, 48 caseworkers have been trained with 50 on the waiting list. Tarrant County has also adopted the training and created case studies for the training. Ms. Denney recommended that the training be two hours long, provide food and refreshments, include group activities such as case studies, and provide any tools such as maps of service areas for practice.		

4.3 Speaker 3: Nathan Withers, Texoma Area Paratransit System

Breakout Session A		
What happens When A Case Worker Meets a Mobility Manager – Speaker 3		
Presenter Name	Organization	City, State
Nathan Withers	Texoma Area Paratransit System	Sherman, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Intelligent Transportation System (ITS)
	2. What is a brief description of the project?	<ul style="list-style-type: none"> An online tool that utilizes a survey to collect data to identify unmet transportation needs of customers and to provide summary results to case managers so that they can find solutions and develop tools to help their clients. The URL is http://tapsmobility.com/
	3. What is the outcome of the project?	
	4. Why is this project considered successful?	
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> We serve a six county rural area. Technology is a tool, not a starting point. The starting point is the people we serve. How can we best use technology to serve our customers?
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	

Barriers	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> We had to figure out the needs of end users to figure out what technology tool would work. We had to reach out to case managers and understand their needs as well. We had to understand complex transportation needs including safety, user comfort, etc. We were able to streamline the process where the client was able to outline their needs for the case manager and the case manager or the client could enter their information into the survey. The case manager can determine unmet needs, the mobility manager can provide potential solutions based on the survey, and the transportation coordinator can suggest workable solutions to the clients.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> We work with stakeholders to understand what modes of transportation they are currently using and get their ideas of potential solutions for their clients. We generate short reports and provide popup windows with referral information that might serve their demographics. We launched the survey in December 2011 and we are still getting input. We are developing trends and still have a way to go to finalize.
	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> We started with a survey designed by the Community Transportation Association of America. There was push back from organizations with clients with sensitive information / security issues. We had to make the survey anonymous and make it easy to use. People in some circumstances like child protective services, are reluctant to provide addresses. Our survey uses little maps so that they can enter the closest intersection, what days of the week are best for transportation, and the nature of trips taken. Case managers do not have much time, so the system had to be quick and user friendly. Also many case managers are field based so a PC based system would not work for them; it had to be adaptable for mobile phones, a tablet, or iPad.

	10. What trust-building activities took place to move this project forward?	
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> We are aggressively seeking grant funding. We applied for a United We Ride grant for Wise County. We have done several public relations campaigns to reach more people.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> We were part of a United We Ride project, so we had 100% federal funds to develop the software.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> The work we did for Wise County as part of the United We Ride project is applicable to the other five counties in the Texoma Area Paratransit System's (TAPS) service area.
	16. What evaluation measures were identified and used? Why were these measures used?	
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> The future of ITS is social networking. We want people to be able to communicate through mobile applications and help riders and providers get the information they need. We want to advance routing, offer same day service, and continue to enhance the software application.

	<p>18. What are the top three things to be aware of if someone desires to replicate this project?</p> <p>19. Do you have additional advice to share with those seeking to replicate this project?</p>	<ul style="list-style-type: none"> • Establish a rapport with the local client-based service organizations • Software development can take longer than expected
Questions/Comments		Answers
<p>1. Is there a clearinghouse for transit applications? I may not know what I'm looking for but want to find something that will allow me to do what I need for work.</p>		<p>1. Transitwire.com – it is a blog with the newest and greatest of what's going on in transportation applications. FTA does their own studies and they have an intelligent transportation system and conduct large studies.</p> <p>2. The Texas Transportation Institute is doing application tracking from origin to destination and quite a few consulting firms are doing research in this area.</p>
<p>Discussion Summary</p> <p>The purpose of this project is to create an online resource that includes a survey to obtain information from customers on their preferences, needs, and choices related to use of the public transit system for a six-county rural region. In addition, summary reports on customer information, training on use of this online tool, and other resources are provided to case managers who can in turn help their clients. This online tool aims to streamline that process. Some barriers faced include protecting and securing customer information and promoting its use in the six-county region that this organization covers.</p>		

5 Breakout B: Making Human Services a Part of the Solution

5.1 Speaker 1: Vernon Chambers, Harris County RIDES

Breakout Session B		
Making Human Services Part of the Solution – Speaker 1		
Presenter Name	Organization	City / State
Vernon Chambers	Harris County RIDES	Houston, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Partnering with HHSC and partners
	2. What is a brief description of the project?	<ul style="list-style-type: none"> The RIDES (name, not an acronym) program provides grant funding for a 50% discounted transportation services for partner agency clients who are 60 years old or above or have a disability. We provide training for provider agency liaisons, and input clients into a central database after registration. We provide customer education and materials to partner agencies and provide and distribute fare cards to clients.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> The project is flexible and was born from a coordinated approach where we engaged stakeholders and structured the programs so individuals and agencies wanted to participate. The outcome is that we are able to provide safe, dependable transportation at a discounted price.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> We are providing services to eligible senior citizens and disabled clients with a 48-hour turnaround process. Fare cards are now used to replace paper vouchers. Once eligibility is determined and fare cards are loaded, partner agencies are out of the loop until they need to add more funds. The customers set up their own transportation appointments and the partner agency can pull reports to review client usage. We contract with seven local transportation providers which can provide either shared ride or taxi services. We provide transportation services 365 days a year with 24/7 curb-to-curb or door-to-door services.

	<p>5. What prompted this project (what was the need for the project)?</p>	<ul style="list-style-type: none"> In 1999, stakeholders in Harris County realized there were transportation gaps in the county particularly for senior citizens. They hired a consulting company to do a study which revealed that 2.1 million trips were going unmet for senior groups.
Process	<p>6. Who were the stakeholders or players involved in planning and carrying out this project?</p>	<ul style="list-style-type: none"> Harris County, American Red Cross, City of Houston Area Agency on Aging, Houston Galveston Area Council, United Way & TX Department of Transportation, and many more. There are currently nineteen partner agencies participating with Harris County RIDES
	<p>7. Describe key activities that occurred to plan and carry out this project.</p>	<ul style="list-style-type: none"> Study in 1999 -2000 for needs assessment In 2003 this transportation program was implemented. We coordinated with and interviewed partner agencies and providers to determine their needs.
	<p>8. Are there activities that continue to this day to support this project? If so, describe.</p>	<ul style="list-style-type: none"> We operate a flexible, customer based, streamlined enrollment process that promotes independence for seniors and people with disabilities and who are low income. We manage contracts with seven service providers, monitor insurance qualifications and compliance with FTA standards. We serve all 1700 square miles of Harris County and have a coordinated demand response with door-to-door or curb-to-curb service. We employ mobility managers, 3 mobility coordinators, and 8 ambassadors that ride on vans to provide assistance to senior citizens and escort them to the door if needed. Meetings with partner agencies as a group and constant communications with agency liaisons.
Barriers	<p>9. What obstacles or barriers had to be overcome and how was this achieved?</p>	<ul style="list-style-type: none"> Transportation services that could be reliable and sustainable. Agencies compromised by giving up own transportation services, or independent contracts with providers.
	<p>10. What trust-building activities took place to move this project forward?</p>	<ul style="list-style-type: none"> Coordinated with partner agencies to meet their needs and establish their roles and responsibilities including assisting with customer in-take and registration, conduct client education on program use, purchase discounted transportation services for clients with no charge to the client, provide client information updates.

	<p>11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?</p>	<ul style="list-style-type: none"> • Former Harris County Judge Robert Eckels was the Champion • Other stakeholders mentioned above in # 6 • Stakeholders participated in the Harris County Coordinating Council. Regular meetings were held to discuss community needs, barriers and obstacles.
Funding	<p>12. What funding source was used to support this project?</p>	<ul style="list-style-type: none"> • Harris County manages the funding and partner agencies do not have to apply for funding which prevents duplication of services. Funding is provided through Section 5310, FTA 5307 Formula Funding, FTA 5317 New Freedom.
	<p>13. Were there challenges concerning funding? If so, how were these challenges overcome?</p>	<ul style="list-style-type: none"> • Program would not be sustainable without partner agencies contributing funding for a 50% discounted fare for their eligible clients. The standard trip price is a minimum of \$6.00.
Outcomes and Evaluation	<p>14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?</p>	<ul style="list-style-type: none"> • We provide safe, discounted transportation services for seniors, personal care home clients, assisted living centers, adult day care, people with short and long-term disabilities, cancer patients (that do not qualify for other transportation programs), veterans, women's shelters, and many more. Clients must be 60 years old or above or have a disability.
	<p>15. Who else benefitted from this project and how did they benefit?</p>	<ul style="list-style-type: none"> • Partner agencies benefitted by having subsidized transportation trips for their clients which is cheaper than providing their own transportation services. Partner agencies are able to obtain transportation services for clients without incurring capital expenses or increased personnel costs.
	<p>16. What evaluation measures were identified and used? Why were these measures used?</p>	<ul style="list-style-type: none"> • Surveys mailed to consumers • Follow-up Study of Program conducted by Nelson Nygaard Consultants

Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none">Initially, may have to manage growth based on funding availabilityHave to set caps and limits on taxi fare allowed per one- way trip
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none">Have to understand partner agency needs.Agreement with partner agencies to help with client enrollment process, and provide funding for discounted transportation.Contracts with flexible, reliable transportation providers.Standardized pricing & mileage calculations are necessary for shared ride providers.
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none">After community needs and resource assessments are done- try to take advantage of those existing resourcesDo not try to add all components at one time- take it slow.
	See also a PowerPoint presentation in Appendix C	
Questions		Answers
1. How do clients get into the program?		1. Clients have a sponsoring agency or they come in as independent.
2. Do you help the people that come in independently find a sponsor agency?		2. Yes, we talk with them about their needs and refer them to a partner agency if possible.
3. Do you have paid employees?		3. Yes, we have full time employees that are paid some through the New Freedom funding.
4. Does every client get the same amount of funding loaded on to their enrollment card?		4. The partner agency pre-determines the amount. The minimum threshold is \$6.00.
5. Do you have a waiting list for transportation services		5. Not yet. We are currently seeking other partner agencies with particular target populations we would like to serve.
6. How much does a client consume on a monthly basis?		6. Some clients consume \$200 to \$300 dollars per month.
7. Do your transportation providers serve the entire county?		7. Some transportation providers are specific to certain areas, some county-wide.
8. What is a sample taxi fare under your program?		8. The maximum taxi fare is \$48 dollars for a one way trip. We pay the meter fare. For example, if the fare is \$20 dollars, the client (partner agency) pays \$10 dollars and our program pays \$10 dollars.

Discussion Summary

This is a successful program for senior citizens and the disabled population in Harris County, Texas. The program is subsidized by nineteen partner agencies and New Freedom funding and other FTA grants received by the Harris County RIDES program.

5.2 Speaker 2: Jane Jones, Volar Center for Independent Living

Breakout Session B		
Making Human Services a Part of the Solution – Speaker 2		
Presenter Name	Title	Organization
Jane Jones	Volar Center for Independent Living	El Paso, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	
	2. What is a brief description of the project?	<ul style="list-style-type: none"> We are a clearinghouse and focus on travel training.
	3. What is the outcome of the project?	
	4. Why is this project considered successful?	
	5. What prompted this project (what was the need for the project)?	
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> We work with Sun Metro Public Transportation, Sun Metro Lift, Sun Metro Life Services and Project Amistad (a transit agency). The Texas Department of Assistive and Rehabilitative Services (DARS) and the Texas Department of Aged and Disabled Services (DADS) sent us referrals. DARS staff are very active and serve as volunteers.
	7. Describe key activities that occurred to plan and carry out this project.	

	<p>8. Are there activities that continue to this day to support this project? If so, describe.</p>	<ul style="list-style-type: none"> • We register consumers with our office and then coordinate with vendors. Paratransit services take two-three weeks for approval from the time their application is received. • For a fixed route, after their application is approved, they get a reduced fare card and ride public transportation for \$.30 per ride. If they are certified to use a lift, they can ride public transportation for free. • We do disability awareness and sensitivity training for the city and for our drivers.
Barriers	<p>9. What obstacles or barriers had to be overcome and how was this achieved?</p>	<ul style="list-style-type: none"> • A major obstacle was cost. Volar was absorbing the cost for peer trainers. To help with saving money, Volar staff will provide training. They began with two students, paid consumers using a PowerPoint presentation on rights and responsibilities for riding fixed routes in El Paso. Next they will provide on- the-bus training. To increase our numbers for fixed route, we prepared a letter to go out to school districts addressed to special education departments in the local high schools. If they cannot use paratransit, at least get them use to using fixed routes.
	<p>10. What trust-building activities took place to move this project forward?</p>	
	<p>11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?</p>	
Funding	<p>12. What funding source was used to support this project?</p>	<ul style="list-style-type: none"> • TxDOT provided \$37,000 in funding for a contract with Volar Center for Independent Living to start a travel training program.
	<p>13. Were there challenges concerning funding? If so, how were these challenges overcome?</p>	

Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> • We follow-up every thirty days and keep our consumer files open for 90 days. If we see a client having trouble with schedules, we monitor and offer assistance, and if after 90 days there are no issues or problems we close their file and they are considered a success. • We also follow up with transportation and advocacy. Can the consumer ride public transportation and effectively learn to read the bus schedule? Teaching consumers how to read the bus schedule is considered a success. If the consumer still needs additional training we will approve extra sessions. Our goal is for the consumer or parents of the consumer to learn to ride fixed routes.
Advice to Share	17. What lessons learned do you have to share with others?	
	18. What are the top three things to be aware of if someone desires to replicate this project?	
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none"> • To replicate the program, please call our office for assistance and we will provide as much information as we can. We have a fact sheet and an advocacy handout. We will provide as much information as we can.

Questions	Answers
1. How do you encourage agencies to relinquish control?	1. We learned about disability sensitivity awareness as there are so many derogatory terms. My job (my passion) is to educate the public and drivers - whether for fixed route or paratransit agencies - about disability sensitivity. There have been instances where individuals were talked about and mentioned by name. This is a breach of confidentiality and an ongoing challenge. We keep on educating and one day they will understand it.
Discussion Summary Volar Center for Independent Living Center in El Paso that received funding from TxDOT in 2002 to begin a travel training program. Volar collaborated with Sun Metro and Sun Metro Life for the city, as well as Sun Metro, Sun Metro Life Services, and Project Amistad. Consumers who register and get approved for services get a reduced fare card. Volar also provides training to consumers to learn to read bus schedules and to use public transportation. After 90 days, if they do not report problems, their files are closed and they are considered success stories.	

5.3 Speaker 3: Sheila Holbrook-White, Tarrant County Human Services

Breakout Session B		
Making Human Services a Part of the Solution – Speaker 3		
Presenter Name	Title	Organization
Sheila Holbrook-White	Tarrant County Human Services	Fort Worth, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Tarrant County Go2Work: 2009 – 2011 Job Access planning grant funded by the North Central Texas Council of Governments (NCTCOG) Tarrant Rides and Information Partnership (TRIP): January 2011 – December 2012 New Freedom mobility management funded by the NCTCOG Partnership: Genuine Partnerships with Allies: Proposed 2013 – 2015 New Freedom mobility management grant proposed by the NCTCOG
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Tarrant County Go2Work: <ul style="list-style-type: none"> Worked with partners that were interested in serving or employing people with disabilities, who were interested in understanding transportation barriers of people with disabilities, and those disabled persons who wanted to go to work. We came up with projects that could be funded and would work for employers and people with disabilities. TRIP A partnership for increasing the viable mobility of persons with disabilities across the lifespan through: <ul style="list-style-type: none"> Transportation options and counseling Caseworker and mobility 101 training Partnerships Regional connection – Tarrant County to Dallas County Partnerships – genuine partnerships with allies including: <ul style="list-style-type: none"> Transportation options counseling Caseworkers and allies – Mobility 101 trainings, Spurring partnerships, Building regional connections, Specialized alliances (1) Get Moving! (2) ReadyVetGo! (3) People Movers

	3. What is the outcome of the project?	<ul style="list-style-type: none"> • Tarrant County Go2Work: <ul style="list-style-type: none"> ○ Over 1,800 people with disabilities and over 60 agencies participated. • TRIP: <ul style="list-style-type: none"> ○ Trained 250 HHS workers so that they could be a transportation resource. • Partnerships: <ul style="list-style-type: none"> ○ Plan to train over 900 disabled high school kids about transportation options and do travel training.
	4. Why is this project considered successful?	
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> • Transportation barriers for people with disabilities.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> • Multiple consumers, community agencies, and businesses.
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> • See above.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> • See above.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> • There was some hostility between partners as a result of the language barrier of terms – goes back to translation.
	10. What trust-building activities took place to move this project forward?	

	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> See above.
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> See above.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> See above.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> Providers, HHS agencies and Consumers.
	16. What evaluation measures were identified and used? Why were these measures used?	
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> Shared interaction of values, interests, and outcomes by consumers, individuals, and organizations that value and understand the issues of transportation of people with disabilities. Partners who connected with people with disabilities and agreed to use tools are critical to the success of these projects.
	18. What are the top three things to be aware of if someone desires to replicate this project?	

	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none">Resources are not always money. People are resources also if they are willing to help you.
	See also a PowerPoint presentation in Appendix C	
Questions		Answers
1. How do we encourage agencies to relinquish control?	<ol style="list-style-type: none">1. Take time to build evolving relationships as you need a history with agencies / partners. Genuine partnerships are when we can say hard things to each other with no hidden agenda.2. Be explicit about the value of the project for their clients / employees.3. Share the collective benefit that everyone has more when we are working together.	
2. How do you do outreach? What partnerships?	<ol style="list-style-type: none">4. We created a list of folks we already knew in agencies (low lying fruit).5. We provided them with a focus group of questions and surveys they could do over the phone in various languages.6. We made it as easy as we could and we did a lot of the work.7. We went to support groups, (groups that were already planned), and made contacts through phone and email.	
Discussion Summary		
In this three-project initiative, Tarrant County Health Services aims to develop strategies and solutions to help persons with disabilities across the lifespan to get to work - strategies and solutions such as transportation options and counseling; caseworker and mobility 101 training, partnerships, and regional connection.		

6 Breakout C: Transportation Services for Veterans

6.1 Speaker 1: Kevin Bergan, Veterans Transportation Services

Breakout Session C		
Transportation Services for Veterans – Speaker 1		
Presenter Name	Organization	City, State
Kevin Bergan	Veterans Transportation Services	Atlanta, GA
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Veterans Transportation Services Program
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Veterans have convenient and timely transportation through an established network of transportation services with a focus on rural areas.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Convenient and timely transportation services for veterans.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> Texas has led the way in implementation for this project. Use volunteer drivers in provided vehicles.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> Veterans need rides to appointments. Research shows that if a veteran misses one appointment then they often miss the next four appointments.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> United We Ride, Community Transportation Association of America (CTAA), Federal Transit Administration (FTA) Vets Transportation, Ann Arbor Meijers Corporation (grocery store)
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Phase I in 2010 with four sites Phase II 22 sites Phase III up to 44 sites Phase IV up to 84 sites By 2015, all 150 VA systems in the United States

	<p>8. Are there activities that continue to this day to support this project? If so, describe.</p>	<ul style="list-style-type: none"> • Veterans Integrated Service Network (VISN) is the “center of gravity” for this project. • Implementation timeline from 2010 to 2014. • Centralized consolidated scheduling. • National outreach / marketing being developed. • Formalized partnerships with community providers. • VIC card integration with transportation software allowing tracking from doorstep to doorstep. • Centralized VTS vehicle procurement
Barriers	<p>9. What obstacles or barriers had to be overcome and how was this achieved?</p>	<ul style="list-style-type: none"> • Outreach mostly word of mouth at this time.
	<p>10. What trust-building activities took place to move this project forward?</p>	<ul style="list-style-type: none"> • Vehicles have distinctive graphics to instill pride. • Veterans and care givers are eligible to ride.
	<p>11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?</p>	
Funding	<p>12. What funding source was used to support this project?</p>	
	<p>13. Were there challenges concerning funding? If so, how were these challenges overcome?</p>	
Outcomes and Evaluation	<p>14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?</p>	

	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> Veterans and their care givers can use this transportation service.
	16. What evaluation measures were identified and used? Why were these measures used?	
	17. What lessons learned do you have to share with others?	
Advice to Share	18. What are the top three things to be aware of if someone desires to replicate this project?	
	19. Do you have additional advice to share with those seeking to replicate this project?	
Questions		Answers
1. What is VISN?		1. Veteran Integrated Service Network.
2. Are veterans notified if appointments are canceled before they get on the bus?		2. Yes.
3. Do you accept passengers other than veterans?		3. Let local leaders make that decision. This varies by site for each Veterans Administration (VA) hospital.
4. Why don't you have mandates to fill up every seat?		4. Some programs are so new they have empty seats. As the programs mature, the seats will fill up. Currently only see 50% veterans in VA hospitals due to transportation and parking problems at hospitals.
5. Maverick County provides the fee for veterans to ride to health appointments but the veterans also receive a travel stipend. Is that something you have seen and how do you monitor?		5. That is beneficiary travel money. If a veteran travels with the VTS, we tract it and have reduced the duplication. Recommended audience to contact local VA hospital to get a copy of the daily appointment manifest to compare.
6. How many vehicles do you have in Texas?		6. Numerous by location.

7. Why couldn't veterans use public transportation?	7. A lot of veterans live in rural areas where there is no public transportation.
8. Why is Houston not in your network?	8. In the VA system, Houston belongs to Oklahoma.
9. Are you providing more services than others?	9. Yes.
10. Are you using the 911 location system for transportation addresses in rural counties?	10. No.
11. Is this program for all veterans or do you have to be disabled?	11. It is about access to care for ALL veterans.
12. Can a veteran drive themselves to health visits?	12. Yes, they qualify for beneficial travel.
13. What is the VA doing to work with local Workforce Boards? There is a need to transport veterans to job interviews in the Houston / Gulf Coast area.	13. Hopefully the program can expand to include transportation for job searchers, to appointments with lawyers, or for any reason in the future. Currently the program only provides transportation for healthcare.
14. Are there any services planned for the Victoria / San Antonio area?	14. No community south of Austin has a VTS program currently. We are hoping to reach out to that region and the Rio Grande Valley but they have not applied as of yet.
Discussion Summary The Veterans Transportation Services Program is being implemented over a four year period to provide rides to veterans to health appointments at the 150 Veterans Administration Hospitals across the United States. Texas has led the way in implementing this program. VTS Texas locations and contact information was shared with the audience.	

6.2 Speaker 2: Wendy Weedon, Brazos Transit

Breakout Session C		
Transportation Services for Veterans – Speaker 2		
Presenter Name	Organization	City / State
Wendy Weedon	Brazos Transit	Bryan, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Charles Wilson VA Shuttle
	2. What is a brief description of the project?	<ul style="list-style-type: none"> The program started in 1974 with 7 counties and now provides free medical transportation to veterans from 16 counties to the DeBakey VA Hospital in Houston, TX
	3. What is the outcome of the project?	<ul style="list-style-type: none"> The (Brazos Transit) District provides on average over 1200 trips per month to veterans.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> This was contracted out to Coach America for a large 50 foot bus. Veterans are given a pass to show physicians to expedite care and return to the bus.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> Charles Wilson saw that Veterans were not getting the proper medical care they needed due to being transportation deprived, so he aimed to correct that.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> Charles Wilson, Brazos Transit District, Temple-Inland, Coach America, Lufkin VA Clinic, DeBakey VA Hospital and of course our veterans.
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Charles Wilson went to Temple-Inland and asked that they pay for the service and they agreed.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> Making sure the bus always runs daily and on-time. Keeping it full and making the most of it.
Barrier s	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> Fortunately there were not many obstacles, once the funding was in place everything else just followed.

	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> The District keeps track of all the trips and reports back to Temple-Inland on the numbers, plus the impeccable reputation that the Charles Wilson VA Shuttle has helped tremendously.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> Retired Congressman Charles Wilson was # 1
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> Temple-Inland a private company funds this venture 100%. Project now in second term of funding / contracting.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> No.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> It has ensured Veterans that if they want/need to seek medical attention that transportation is not going to be an obstacle for them. Board chairman rides the bus once a week and tends to problems.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> Everyone involved in this has benefited; the veterans, their families and friends.
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> The number of trips provided while also trying to stay within if not under budget.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> If you envision something great, make it happen.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> Funding Ridership Sustainability

	19. Do you have additional advice to share with those seeking to replicate this project?	
	See also a PowerPoint presentation in Appendix C	
Questions		Answers
1. What barriers have you noticed for rural areas?		1. Problem was getting shuttles from dispersed rural locations into the Longview and Livingston pick-up areas. Some local volunteer fire departments help get veterans to pick up locations.
2. Do you accept passengers other than veterans?		2. We are only going to the VA hospital so that is not a big issue for us. We try to let guests accompany veterans if possible.
Discussion Summary This has been a very successful, privately funded transportation service for East Texas veterans to the DeBakey Hospital in Houston.		

6.3 Speaker 3: Vince Huerta, LULAC Project Amistad

Breakout Session C		
Transportation Services for Veterans – Speaker 3		
Presenter Name	Organization	City / State
Vince Huerta	LULAC Project Amistad	El Paso, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Veterans Transportation and Community Living Initiative (VTCLI)
	2. What is a brief description of the project?	<ul style="list-style-type: none"> One call, one click service for veterans, active duty military, and military families. Trying to eliminate overlap of call centers. In the third month of planning.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> A call center.
	4. Why is this project considered successful?	
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> There was a rapid growth in the number of veterans in the area, and veterans need accessibility to transportation services.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> Sun Metro, Project Amistad, Work Force Solutions, Texas 211, Veterans Association and a vested interest from numerous other organizations. The largest transportation providers in the area have all come together to determine needs.
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Project Amistad and Sun Metro Planning Session. Coordinated with area mobility manager. Buy-in from stakeholders.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> Coordination meeting continue on a regular basis.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> Finding in-kind match funding. Large groups of stakeholders make decision making difficult. Getting the word out and understanding the needs.

	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> • Vested interest. • In-kind match. • Outreach and education on the benefits of the project.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> • State Senator • Congressman • State Representative • City Council • County Commissioners
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> • In-kind match, rural grants, and sales tax.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> • In-kind match and money to transport.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> • Although the project has not yet been implemented, the intention is to continue to improve. • The coordinator will improve and stretch resources and awareness of needs.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> • Transportation provider • Stakeholders • The entire community
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> • Nothing to date as this is a new service but will collect the number of veterans served and the number of transportation requests received. • KD: Delete bullet
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • Although the project has not yet been implemented, we recognize and know the connections, gaps, and services that are needed for future success.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> • Coordination • Commitment • Follow-up

	<p>19. Do you have additional advice to share with those seeking to replicate this project?</p>	<ul style="list-style-type: none"> Although the project has not yet been implemented, we recognize and know the connections, gaps, and services that are needed for future success. Coordination among providers in funding application. The Workforce Board was important to work with.
	See also a PowerPoint presentation in Appendix C	
Questions		Answers
1. Are you getting any feedback that this service is only available to veterans? We coordinate with other rural services and veterans do not want to ride with others.		1. We had to explain how we would interface with existing services.
2. Are you seeing any differences to older veterans and what are called “wounded warriors”?		2. The only difference is in age. The younger veterans are willing to help the older veterans and vice versa. They are all family.
<p>Discussion Summary</p> <p>This project has wide support of community stakeholders and is expected to provide a great service to veterans, active duty military and their families.</p>		

7 Breakout D: Crossing Over – How to Overcome Jurisdictional Boundary Issues

7.1 Speaker 1: John Hendrickson, Waco Transit

Breakout Session D		
Crossing Over – How to Overcome Jurisdictional Boundary Issues		
Presenter Name	Organization	City, State
John Hendrickson	Waco Transit	Waco, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> How to Overcome Jurisdictional Boundary Issues
	2. What is a brief description of the project?	<ul style="list-style-type: none"> In 2005, House Bill 3588 passed. It called for improved coordination between transportation providers and consumers. In an effort to improve efficiency, the Waco area region worked to establish a maintenance facility at Waco Transit. We had to sit down with key partners and think about who would care about this project and who should be involved. The initial meetings were brutal and presented many challenges. We had to establish the vision and goals of regional maintenance, identify challenges, and be very patient.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> The regional maintenance program was finally approved in 2009 and is still operational today. Waco Transit has mechanic authority for a multi-county region. We now have some of the best maintained vehicles in the State.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> We began to share information about this project to anyone willing to listen. Eventually, people started communicating their maintenance needs and we were all able to work together. Everyone owned a piece of the plan.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> HB 3588, now Texas Transportation Code Chapter 461.

Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> There were many stakeholders including county judges and commissioners and mayors and city council members.
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Share all information, even the smallest details. Learn to trust each other. Explain the benefits of regional maintenance.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> Have been providing regional maintenance since 2009. Have been able to pool some funds to hire five mechanics and are able to realize some economies of scale and buy equipment and parts at discounted rates.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> Communications and funding were two of the biggest barriers we had to overcome. We started volunteering information with the metropolitan planning agency policy board, transportation stakeholders, and city councils. Local elected officials were concerned about losing regional jobs. We did not lose jobs in fact we were able to enhance jobs. Once we were established, we learned that many of the vehicles were in bad shape. It took 90 days for us to get caught up, and this issue subsided. We had to establish a loaner vehicle program with American Recovery and Reinvestment Act (ARRA) funding.
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> Meeting with people and sharing information began to establish trust among partners. We all had to be honest and share our feelings and concerns. We began to share information on the benefits of this effort for our region, establish guidelines, and ultimately were able to come to agreement toward our ultimate goal – regional maintenance.

	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> Heart of Texas Council of Governments, the rural transit agency. Local elected officials.
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> ARRA City of Waco fronted the initial funding for equipment and a parts inventory.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> Better maintained vehicles, fewer road calls, less out-of-service time allows the transit agencies to provide reliable service to all its customers through maximum use of the fleet.
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> One of the biggest lessons learned was not to omit the details when communicating about the proposed project. Sometimes we do not share the important details. We wanted full disclosure. We listed the item on public meeting agendas and sometimes we had to go back and share very basic information.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> Remain consistent with goals and stay focused. Open communication is critical in all stages of the process. Honor your promises.

	19. Do you have additional advice to share with those seeking to replicate this project?	
Questions		Answers
1.	Do you have a memo sanitized or do you see the templates?	1. The templates we use are generic and allow leeway. Next step is regional dispatch and scheduling.
2.	How long was it before you saw better skilled mechanics?	2. Looking at the region as a whole, it took about 90 days. Vehicles now spend less time out in the shop because we have the right skills.
3.	How can we implement the transit facility in El Paso? We cannot use federal money to compete with local mechanic shops.	3. When you regionalize, it will be a vehicle that pulls up. It will be some type of passing of funds between agencies. Because we have skill sets for working efficiently on the transit fleet, we do not see this as competition with the private sector. FTA funds are used to pay for repairs.
4.	How did regional maintenance emerge as a priority under HB 3588?	4. We looked at the region and sold it to our Congressman and to TXDOT. We looked at it as regional maintenance and defined what the requirements were. We kept selling to elected officials. All providers in our areas also eventually supported the process. As far as maintenance, we used HB 3588 to help sell the idea. We worked with a lot of the providers and helped them understand how this system would provide better service.
5.	You had a vision and you had to pick your battles. Where there some battles you had to leave behind?	5. Keep trying until it works. There are a lot of battles especially when the board says no initially. We worked to get memorandums of understanding in place.
6.	An audience member commented on the possibility of an uncontrollable budget.	6. The maintenance budget could make or break you. Whoever is controlling the maintenance budget is the most crucial. When there is any down time, they are working on component replacement.
7.	Do you maintain all records?	7. Yes
8.	What do you charge?	8. We negotiated \$48. In Waco, average rate is \$90.
9.	Do you do road calls?	9. Yes

10. Do you do inventory?	10. We inventory the same kinds of parts. It's a jurisdictional issue. The rural system reimburses Waco Transit for parts and labor.
11. Have you thought of expanding?	11. There has been some talk about expanding to social service agencies who do not do their own maintenance work. A question we are exploring with FTA is how can we offer our maintenance program to these organizations without creating competition with private firms?
12. What is the relationship that was forced to come together?	12. We need to combine our resources. The money is limited. If we don't get more efficient, we are going to have challenges. This is a regional mission and we are trying to get better service.
13. Have you considered profit and loss?	13. Our goal is not to make a profit but to break even. The rural system pays us for labor and parts. The benefit is that the rural vehicles are serviced by quality mechanics. We are able to pay competitive wages similar to a Volvo dealer. We can use the money from the rural system to cover our expenses.
14. How do you keep the accountability?	14. Track everything we do. We have established a labor rate \$48.00 per hour and had to figure out the mechanic rate. All partners had to agree to that rate.
15. Does that include capital?	15. The facility we have today cost \$5.2 million but would cost \$17 million today. As far as capital cost, we absorb those costs. If there is a tool specific to the rural system, we have a buy back agreement. Maintenance of the facility is limited as it is fairly new. If there was a major improvement that we need to do, we sit down with the rural system.
16. Do you use a time manual?	16. Not as a basis for paying our mechanics. We use other methods to track the efficiency and quality of their work.

17. Do you have separate contracts for Volvo, Lincoln, etc.?	17. We gave maintenance authority to urban transit. The director of maintenance is responsible for the vehicles. He went to solicit vendors, looked at their shops, what is required, and visited all the communities to establish what is needed. We track everything.
18. Are you sharing some kind of software?	18. Anything that is done to the vehicle, the maintenance director is notified manually. No software is used.
19. Were any policy makers involved?	19. The City of Waco approved the plan. City of Waco has authority to cut the programs but they see the benefits.
20. Was it difficult to sell the benefits to regional maintenance?	20. The benefits are out there. Getting the people to understand the benefits is the challenge.
21. What is the time frame for the project?	21. Started in 2005 and we were operational in 2009.
22. Did you have the funding in place?	22. The funding was pieced together. You have to be patient and work with each other. If you have a good maintenance director, your vehicles are going to be more efficient and reliable on the streets.
Discussion Summary After a major communication and planning effort with many partners, a regional maintenance system has been operating successfully in central Texas under the leadership of Waco Transit since 2009. The program has resulted in having the best maintained vehicles in the State.	

8 Breakout E: Bridging the Disconnect Between Human Services and Transportation Agencies Using a Needs Assessment Model

8.1 Speaker 1: Stevie Greathouse, Capital Area Metropolitan Planning Organization

Bridging the Disconnect Between Human Services and Transportation Agencies Using a Needs Assessment Model – Speaker 1		
Presenter Name	Organization	City, State
Stevie Greathouse	Capital Area Metropolitan Planning Organization (CAMPO)	Austin, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Capital Area Regional Transportation Coordinating Committee (RTCC) Transportation Solutions Training Initiative
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Developed an inventory of transportation resources in the 10-County capital area. Conducted a survey targeted to case managers on their existing ability to provide transportation referral information. Developed and pilot tested transportation solutions training curriculum targeted to front-line workers.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> <u>Interim outcome</u>: on-line inventory of resources, results of case manager survey. <u>Desired outcome</u>: design and administration of training curriculum.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> Great information from a range of front line staff on their ability and needs with respect to providing mobility management for their clients. HHS agencies enthusiastic about building on the capabilities of the database and developing the curriculum.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> 2006 plan identified “overcoming eligibility barriers” as an action item. Capital area team tackled this topic at 2009 CTAAs transportation forum and identified development of transportation solutions training curriculum for front line staff as a way to help make eligibility barriers less apparent to consumers.

Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> Capital Area RTCC including hands on work by the RTCC Chair as well as staff of CAMPO, Travis County Health and Human Services, Capital Metro, CARTS, Community Action Network, CAPCOG staff, Faith In Action Caregivers staff, and Texas HHSC.
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Development of survey instrument. Administration of survey to front line workers. Inventory of Transportation Resources. Development of GIS boundaries for service areas. Creation of interactive web database of resources.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> Working to find a permanent home and update method for the service provider data, possibly in collaboration with 2-1-1. Initiating planning and development of curriculum. Plan to pilot test curriculum in FY 2013.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> Getting front line staff to take time to answer survey. Working with HHS staff to structure language of the survey; partnerships with agencies that got their case managers to fill out survey. Ensuring that providers weren't overlooked in the database. Following a lot of leads; identifying who at a minimum would be included (i.e. all Federal Transportation Administration (FTA) recipients and sub-recipients)
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> 2009 CTAA Forum and skit were particularly helpful.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> TxDOT continuation funding through CAMPO. In kind support from HHS agencies. CAPCOG. Capital Metro.

	<p>13. Were there challenges concerning funding? If so, how were these challenges overcome?</p>	
Outcomes and Evaluation	<p>14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?</p>	<ul style="list-style-type: none"> Once implemented, the project will allow these individuals to get important transportation referral information from the case managers and others who they are already working with for other services.
	<p>15. Who else benefitted from this project and how did they benefit?</p>	<ul style="list-style-type: none"> Many individuals and organizations will also be able to ultimately benefit from accessible, up-to-date information about the family of transportation resources in the region.
	<p>16. What evaluation measures were identified and used? Why were these measures used?</p>	<ul style="list-style-type: none"> Measures included in the survey which will be used to evaluate the effectiveness of curriculum: <ul style="list-style-type: none"> How comfortable do you feel providing your clients with information about transportation options? How often do you ask your clients how they traveled to your agency? If your clients report that they do not use public transportation, what are the reasons that they commonly report?
Advice to Share	<p>17. What lessons learned do you have to share with others?</p>	<ul style="list-style-type: none"> Doing it right takes time. Partnerships are key. Need to seek expertise from folks who understand the needs / language of survey takers when developing surveys.
	<p>18. What are the top three things to be aware of if someone desires to replicate this project?</p>	<ul style="list-style-type: none"> Project is still a work in progress Different partnerships will likely make sense in different regions.
	<p>19. Do you have additional advice to share with those seeking to replicate this project?</p>	<ul style="list-style-type: none"> May want to find a home and strategy for maintaining the transportation resource database before gathering the data. Data can get out of date quickly.
	See also a PowerPoint presentation in Appendix C	

Questions/Comments	Answers
1. What's the next step?	1. We invited United Way and 211 to attend our meetings in order to improve that relationship. These agencies were asked to provide the database component, help develop the curriculum, and identify agencies to pilot test on case managers. We will consider a Webinar to increase access.
2. How receptive are HHS agencies?	2. They are very receptive to it particularly those on our RTCC committee. Our region has HHSC and DARS support (both on our committee).
3. One commenter outlined a program called Map-onics. This project maps 211 calls and overlays them on a map to show geographically where calls come from. It can also overlay providers, and show where the greatest assets and liabilities are.	
4. The map of your service area shows some areas of no service.	4. Some areas are limited. We have a special CARTS service in Round Rock; and in Cedar Park, the Austin Community College (ACC) campus negotiated with Capital Metro.
Discussion Summary Once implemented, the project will allow individuals to get important transportation referral information from the case managers and others with whom they are already working to provide other services.	

8.2 Speaker 2: Jeanie Teel, Faith In Action Caregivers – West Austin

Breakout Session E		
Bridging the Disconnect Between Human Services and Transportation Agencies Using a Needs Assessment Model – Speaker 2		
Presenter Name	Organization	City, State
Jeanie Teel - provided additional information for Stevie Greathouse.	Faith In Action (FIA) Caregivers - West Austin	Austin, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Faith In Action Caregivers is both a transportation provider and a health and human services provider.
	2. What is a brief description of the project?	
	3. What is the outcome of the project?	
	4. Why is this project considered successful?	
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> We are an alternative transportation provider and we need to consider the needs of our consumers and we bring a different perspective to transportation planning. We serve a multi-county area and are based on a Robert Wood Johnson Foundation (RWJF) model. We provide a tremendous amount of transportation to 60 year olds and older that live in one of our service areas.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	

	<p>7. Describe key activities that occurred to plan and carry out this project.</p>	<ul style="list-style-type: none"> • There are 23 interfaith caregiver programs in Texas. • We can provide curb-to-curb, and door-to-door services. • Our volunteers wait for the duration of the appointment, and can take consumers shopping. • Our volunteer drivers are special and have driven consumers to physical therapy, pharmacies, grocery stores, banks, libraries, beauty shops, bowling, and funerals. • We provide quality of life rides that are both life maintaining and life enriching.
	<p>8. Are there activities that continue to this day to support this project? If so, describe.</p>	<ul style="list-style-type: none"> • We provide transportation services that cover rural, suburban and urban areas including Alzheimer respite centers. • From a human services provider perspective, the Capital Area Regional Transportation Coordinating Committee Project in Action already has an inventory of human services and transportation providers that is helpful in keeping clients mobile. • To keep clients mobile we need to provide good resources to them through mobility management training. It is important to be able to show them transportation options and determine the best fit for them.
Barriers	<p>9. What obstacles or barriers had to be overcome and how was this achieved?</p>	<ul style="list-style-type: none"> • If HHS providers find an anomaly such that an individual does not fit into the current service availability, it is important to pass that information along. This information can be used to fill gaps.
	<p>10. What trust-building activities took place to move this project forward?</p>	
	<p>11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?</p>	

Funding	12. What funding source was used to support this project?	
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • It is important that our region invited alternative transportation providers to the planning table as we fill a gap. We have a seat on the coordinating board. • It is important to have an inventory of services for the entire region as we have people calling from surrounding counties requesting information about transportation availability and mobility management training. • We develop individual transportation plans. These plans are not long and ask about how often our consumers need transportation, for how long and whether assistance is needed to make a referral. • We used our plan to show areas needing service in the grant application.
	18. What are the top three things to be aware of if someone desires to replicate this project?	

	19. Do you have additional advice to share with those seeking to replicate this project?	
Questions/Comments		Answers
None		None
Discussion Summary It is important to bring all partners to the table for planning including alternative transportation providers. Alternative transportation providers can represent and provide perspective from their clients on transportation needs.		

8.3 Speaker 3: Bob Schwab, El Paso County

Breakout Session E		
Bridging the Disconnect Between Human Services and Transportation Agencies Using a Needs Assessment Model – Speaker 3		
Presenter Name	Organization	City, State
Bob Schwab	El Paso County	El Paso, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Dialysis transportation plan resulted from the Updated Regional Plan needs assessment which identified a pace of dialysis transportation growth that will outstrip resources.
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Develop a plan to address dialysis transportation coordination, clinic selection, scheduling, passenger experience, and funding.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> The needs assessment is completed and a dialysis plan in progress.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> The assessment revealed many transit gaps and a dialysis plan is underway, so at this point there is a focus on the issue
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> Rapid growth in dialysis transportation demand and the percentage of demand-response services devoted to dialysis.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> Transportation providers, medical transportation program, area agency on aging, centers for independent living, insurers, doctors, and dialysis clinics.
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> For the Updated Regional Plan Needs Assessment: Engaging health and human services agencies in the planning process is critical. We had a 2.5 hour meeting with providers to drill down and understand needs including who they serve, how their clients get to services, and has lack of mobility affected their clients. We problem solve mobility management issues including defining the problem and finding a unique solution to address a particular issue. Our comprehensive needs assessment includes:

Barriers		<ul style="list-style-type: none"> ○ Simple 2-page survey ○ Face-to-face interviews with every organization that responded to survey ○ Drill down their responses to get useful information ○ The lack of awareness of transportation resources was the biggest finding ○ Much of the information gleaned in that process was to identify specific issues, and we were able to identify resources to address those issues. • An outcome of that needs assessment was: <ul style="list-style-type: none"> ○ Recognition of growth of demand and impact on transit providers and transportation funders resulted in the establishment of a workgroup and development of a work plan.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> • Yes. Study of dialysis transportation issues by a third party, developing patient and doctor education materials, developing mechanism to assign trips more efficiently, and identifying resources to support growth in dialysis transportation costs. Every year we hold funding forums where we, as the lead agency, provide background information, encourage responses consistent with regional plans, and insist that applicants use non-redundant solutions so that we are not duplicating efforts.
	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> • There was limited time of stakeholders to devote to this project. We had to be persistent. • There were suspicions of dialysis clinics that had to be overcome. • There were confidentiality concerns, so we had to do careful planning and make sure we had proper permissions and releases. <ul style="list-style-type: none"> • We were facing a crisis with End Stage Renal Disease (ESRD) increasing and had to organize a work group to address this issue by: <ul style="list-style-type: none"> ○ Considering trip reassignment to make better use of resources. ○ Patients are often not their own best advocates so we needed to teach patients how to be better advocates, (e.g., teach them they can question their clinic assignment). ○ Educated doctors about clinic assignments and the need to consider

		<p>patient convenience factors.</p> <ul style="list-style-type: none"> ○ Rapid growth of disease so we need to identify additional funding to support dialysis transportation. Consider approaching private insurers about covering medical transportation expenses. ○ We needed more medical professionals involved to understand issues and to better serve patients.
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> • Met with clinics to assist them with their need to develop an emergency response plan.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> • Center for Independent Living • Area Agency on Aging • Transportation Providers • There are stakeholders who are actively involved in on-going transportation coordination.
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> • Regional transportation coordination planning grant and supplemental transportation coordination grant.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> • Yes. Upon launching the original planning activity, we quickly learned we needed information that was not available in the research literature and were able to secure supplemental funding to contract for an academically based study.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> • While still in progress, our goal is to decrease trip distances and wait times, add more choice to dialysis scheduling, and generally improve the passenger experience.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> • Changes are not yet implemented.
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> • Change in travel time. • Change in wait times. • Higher satisfaction with dialysis treatment appointment time. • More resources available to support dialysis

		transportation cost.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • Plan early. • Anticipate delays, especially when dealing with corporate structures. • Rider preferences vary widely, and riders may develop loyalties that complicate solutions. • It is a constant challenge to involve human services agencies. If they don't find relevance at our stakeholder meetings, they will not come back. • May have to attend other agency meetings and provide information on the transportation component at their meetings. • This is an on-going process. There are always changes in the populations, providers and the lack of public awareness is a critical issue.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> • ESRD is growing rapidly and there is a higher incidence among Hispanics. • Persons with ESRD must receive hemodialysis, usually three days each week and most often cannot drive or use fixed-route transportation. • Dialysis clinics rely on transportation services so there is a mutual interest. Referring nephrologists may have a financial interest in clinics.
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none"> • Professional associations like the ESRD Network of Texas, National Kidney Foundation and others have an interest and may be helpful.
Questions/Comments		Answers
5. None		Not applicable
Discussion Summary The goals of this project are to decrease trip distance and wait times, add more options for dialysis scheduling, and improve passenger experience. The transportation needs assessment component of this project revealed many transit gaps. A dialysis plan is being developed to address dialysis transportation coordination, clinic selection, scheduling, and passenger experience and funding.		

9 Breakout F: Comparing and Contrasting Diverse Mobility Management Models

9.1 Speaker 1: Judy Telge, Coastal Bend Center for Independent Living

Breakout Session F		
Comparing and Contrasting Diverse Mobility Management Models – Speaker 1		
Presenter Name	Organization	City, State
Judy Telge	<ul style="list-style-type: none"> Coastal Bend Center for Independent Living (CBCIL) 	Corpus Christi, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Mobility Options for People with Disabilities Presentation Title: Mobility Management in a Consumer Controlled Model
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Demonstration and feasibility of consumer controlled vouchers (cost sharing) for people with disabilities in rural areas needing job-related transportation and utilizing mobility management
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Increase the availability of affordable, accessible transportation to increase access to jobs and education for people with disabilities in rural areas. Increase options to meet individual's needs, which will fill gaps in current rural transit models. The project deliverables included: <ul style="list-style-type: none"> A feasibility study on consumer controlled vouchers / cost sharing. Incorporated project findings into the 2011 regional transportation coordinated plan. Demonstrated increased employment and access to job-related activities for people with disabilities. Mobility management is key to outcomes.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> The demonstration is providing transportation to meet job and training schedules of people with disabilities living in rural areas. Mobility management is essential to that success.

	<p>5. What prompted this project (what was the need for the project)?</p>	<ul style="list-style-type: none"> Although affordable and mostly accessible, rural transportation did not meet the availability standard for people with disabilities needing employment-related trips at the times employers needed employees to work. Very few employers flex work schedules to meet the transit providers' service schedules. Gaps in transportation services to people with disabilities for non-medical trips (not a priority)
Process	<p>6. Who were the stakeholders or players involved in planning and carrying out this project?</p>	<ul style="list-style-type: none"> Consumers Disability advocates Organizations serving people with disabilities (vocational rehabilitation, coalitions) Workforce Solutions Employers Local and State TxDOT representatives
	<p>7. Describe key activities that occurred to plan and carry out this project.</p>	<ul style="list-style-type: none"> Project is determining feasibility of consumer-controlled approach using vouchers (cost-sharing) and mobility management. Key partner in this JARC grant is Workforce Solutions of the Coastal Bend.
	<p>8. Are there activities that continue to this day to support this project? If so, describe.</p>	<ul style="list-style-type: none"> Project still in effect. Partnerships strengthened with Workforce Solutions, Department of Assistive and Rehabilitative Services (DARS), Easter Seals Project ACTION Accessible Transportation Coalition (ATCI) – Access TEAM, and Employment Alliance for People with Disabilities. Some of these organizations attend Transportation Coordination Network meetings.
Barriers	<p>9. What obstacles or barriers had to be overcome and how was this achieved?</p>	<ul style="list-style-type: none"> Developing infrastructure took longer than anticipated. Lack of participation by rural transit provider was seen as a barrier initially but then the project moved forward with private providers that were able to meet consumer needs. New strategies needed to influence resistance to change and territorial issues.
	<p>10. What trust-building activities took place to move this project forward?</p>	<ul style="list-style-type: none"> Stakeholder advisory committee was established to influence acceptance, provide community input and oversight. Outreach was conducted to educate the targeted referral sources.

	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> • Disability advocates • Workforce Solutions • Transit-related individuals and organizations • Consumers • The Coastal Bend Council of Governments and Metropolitan Planning Organization, the previous lead agency, and TxDOT were supportive of this direction when discussion of need first initiated several years ago.
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> • JARC funds through TxDOT. • Cy Pres award for match. • Workforce Solutions' "Service to Workers Award" for this partnership.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> • It took Coastal Bend Center for Independent Living (CBCIL) three years before the match opportunity fell into place and JARC funding was identified as the appropriate source for what needed to be done.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> • CBCIL consumer base is people with disabilities (all disabilities, all ages); CBCIL assists them to achieve goals to live independently. • Mobility options are critical for people with disabilities; traditional public transportation models in this area do not focus on people with disabilities and employment-related transportation. • CBCIL's services and programs fill gaps in communities of the Coastal Bend.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> • Coordination will be a natural result of mobility management principles based in a consumer-controlled model. • Private providers have benefitted.
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> • Evaluation was not built into this two year project but is planned in subsequent years, if funded.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • We could have spent more time on devising education and outreach strategies to overcome resistance.

	<p>18.What are the top three things to be aware of if someone desires to replicate this project?</p>	<ul style="list-style-type: none"> • Consumers unmet needs must be the basis of the project. • Expect resistance when a project is not based in a traditional provider model and is a new approach. • Encourage a supportive role by TxDOT with the concept.
	<p>19.Do you have additional advice to share with those seeking to replicate this project?</p>	<ul style="list-style-type: none"> • Learn to apply principles of consumer control and mobility management and the model can be applied to any “hard to serve” population. • Having additional money does not always facilitate a new approach to an old problem! • Research shows that mobility management provides: <ul style="list-style-type: none"> ○ Advocacy for access to transportation services and increased resources, especially for individuals with disabilities ○ Brokerage of multiple transportation providers to meet consumer needs (including volunteers and church groups) ○ Connectivity of people to places that results in better coordination of resources when mobility management is utilized to meet needs of individuals. ○ You do not have to own the asset to provide the service! • Consumer control means the individual's needs not the needs of transit are the basis: <ul style="list-style-type: none"> ○ The individual is in charge of his / her life, not the transit provider (e.g. as in scheduling that does not meet needs). ○ Unmet needs/gaps are identified by individuals. ○ Aligns with good customer service. ○ Basis of independent living philosophy and centers for independent living philosophy. ○ CBCIL provides personal and systemic advocacy for individuals with disabilities. 51% of board and 50% of staff are persons with disabilities. ○ Services are based on consumer need: peer counseling, help people learn how to manage time, money, etc. • Transportation services should be affordable, accessible and available when needed.

		<ul style="list-style-type: none"> There is overall lack of connectivity between employment opportunities and rural housing.
	See also a PowerPoint presentation in Appendix C	
Questions		Answers
None		None
Discussion Summary This project goal is to address an unmet need of people with disabilities in rural areas. The Mobility Options Project resulted in increased availability of affordable and accessible transportation options to access jobs and education and demonstrated a consumer-controlled model using mobility management. This met consumer needs and provided a model to fill gaps in current rural transit service systems.		

9.2 Speaker 2: Janice Ferguson, Texas Workforce Commission

Breakout Session F

Comparing and Contrasting Diverse Mobility Management Models – Speaker 2

Presenter Name		Organization	City, State
Janice Ferguson		Texas Workforce Commission	Austin, Texas
Element	Questions	Key Discussion Points	
Overview	1. What is the name of the project?	<ul style="list-style-type: none">Texas Workforce Solutions Disability Navigator Initiative	
	2. What is a brief description of the project?	<ul style="list-style-type: none">Mission: Increase access to employment and training services and employment opportunities for job seekers with disabilities.The project establishes a disability-focused resource position within each local workforce area to facilitate systems change and staff development, improving the capacity of the workforce system to better meet needs of job seekers with disabilities and businesses.The disability navigator increases access, collaboration, and employment opportunities.Where we can overlap we do; and where we do not overlap, we connect.The disability navigator serves as a change agent that helps staff and is always looking for solutions.The disability navigator serves as a resource to staff, partners, community organizations, and businesses.The disability navigator is a problem solver, a relationship builder, and a team leader.	
	3. What is the outcome of the project?	<ul style="list-style-type: none">A position within each workforce area.New and rejuvenated interagency collaborative groups and relationships.New and ongoing staff training.Improved policy & processes.Improved access to services.Employers requesting information and assistance with accommodations, etc.Expanded involvement with business organizations.Disability navigators focus their efforts in three areas including:<ul style="list-style-type: none">Building workforce system infrastructure and capacityStrengthening collaborative working	

		<p>relationships with partners in the community</p> <ul style="list-style-type: none"> ○ Providing information and support to employers and business with regard to hiring, promoting, and retaining employees with disabilities.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> • Started in 2006 with 14 grant-funded positions, expanded statewide in 2009, and ongoing. • Transitioning to local workforce board leadership and funding.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> • Workforce offices and services need to be universally accessible. • Staffs need to be more knowledgeable and confident. • Systems / staff need to work more closely together to meet customer needs.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> • Initial grant came from the United States Department of Labor (USDOL), with project input from the Social Security Administration (SSA). • State project – Texas Workforce Commission and participating workforce boards with input from Health and Human Services Commission (HHSC) enterprise agencies. • Local workforce boards with service provider management; collaboration with community organizations/agencies.
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> • Conference calls/meetings to establish purpose, focus, and expectations; flexibility is in how job is accomplished, not what the position/function is. KD: Delete following white space
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> • Statewide conference calls monthly. • Regional roundtables periodically. • Statewide network meeting yearly. • Communications network.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> • Since it was a new function within the local area and one not directly tied to performance measures, informing and securing support from leadership and management was important. • Informing and establishing trust with staff and among partners.
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> • Collaborative meetings at the local and state levels.

	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> • Workforce Board leadership and the position's management.
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> • Federal grant from USDOL to initiate; state level workforce funds, Workforce Investment Act (WIA) and Temporary Assistance to Needy Families (TANF), to expand and sustain to date.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> • Yearly challenge to secure support to enable the positions to become rooted within the local workforce system. • Discussions with key leadership by regularly providing examples of progress and positive contributions within the workforce system.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> • Informing staff of options, resources, services to improve their abilities to serve/inform customers. • Problem solving with / for specific individuals, and businesses. • Knowledge of community issues and problem solving with partners. • Participation in community and regional planning meetings.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> • Community organizations/partners. • Other workforce areas.

	<p>16. What evaluation measures were identified and used? Why were these measures used?</p>	<ul style="list-style-type: none"> Progress indicators include: <ul style="list-style-type: none"> Workforce Center accessibility including programmatic, physical, and communication. Increase use of centers and services by job seekers with disabilities. Trained staff and expanded resources. Interagency partnerships and an integrated approach to service delivery. Marketing and information to the disability community. Information to / for businesses to increase their capabilities. Referral processes and tracking results. Customer satisfaction and plans for sustainability.
Advice to Share	<p>17. What lessons learned do you have to share with others?</p>	<ul style="list-style-type: none"> Building a supportive resource and communication network is key. Focus on connectivity of systems / services. Maintain a non-territorial complementary services perspective that is not programmatic.
	<p>18. What are the top three things to be aware of if someone desires to replicate this project?</p>	<ul style="list-style-type: none"> Success factors: <ul style="list-style-type: none"> Leadership places a priority on improving universal access and communicates support for the function / position. Management understands the systems development and capacity building function and enables the navigator to do the work. Navigator is self-directed and has personal initiative and commitment to ongoing learning. This effort is contributing to the overall network by connecting daily and monthly through meetings and round tables, and sharing best practices.
	<p>19. Do you have additional advice to share with those seeking to replicate this project?</p>	<ul style="list-style-type: none"> There is a return on investment (ROI) with sustainable business practices including: <ul style="list-style-type: none"> Coordinated planning for customers with specific or multiple needs. Connected workforce solutions and partner staff. Improved communication and referral processes. Co-located staff in workforce solutions offices. Partner services and resource information in customer orientations.

		<ul style="list-style-type: none"> ○ Information packets, desk aids, and convenient references. ○ Americans with Disabilities Act (ADA) booths and accommodations at job fairs. ○ Targeted and inclusive workshops. ○ New employee and ongoing staff training includes disability information. ○ Training exchange with staff and community • Transferable strategies include: <ul style="list-style-type: none"> ○ Establish and maintain a common understanding. ○ Create a team perspective. ○ Build and reinforce information sharing. ○ Use multiple communication methods. • Workforce Solutions is your partner. Invite them to your table.
	See also a PowerPoint presentation in Appendix C	
Questions		Answers
1. Is it possible that a disability navigator can also be a disability manager?		1. The disability navigator would work with the disability manager.
Discussion Summary The project establishes a disability-focused resource position within each local workforce area to facilitate systems change and staff development, as well as improve the capacity of the workforce system to better meet needs of job seekers with disabilities and businesses.		

9.3 Speaker 3: Doug Birnie, Federal Transit Administration

Breakout Session F

Comparing and Contrasting Diverse Mobility Management Models – Speaker 3

Presenter Name		Organization	City, State
Doug Birnie		Federal Transit Administration	Washington, D.C.
Element	Questions	Key Discussion Points	
Overview	1. What is the name of the project?	• United We Ride.	
	2. What is a brief description of the project?	• Mobility management is a market driven customer service. • Orientation in market driven services that are customer driven. • Work effectively with taxpayers.	
	3. What is the outcome of the project?	• Increased collaboration between federal agencies who provide transportation funding in support of their programs. As the “transit” agency, the Federal Transit Administration serves as the lead agency in this effort.	
	4. Why is this project considered successful?	• We are seeing increased collaboration between public transit agencies and those offering human services and workforce programs. Dollars are spent more efficiently and consumers’ transportation needs are more effectively met.	
	5. What prompted this project (what was the need for the project)?	• United We Ride (UWR) is a federal interagency initiative aimed at improving the availability, quality, and efficient delivery of transportation services for older adults, people with disabilities, and individuals with lower incomes. • The United We Ride initiative was started by the Coordinating Council on Access and Mobility (CCAM), an 11-agency federal council established by President George W. Bush by Executive Order in 2004. The CCAM oversees activities and makes recommendations that advance the goals of the Order: simplify customer access to transportation, reduce duplication of transportation services, streamline federal rules and regulations that may impede the coordinated delivery of services, and improve the efficiency of services using existing resources.	

Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> The federal agencies collaborate on projects. Under the United We Ride banner, FTA has issued several national calls for competitively awarded projects. <i>Editorial note:</i> A Texas project matching transit agencies with human service case workers is the topic of Breakout A.
	7. Describe key activities that occurred to plan and carry out this project.	
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> The Council continues to meet. The Veterans Administration has recently become very engaged in Council activities.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	
	10. What trust-building activities took place to move this project forward?	
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	

Funding	<p>12. What funding source was used to support this project?</p>	<ul style="list-style-type: none"> • The federal reauthorization bill for transportation, best known by its acronym SAFETEA-LU introduced mobility management as a recognized activity. <ul style="list-style-type: none"> ○ Made mobility management activities a capital expense with an 80 / 20 match. ○ Available in all Federal Transit Administration (FTA) federal formula programs. ○ Can be matched with non-TxDOT program funding. ○ Temporary Assistance for Needy Families (TANF) funds can be used for match. ○ Can be funded from allocated programs including the FTA Section 5311 rural program and Section 5310 capital program for elderly individuals and persons with disabilities. • Agencies are eligible to receive this funding by getting the right people around the planning table including customers, consumers, agencies that provide transportation and agencies that fund transportation. • Eligible expenses include: <ul style="list-style-type: none"> ○ Support for the development of a coordinated plan. ○ Partnership building. ○ Brokerages. ○ One stop / one click transportation centers. ○ Travel navigators. ○ Travel training. ○ Integrated Transportation System (ITS) technologies. ○ Social media where it is possible to hold an extended town hall meeting. ○ Continuous work groups.
	<p>13. Were there challenges concerning funding? If so, how were these challenges overcome?</p>	<ul style="list-style-type: none"> • We are trying to figure out how to coordinate all these federal programs. • If you want the federal programs to work together, you have to let their dollars work together. • Rural programs, special human services programs, and New Freedom programs are all funding mobility management.

Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> These are the types of individuals served by the agencies in the Coordinating Council. Improving their access to transportation and their options on how to travel is a core mission of the Council.
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> Measures vary by project. www.UnitedWeRide.gov has links to reports to the president.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> The BORPSAT is the key to launching a successful project – a bunch of the right people sitting around the table.
	18. What are the top three things to be aware of if someone desires to replicate this project?	
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none"> The kinds of projects that we can fund include: <ul style="list-style-type: none"> Support for the development of a coordinated plan. Partnership building. Brokerages. One stop / one click transportation. Mobility management functions include: <ul style="list-style-type: none"> Policy Coordinators who can solve problems. Operations Coordinators who act as brokers and receive calls from individuals. Customer travel navigators who place themselves in the customer system to work with case managers and providers to solve policy and institutional issues.
	See also a PowerPoint presentation in Appendix C	

Questions	Answers
1. What is in it for me? How has funding non-transportation providers in mobility management best been accomplished? How do you make sure they stay on the same table?	1. Train someone in agency to perform mobility management as it is tough to get people who are already trained. Create a network where mobility managers are in the neighborhood and ask how things are working. You could establish a transportation co-op in the neighborhood. We are using technology and social media with veterans using Department of Labor (DOL) funding in veterans sites. We want to get customers involved. Bring people in who have not been to the table before.
2. Is the Veterans Administration (VA) restricting dollars to the VA only?	2. They are transporting any veteran to a medical facility.
Discussion Summary There are opportunities for federal funding for mobility management models.	

9.4 Speaker 4: Amy Conrick, Community Transportation Association of America

Breakout Session F		
Comparing and Contrasting Diverse Mobility Management Models – Speaker 4		
Presenter Name	Organization	City, State
Amy Conrick	Community Transportation Association of America	Washington, D.C.
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Models of systems level mobility management.
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Creating a model framework at a system level begins with conversations. Several system level models were highlighted including: <ul style="list-style-type: none"> Oregon – local level ride connection with advisory and regional coordinating committees. Essex County, New York – transportation subcommittee. Waco, Texas – regional coordinating committee. California – community action agency outreach. Washington State – held a veterans summit. Nebraska and Colorado – have statewide coordinator councils and non-traditional partners.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Highlighted several success stories including: <ul style="list-style-type: none"> Essex County, New York – added one small new service at a time including a call center. AmeriCorps volunteers staffed the call center. Arrowhead, Minnesota – created a rideshare program. Ben Franklin Transit – provides a mid-day service and use a taxi for the first mile and the last mile. The bus driver radios ahead and the taxi is waiting to take people to their neighborhoods. Alger County Transit, Michigan – got a local hospital to provide \$3,000 per month for transportation. Massachusetts Action – provide a mini van shuttle to and from rail stations and used a community innovations challenge grant to

		<ul style="list-style-type: none"> establish a centralized dispatch system. ○ Ride Connection service center – developed a toolkit that can be found at www.onecalltoolkit.org. ○ Outreach Mobility Management Center – provides a holistic approach to connecting clients to transportation and social services. More information can be found at www.outreach1.org/public/OutreachMobilityManagementPlanningStudy.pdf.
	4. Why is this project considered successful?	
	5. What prompted this project (what was the need for the project)?	
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	
	7. Describe key activities that occurred to plan and carry out this project.	
	8. Are there activities that continue to this day to support this project? If so, describe.	
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	
	10. What trust-building activities took place to move this project forward?	
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	

Funding	12. What funding source was used to support this project?	
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	
Advice to Share	17. What lessons learned do you have to share with others?	
	18. What are the top three things to be aware of if someone desires to replicate this project?	
	19. Do you have additional advice to share with those seeking to replicate this project?	
	See also a PowerPoint presentation in Appendix C	
Questions		Answers
None		None
Discussion Summary		
This presenter highlighted several successful systems level mobility management models.		

10 Breakout G: Mobility Management Performance Measures

10.1 Speaker 1: Meredith Highsmith, Texas A&M University – Texas Transportation Institute

Breakout Session G		
Mobility Management Performance Measures		
Presenter Name	Organization	City, State
Meredith Highsmith	Texas A&M University-Texas Transportation Institute (TTI)	Austin, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Performance Measures for Public Transit Mobility Management
	2. What is a brief description of the project?	<ul style="list-style-type: none"> A framework for success for mobility management includes developing a vision, mission, goals, objectives, desired outcomes, and performance measures.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> The definition of mobility management varies from agency to agency. It is about ideas and innovation. It embraces the whole family of transportation options, emphasizes movement through a wide range of services, and works to achieve efficiency. It must demonstrate sustainability.
	4. Why is this project considered successful?	
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> The state of mobility management practice includes many different programs but with similar, shared goals. All goals need performance measures.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	

	<p>7. Describe key activities that occurred to plan and carry out this project.</p>	<ul style="list-style-type: none"> • Goals describe what mobility management is trying to accomplish. There should be overall value, align with customer goals and expectations, and provide context for what you are trying to accomplish. • Objectives describe what your program is seeking to achieve. Objectives should be specific, measureable, attainable, realistic, and time oriented (SMART). • Outcomes describe the impact of the program and determine what objectives have been met and what change you are measuring. • Performance measures define what is important to the program including an evaluation against baseline data. Performance measures can be both quantitative and qualitative. The five major types of performance measures include: <ul style="list-style-type: none"> ○ Input measures ○ Process measures ○ Output measures ○ Outcome measures ○ Impact measures
	<p>8. Are there activities that continue to this day to support this project? If so, describe.</p>	
Barriers	<p>9. What obstacles or barriers had to be overcome and how was this achieved?</p>	
	<p>10. What trust-building activities took place to move this project forward?</p>	
	<p>11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?</p>	

Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> TxDOT funding was used to support research conducted by Sam Houston State University, Texas Southern University, and TTI.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	

Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • Research report includes 20 best practice examples. • Three were highlighted during the presentation including: <ul style="list-style-type: none"> ○ City of Berkley: Developed specific goals, provided choices, developed handouts for transportation options, and identified political champions. ○ Community Transportation Association of Idaho: While not a transportation provider, they built partnerships among partners, advocates, and stakeholders; improved efficiencies; advocated for improved connectivity, and established brand and marketing scheme. ○ Tri-Met Oregon: Used three different approaches to manage regions mobility needs and established a Transportation Management Association. • Lessons learned from national case studies included the need for creative, sustainable funding sources, a focus on the impact of programs, and the need for more qualitative measures specific to mobility management (not just transit measures).
	18. What are the top three things to be aware of if someone desires to replicate this project?	
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none"> • Mobility management goals identified by the research included: <ul style="list-style-type: none"> ○ A focus on the individual. <ul style="list-style-type: none"> a. Provide customer driven transportation services. b. Develop and offer services to meet individual needs. c. Focus on quality of service. ○ Improve coordination. ○ Promote accessibility and livability ○ Ensure diversity in products and services ○ Foster education and awareness ○ Promote financial sustainability ○ Ensure safety and security
	See also a PowerPoint presentation in Appendix C	

Questions	Answers
1. Are you seeing more Texas providers utilizing performance measures?	1. Some regions have great performance measures. The Golden Crescent regional coordination plan includes four or five performance goals and will provide a good framework for consideration.
2. Performance measures take a lot of time. How many do you recommend?	2. Recommend that you keep it real, simple, and small initially. Suggest you start with three basic goals only.
3. Is there an easier way to do it than an Excel spreadsheet?	3. Recommend that you keep it simple. You could use your regional coordination meetings to establish your goals / objectives and then review performance measures every six to twelve months with an annual report to stakeholders.
4. How many organizations did you look at in the research?	4. The research looked at regional models and twenty-eight mobility management systems nationwide (none in Texas).

Discussion Summary

This project is funded by TxDOT through a research grant entitled: “Performance Measures for Public Transit Mobility Management.” The presentation outlined a strategic planning process that included a framework for the development of a vision, mission, goals, objectives, desired outcomes, and performance measures.

Report Availability

Download from <http://tti.tamu.edu/documents/0-6633-1.pdf>



11 Breakout H: How to Engage New and Non-Traditional Partners, Including Taxi-Cab Companies

11.1 Speaker 1: Vernon Chambers, Harris County RIDES

Breakout Session H		
How to Engage New and Non-Traditional Partners – Speaker 1		
Presenter Name	Organization	City, State
Vernon Chambers	Harris County RIDES	Houston, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Harris County RIDES – a coordinated approach (RIDES is a name, not an acronym)
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Contracted service using taxi cabs and small local providers as non-traditional partners to provide demand response service to clients. Manage contracts with the three major taxi companies and four shared ride van services.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Fills in the gaps in services in the community. Flexible service More choices for clients 24/7 services including holidays and nights Able to provide a “seat” for everyone since 2003 Utilize decentralized scheduling to reduce overhead Aid small transportation providers with marketing to help grow customer base Provide cost effective services Categories of trips include seniors, senior citizen programs, assisted living centers, short-term disabilities, personal care home clients, and veterans.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> Bridges agencies with providers Fills transportation needs in community and provides discounted services Eliminates duplication of service Agencies can focus on their service instead of transportation Dependable service Provider benefits including: <ul style="list-style-type: none"> Able to fill otherwise empty seats RIDES program does outreach for new clients Additional monthly income

	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> • Needed weekend and evening service • Clients wanted discounted options • Clients wanted more convenient service • Clients wanted options
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> • Area Agency on Aging • City of Houston • Metropolitan Planning Organization (MPO) • County Government • MHMRA of Harris County • American Red Cross • Non-Profits • Department of Aging and Disability Services (DADS) • Houston METRO (transit agency) • Small local transportation providers • Taxi companies
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> • Formed a Transportation Coordinating Council comprised of stakeholders. • Study conducted by consultant to document need for an alternative, more client centered program. • Initial funding secured for a pilot project. • Support of MPO and METRO.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> • On-going community outreach and participation. • Still hold provider meetings at least twice a year or as needed and everyone supports each other. • Active in regional planning and coordination • Developed program guidelines including: <ul style="list-style-type: none"> ○ No trip purpose required ○ Restricted to Harris county with defined exceptions ○ Taxi Service – same day service with 90 minute notice ○ Shared ride subscription service for scheduled appointments ○ Clients pay with fare card ○ Shared ride minimum of \$ 6 (1-3 miles) and maximum \$ 42 (20 mile plus anywhere in Harris County) ○ Taxi Cab ride based on meter rate with a maximum of \$ 48 • RIDES responsibilities include: <ul style="list-style-type: none"> ○ Training on program guidelines ○ Training on billing system ○ Provide database of RIDES eligible clients

		<ul style="list-style-type: none"> ○ Provide / distribute fare cards ○ Provide on-going assistance to providers and clients ○ Provide assistance with billing issues ○ Monitor contractors for insurance vehicle maintenance • Provider responsibilities include: <ul style="list-style-type: none"> ○ Provide on-going driver training ○ Initially accept paper vouchers for fare ○ Provide an interface with RIDES electronic fare card system ○ Accept standardized fare structure ○ Taxi companies must follow city ordinances of licensing ○ Meet standard insurance requirements ○ Provide a special phone number for RIDES clients
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> • Shared ride providers agree to standard pricing structure although they were used to setting their own prices for services. • All providers had to agree to a minimum payment period thirty days in arrears of service delivery. • Established insurance requirements for shared ride providers.
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> • Regular scheduled planning meetings of Coordination Council. • Inclusion of providers in planning. We asked what would work for you to participate in the program. What are your needs?
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> • Local MPO organization • The project champion, County Judge Robert Eckels, called stakeholders together and requested support of the program. • Office served as fiscal agent for pilot project named Harris County Coordinated Transportation Program

Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> Initial funding source was Section 5310, Elderly and Disabled (\$40,000 for purchase of service). Administration was funded by special non-federal grants written by leading stakeholders.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> Need for sustainable funding sources. We have applied for FTA dollars. Need for match dollars for other federal grant funding. Multiple funding sources may be needed for client base. New Freedom and 5307 funds for areas outside of METRO service area.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> Provides dependable, flexible service. 24 hours / 7 days week. Provides transportation for any kind of trips / not just medical. Promotes independence by requiring client to make own reservations. Promotes customer choice of how they want to travel either by shared ride or taxi service.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> Any non-profit agency. Individuals that fit eligibility criteria. RIDES serves non-ADA eligible clients including temporary disabilities, (e.g., cancer patients, or people with temporary mobility issues).
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> Customer satisfaction surveys conducted to measure service quality, deficiencies, and solicit input from users. Added customer comment page on website.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> Technology can help with billing. Implemented electronic fare card. Program assists clients if they have difficulty making reservations with providers. Repeat driver training on program procedures is imperative to address turnover.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> Negotiate cap standard pricing / fares for taxis otherwise this might be abused. For large taxi companies, request special telephone number for your clients to call into for reservations. In taxi company scope of services, you need to incorporate existing city ordinances for monitoring and service criteria.

	<p>19. Do you have additional advice to share with those seeking to replicate this project?</p>	<ul style="list-style-type: none"> • Don't reinvent the wheel if you don't have to! • Use all available existing resources including taxi company and shared ride providers, dispatching, and scheduling. • Fare structure design drove desired choice behavior for selecting shared ride or taxi. For long trips most clients use shared ride and for short trips most use taxi.
	See also a PowerPoint presentation in Appendix C	
Questions/Comments		Answers
1.	How big is your budget?	1. \$1.8 million
2.	Does your program actually provide transportation service?	2. Yes, we try not to duplicate any services.
3.	How many subcontractors do you have?	3. We have seven subcontractors.
4.	Do clients pay when they get on the bus?	4. The bus fee is deducted from the electronic card.
<p>Discussion Summary</p> <p>This project was developed to address gaps in transportation services in Harris County. The RIDES program targets primarily seniors and people with disabilities and some low income audiences and covers large service areas, including some areas in Harris County where there were previously no services available. The program contracted with existing transportation resources to provide the services.</p>		

11.2 Speaker 2: Shawn Clark, Golden Crescent Regional Planning Commission

Breakout Session H

How to Engage New and Non-Traditional Partners – Speaker 2

Presenter Name		Organization	City, State
Shawn Clark		Golden Crescent Regional Planning Commission (GCRPC)	Victoria, Texas
Element	Questions	Key Discussion Points	
Overview	1. What is the name of the project?	• Gulf Coast Regional Planning Commission (GCRPC) Inteplast Vanpool	
	2. What is a brief description of the project?	• GCRPC provides vanpool services to the Inteplast plastics plant in Lolita. • GCRPC provides services from Victoria (2 routes) and Bay City (1 route, 2 buses) • Inteplast provides 50% of operations and 20 % capital funding. • Interplast purchased a 30 foot bus to implement the service. • GCRPC received a three year Job Access Reverse Commute (JARC) grant for the project.	
	3. What is the outcome of the project?	• Increased access to employment outside of Victoria and Bay City. • Reduced turnover rate at the Inteplast plant.	
	4. Why is this project considered successful?	• Inteplast's turnover rate has been reduced by almost half. • Employees in Victoria and Bay City with limited access to transportation have better access to the workplace. • Project benefits include: <ul style="list-style-type: none">Community benefitsImproved delivery of transportation servicesEconomic development of region • New partnerships opportunities including: <ul style="list-style-type: none">GCRPC has been approached by other employees hoping to replicate programTwo have shown interest but have not identified fundingCaterpillar has shown interest for new plant in Victoria to open in mid 2012 as employees will commute from several countiesCaterpillar is seeking a green certification and public transportation is	

		a necessary element
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> • Inteplast saw that a large part of the employee turnover was due to workers not having access to transportation, or not willing to shoulder the costs of driving 100+ miles round trip each day to work.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> • GCRPC and Inteplast
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> • Inteplast approached GCRPC about services available to them for employee transportation.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> • GCRPC provides drivers and vehicles for the service, and keeps in regular contact with Inteplast regarding need for expansion in current routes or possible future routes.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> • Cost: Inteplast has budgeted a significant amount of funding for their share of the cost. • Vehicle storage: GCRPC has partnered with the City of Bay City and Friends of Elder Citizens in Bay City for storage of our vehicles that run our Matagorda County route.
	10. What trust-building activities took place to move this project forward?	
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	

Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> • JARC • Operations match from Inteplast • Capital match from transportation development credits • In-kind match for vehicle housing
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> • Inteplast recognizes that their higher employee turnover was costing them more than what they put into the vanpool service.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> • Inteplast employees without reliable transportation now have reliable access to their workplace.
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures use?	<ul style="list-style-type: none"> • Passenger trips per revenue hour • Passenger trips per revenue mile • Operational expense per revenue hour • Operational expense per revenue mile • Inteplast employee turnover rate
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • Transit agencies provide unique expertise that can remedy employer needs in ways they might not recognize. • Do not be afraid to try something new when a problem or need presents itself. • Turn burdens into benefits when money spent saves money in the end.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> • Partners have to make a commitment to every project so you have to convince them it is worth it. • Find the benefit for your partners (or help them find it themselves) and determine if the benefit outweighs the cost. • A lot of people, outside of transit and government, think grants money equals free. It will take a lot of convincing on your part to prove to them there is still a cost.

	19. Do you have additional advice to share with those seeking to replicate this project?	
	See also a PowerPoint presentation in Appendix C	
Questions/Comments		Answers
1. What happens when the JARC funding expires? Will you be able to continue the program?	1. Probably not, we will have to end the service but we are always looking for something.	
Discussion Summary This project is funded through the Job Access Reverse Commute (JARC) grant program. It is a three-year project. It started in 2006 for the purpose of developing a regional coordination plan, specifically rural transportation. Employees of Interplast were having a hard time finding reliable transportation. GCRPC partnered with Interplast Group to develop a vanpool program for employees in 2008.		

11.3 Speaker 3: Lynda Woods-Pugh, Ark-Tex Council of Governments

Breakout Session H		
How to Engage New and Non-Traditional Partners – Speaker 3		
Presenter Name	Organization	City, State
Lynda Woods-Pugh	Ark-Tex Council of Governments	Texarkana, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	
	2. What is a brief description of the project?	<ul style="list-style-type: none"> • Provide transportation services for Bowie and surrounding counties. • Contract with local providers and not reinvent the wheel. • Have 24 hour scheduling with cab companies via email. • Monitor cab company licensing. • Negotiate vehicle maintenance discounts with local providers. • Have developed partnerships with in-kind benefits including Bowie County adult probationers wash cars twice a month.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> • Developed a memorandum of understanding with cab companies that operate 24 / 7. • Developed a vendor agreement. We get bids and award to lowest. • Do our own maintenance. • Recognize donations for service and request at least three percent and some people donate up to thirty percent.
	4. Why is this project considered successful?	
	5. What prompted this project (what was the need for the project)?	
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	

	7. Describe key activities that occurred to plan and carry out this project.	
	8. Are there activities that continue to this day to support this project? If so, describe.	
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	
	10. What trust-building activities took place to move this project forward?	
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	
Funding	12. What funding source was used to support this project?	
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	
	15. Who else benefitted from this project and how did they benefit?	

	16. What evaluation measures were identified and used? Why were these measures used?	
Advice to Share	17. What lessons learned do you have to share with others?	
	18. What are the top three things to be aware of if someone desires to replicate this project?	
	19. Do you have additional advice to share with those seeking to replicate this project?	
Questions/Comments		Answers
1. How do you handle drug and alcohol clients?		1. Allied Compliance handles.
2. For the taxicabs that offer service, if they have a no-show, do you still pay taxicab?		2. No.
3. Have you noticed difference in fares?		3. For short distances of 4-5 mile trip, we make sure cabs have more than one person in cab.
4. How have your companies dealt with going out 50-60 miles?		4. We sat down and negotiated long distance trips. With the cab companies, we negotiated on volume of trips and pay approximately \$ 40 for a one-way trip. Negotiated trip fee.
5. Do you have a top fare?		5. We have no ceiling. We negotiate fares.
6. Who does the scheduling?		6. We do 24 hour scheduling.
7. Have you had compliance issues? What was resolution? What is a future consideration to bring taxi cap companies back?		7. We monitor compliance quarterly. There were 2 cab companies in Texarkana but one of the cab companies did not do background checks or have drug / alcohol policies so we dropped them as a provider. They have not approached us to bring them back as a provider.
Discussion Summary The program is designed to provide transportation services to shift workers through memorandum of understanding with cab companies.		

12 Plenary Session: Issues and Trends in Regional Planning – An Overview of Texas’ Newly Updated Regional Plans

Meredith Highsmith, Texas Transportation Institute

Stakeholders in most of Texas’ 24 planning regions recently completed updates to their respective coordinated public transit – human services plan. The Texas Department of Transportation charged the Texas Transportation Institute (TTI) to examine the plans for common themes, trends, best practices and innovations. The presentation on the PowerPoint slides in Appendix C summarizes the initial findings.

See also a PowerPoint presentation in Appendix C

13 Breakout I: Finding Match – A Research Project

13.1 Speaker 1: Martha Garcia-Opersteny, Texas A&M Public Policy Research Institute

Breakout Session I		
Finding Match – A Research Project		
Presenter Name	Organization	City, State
Martha Garcia-Opersteny	Texas A&M Public Policy Research Institute (PPRI)	College Station, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> The Local Matching Funds project includes three prongs including: <ul style="list-style-type: none"> Online Survey administered to Texas transit providers and similar transit providers in other states. Development of a funding guide / resource manual. Provider / organization training.
	2. What is a brief description of the project?	<ul style="list-style-type: none"> The Texas Department of Transportation (TxDOT) Public Transportation Division (PTN) staff commissioned the creation of a resource manual and training after receiving requests from small urban and rural transit providers. The information utilized is meant to benefit small urban and rural transit providers' administration and management teams in order to raise local matching funds needed for operations or new services, and ultimately the communities they serve.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Sixty-three transit providers in Texas were contacted via email to participate in the completion of the survey. Fifty-one participants completed the survey for an 81% return on effort. Over 60 participants from 13 other states provided input on the subject of matching funds. Utah, Oregon, and Iowa had the greatest response rates.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> An 81% participation rate for an online survey is extremely rare; however the transit providers understood the importance of their input.

	<p>5. What prompted this project (what was the need for the project)?</p>	<ul style="list-style-type: none"> Many small urban and rural transit providers need to seek government funding in order to serve their communities or extend service routes. Almost all forms of government grants are now requiring local matching funds.
Process	<p>6. Who were the stakeholders or players involved in planning and carrying out this project?</p>	<ul style="list-style-type: none"> The small urban and rural transit providers, their staff and administrators.
	<p>7. Describe key activities that occurred to plan and carry out this project.</p>	<ul style="list-style-type: none"> Initial awareness of project. Initial small group interview / focus group with 14 transit providers in Midland, Texas. Transcription and coding of information gained. Development of questionnaire / survey website.
	<p>8. Are there activities that continue to this day to support this project? If so, describe.</p>	<ul style="list-style-type: none"> Information gathered will be used to create a resource manual and subsequent training for seeking local match funding.
Barriers	<p>9. What obstacles or barriers had to be overcome and how was this achieved?</p>	<ul style="list-style-type: none"> Insuring that all key players had input in the final questionnaire developed. Timing for the release of the survey caused a short delay but able to move forward after holidays.
	<p>10. What trust-building activities took place to move this project forward?</p>	<ul style="list-style-type: none"> Worked with PTN to insure all potential participants were aware that the survey would be forthcoming. We did follow up emails, personal emails, and follow up phone calls.
	<p>11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?</p>	<ul style="list-style-type: none"> Transit providers from small urban and rural agencies. PTN staff helped to identify them and encouraged their participation.

Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> Rural Transit Assistance Funds (RTAP) from TxDOT.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> Not after all contracts were secured.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> The project implementation will help transit providers seek local funding needed in order to seek grants to provide services for the members of their communities in special needs circumstances.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> It is anticipated that the providers and their staff will benefit from the information gained and subsequent training.
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> The completions of tasks set forth by the contract are used as evaluation. The completion rate for the survey indicates success of that task. A training evaluation instrument will be used for the training done. This information will help finalize the training curriculum. Project is ongoing.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> Work with the people that will benefit the most from the outcomes to determine what is needed and how to present the information. Follow through on what is needed. From the survey results, most matching funds come from local governments. Funding from local community organizations was really low. Some of the other alternative funders included: <ul style="list-style-type: none"> Private foundations Medicaid Fare box revenue (Although this was provided as a source of match funds in the survey results, the session moderator indicated that this was not a federally-approved source of match funds. Participants indicated this issue should be considered for a policy change.) Debt service

		<ul style="list-style-type: none">○ Transportation○ Development credits○ Sales tax○ County adult probation○ Maintenance vendor donations of service○ Energy tax credits○ In kind contributions
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none">• Awareness: Make sure participants know what is coming.• Development: Make sure some stakeholders are involved in the development of instrument to be used.• Implementation: Invite, watch progress, invitation follow-up, and personal contact.
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none">• Make sure that everyone you seek information from understands they are the experts in that particular area of interest.• Even the smallest detail can be very important to others.• Consider funding requests to local service organizations or foundations, (e.g., junior league)• Think about your staff and what organizations they belong to or volunteer with and be creative in your approach / request.• If have a university in your community, you might consider approaching sororities, fraternities, and other student organizations.
Questions/Comments		Answers
1. Why did you reach out to other states if TxDOT commissioned?		1. TxDOT leadership wanted to know what types of local match other states were using.
2. Why not survey large urban providers?		2. We did approach large urban providers (those in areas over 200K population) but received some push back. Many of them have outreach units.
3. What is debt service?		3. That is a follow-up question that we will need to ask.
4. If the survey was confidential, how will you do follow-up?		4. We will develop another survey and ask more questions.
5. Did you ask anything about the proportion of match funding?		5. No.

6. You indicated that you used MTAP to alert other states DOT's. What is MTAP?	6. Multi-State Technical Assistance Program. It's a service of the American Association of State Highway and Transportation Officials - Standing Committee on Public Transportation. Participants are PTN's counterparts in other states.
7. Why did more states not respond to the survey?	7. Not sure. The survey was confidential so we were unable to follow-up with non-responders.
8. What is the timeline for the completion of the study?	8. We are still working to address outstanding questions. It is a work in progress. Original timeline was to be August 2012 but it may be January 2013.
9. Was a private partnership one of the match funding categories?	9. I am sure it is buried in there somewhere but we didn't see that exact term.
10. Are employee partner programs a match funding category?	10. No, it wasn't listed but perhaps it should be.
11. Could we use a challenge match where a foundation would be willing to put up a certain amount if we could raise an equivalent amount?	11. Yes, we need to be thinking outside the box.
Discussion Summary TxDOT funded the Texas A&M Public Policy Research Institute to develop a project to help rural and small urban transit organizations to identify match funds for grant applications. The project includes three phases including: (1) the development, administration, and analysis of an online survey; (2) development of a resource guide / funding manual; and (3) development of training. The presenter is seeking continued stakeholder input on additional sources of match funds and additional information that should be included in the resource manual.	

14 Breakout J: When Stakeholders Take Ownership of the Planning Process (Different Models for Operating a Stakeholder Steering Committee)

14.1 Speaker 1: Stevie Greathouse, Capital Area Metropolitan Planning Organization

Breakout Session J		
When Stakeholders Take Ownership of the Planning Process (Different Models for Operating a Stakeholder Steering Committee) – Speaker 1		
Presenter Name	Organization	City, State
Stevie Greathouse	Capital Area Metropolitan Planning Organization	Austin, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Capital Area Regional Transit Coordination Committee (RTCC)
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Capital Area Regional Transit Coordination Committee formed in 2005 and has been meeting at least quarterly since. The local partners were asked to address tough questions including: <ul style="list-style-type: none"> Who needs to be at the table to develop the coordinated plan? Who should be the lead agency?
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Engaged committee representing local and state HHS, transit, public and users; staffed by lead agency. Developed by-laws including: <ul style="list-style-type: none"> Name and purpose of committee Voting members Leadership terms and duties Quorum requirements Follow Robert's Rules of Order Chair and vice chair are elected annually.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> Regular attendance and conversation across silos. HHS and transit professionals all engaged in the process.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> Committee developed to guide the process of developing the region's first coordinated plan.

Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> Committee members include: <ul style="list-style-type: none"> Transit Authority: Capital Metro Rural Transit Districts (RTDs): CARTS (Austin) and Hill County RTD (The HOP, San Saba) - as ex officios Other transit providers: City of Round Rock, Texas State University Private providers: Texas Bus Association, Yellow Cab State HHS Agencies: Health and Human Services Commission (HHSC), Medical Transportation; Department of Assistive and Rehabilitative Services (DARS) Local Public and non-profit HHS agencies: County and City, Mental Health / Mental Retardation (MHMR) centers, Workforce, volunteer drivers, etc. Planning and funding: Council of Governments (COG), metropolitan planning organization, TxDOT District, TxDOT Public Transportation Coordinator) Riders and general public
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Development of membership list (has been modified over time). Adoption of bylaws.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> Project is ongoing. Committee meets at least quarterly. Supported by an Executive Committee that meets more frequently.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> Figuring out the right lead agency took time. Building trust and using comparable language. Preventing overlapping committees from forming. RTCC became a formal issue area group of the community action network which gives the group a lot of credibility with HHS.
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> Development of two plans. Participating in meetings over time.

	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> • The RTCC Chair: Bill Hamilton, Mayor of Rollingwood, Texas • Community Action Network Executive Director • Capital Area Metropolitan Planning Agency (CAMPO) • Capital Area Council of Government (CAPCOG) • TxDOT
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> • In Kind support from all participating agencies • TxDOT Continuation Funding
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> • N/A
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> • Provides a seat at the table for agencies serving these folks to participate in transportation decision-making / coordination with transit providers.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> • The coordination that takes place at the RTCC and benefits the overall coordination of public transit (gaps in service area, etc.) as well.
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> • RTCC has developed a set of system performance measures in the new plan that will be used to gauge performance of a coordinated system.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • A strong, enthusiastic committee chair is important. • Formalizing the group's relationship with multiple agencies in transit and HHS worlds is useful. • By-laws are a good thing to have. • Hard to get general public / rider participants that are willing to stick around for more than a couple of meetings.

	<p>18. What are the top three things to be aware of if someone desires to replicate this project?</p>	<ul style="list-style-type: none"> • May be hard to get a conventional quorum for a big committee (RTCC bylaws set quorum at 1/3) • Running and coordinating the meetings takes more time than you think it will. • Need to be willing to adjust membership as circumstances and playing field change.
	<p>19. Do you have additional advice to share with those seeking to replicate this project?</p>	
	See also a PowerPoint presentation in Appendix C	
Questions/Comments		Answers
1. How do you handle turnover?		1. Try to make sure that people are still interested. On a quarterly basis, will send out application form in newsletter. We screen the applications and the steering committee recommends to full committee.
2. What is a no fly zone?		2. Areas that are not covered by rural services or urban services. The local communities negotiate service for providers and consumers that are not covered by typically available resources in urban or rural areas.
3. Is your Executive committee allowed to govern / take action without the Steering Committee?		3. Executive Committee typically doesn't take action on topics unless the full committee delegates that authority for a specific case.
<p>Discussion Summary</p> <p>This project resulted in creation of a committee charged with guiding the process of developing the region's first coordinated plan for transportation.</p>		

14.2 Speaker 2: Martin Ornelas, Transportation Coordination Network of the Coastal Bend

Breakout Session J		
When Stakeholders Take Ownership of the Planning Process (Different Models for Operating a Stakeholder Steering Committee) – Speaker 2		
Presenter Name	Organization	City, State
Martin Ornelas	Transportation Coordination Network (TCN) of the Coastal Bend	Alice, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Alternate form for a regional coordination council.
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Stakeholders in the regional coordination process decided to make themselves the lead agency by creating a private-nonprofit organization.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Created a regional group of partners / stakeholders to lead the implementation of the regional plan. Created the Transportation Coordination Network (TCN) to be the lead agency.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> Demonstrates an alternate form for a regional coordinating council. Lead agency for coordinated transit-human transit planning moved from a council of governments to an organization created by the stakeholders for the stakeholders.
	5. What prompted this project (what was the need for the project)?	
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	

	<p>7. Describe key activities that occurred to plan and carry out this project.</p>	<ul style="list-style-type: none"> • Stakeholder discussion to strengthen infrastructure. • TCN became a nonprofit recognized by state of Texas. • Secured a fiscal agent. • The Texas Department of Transportation (TxDOT) recognition of TCN as regional lead agency. • TCN enters into an interlocal agreement with Jim Wells County for: <ul style="list-style-type: none"> • Funding streams/fiscal agent • Staff supervision • Employer of record • Program direction
	<p>8. Are there activities that continue to this day to support this project? If so, describe.</p>	<ul style="list-style-type: none"> • Convenes TxDOT Federal Transit Administration (FTA) Section 5310 Review Panel • Streamlines stakeholder review and comment process. • Memorandum of agreement with collaborating transit and planning partners. • Established a regional transportation coordination headquarters. • Current structure includes: <ul style="list-style-type: none"> ○ Oversight and supervision by Executive Committee ○ Bi-monthly regional stakeholder meetings ○ Bi-monthly regional workshops ○ Monthly rural transit district meetings ○ Monthly executive leadership transportation round table ○ On-going capacity building • Demonstration project to reach individuals in rural communities.
Barriers	<p>9. What obstacles or barriers had to be overcome and how was this achieved?</p>	<ul style="list-style-type: none"> • Turnover of the transportation coordinator position. There has been four staff in five years. • Role of stakeholders that do not have a transportation background. • Role of steering committee was difficult to define. • To get anything done required multiple approvals / signatures. • Clarifying who would supervise staff.
	<p>10. What trust-building activities took place to move this project forward?</p>	

	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> FTA Section 5304 planning funds from the Texas Department of Transportation (TxDOT)
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	
Advice to Share	17. What lessons learned do you have to share with others?	
	18. What are the top three things to be aware of if someone desires to replicate this project?	

	19. Do you have additional advice to share with those seeking to replicate this project?	
	See also a PowerPoint presentation in Appendix C	
Questions/Comments		Answers
1. How do you handle turnover?		1. Core stakeholders keep returning. We require that people attend 70% of the meetings during previous 12 months. Membership stakeholder meetings revolve around the region. This allows those from outlying areas to participate.
Discussion Summary This session covered the creation of the TCN and a steering committee to lead the implementation of the regional public transportation plan for the coastal bend of Texas.		

14.3 Speaker 3: Gary Rushing, Heart of Texas Council of Governments

Breakout Session J		
When Stakeholders Take Ownership of the Planning Process (Different Models for Operating a Stakeholder Steering Committee) – Speaker 3		
Presenter Name	Organization	City, State
Gary Rushing	Heart of Texas Council of Governments (HOTCOG)	Waco, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Project No. 3: Vehicle Maintenance Integration (2006 Regional Plan). The Regional Transportation Coordinating Council (RTCC) prepared and submitted a project timeline deliverable to the Texas Department of Transportation (TxDOT) as part of our FY 2012 regional planning grant agreement.
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Regional preventive maintenance program implemented by coordinating with Waco Transit System, Inc. The timeline consisted of all projects included in the updated Regionally Coordinated Transportation Plan.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Increased utilization of state-of-the-art maintenance facility. Inspection of Heart of Texas Council of Governments (HOTCOG) fleet by Waco Transit. Completion of necessary repairs based upon inspection. Establishment of vehicle records. Cost-savings for maintenance of fleet. Increased reliability and availability of HOTCOG vehicles.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> Regional fleet condition dramatically improved. Fleet maintained to original equipment manufacturing specifications. Use of certified and well-trained technicians experienced with transit vehicles. Consistent invoicing, preventive maintenance (PM) records accurate and itemized. Controlled cost for labor and parts.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> Fleet in need of improvement. Regional consistency of PM. Absence of regional PM program.



		<ul style="list-style-type: none"> Regional control of PM activities. Regional cost controls of PM.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> HOTCOG transportation staff Waco Transit staff Heart of Texas Regional Transportation Coordinating Council HOTCOG's subcontractors
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> April 2009: began discussions with Waco Transit to develop PM Program. August 2009: implemented PM pilot program. August 2010: obtained HOTCOG Executive Committee approval. September 2010: Waco Transit obtained Waco City Council approval. September 2010: implemented PM memorandum of understanding (MOA).
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> HOTCOG continues to budget for and seek funding to sustain PM Program.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> HOTCOG subcontractors losing control of PM. Locally elected officials concerns of moving "all" PM to Waco. We put into place "talking points" for locally elected officials, improved buy-in from locally elected officials, and push-back from HOTCOG subcontractors over losing control.
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> Re-established trust between Waco Transit and HOTCOG.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> Waco City Council and HOTCOG Executive Committee members. These are the policy decision makers which directly impact the public transit operations in the Heart of Texas region.
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> Federal Transit Administration (FTA) Section 5311 rural transit funding and American Recovery and Reinvestment Act (ARRA) funds.
	13. Were there challenges concerning funding? If so, how were	<ul style="list-style-type: none"> Yes, after ARRA funding is expended, seeking FTA Section 5310 Elderly/Persons with Disabilities funding from two TX Department of Transportation (TxDOT) Districts.

	these challenges overcome?	
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> Improved reliability and availability of HOTCOG vehicles.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> General public, including students, etc. Current and prospective passengers, employers, environment, etc.
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> On-time vehicle service intervals. These are measures used by TxDOT during the annual compliance review process.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> If subcontractors are using your vehicles, consider bringing operations in-house to have better control of the vehicles.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> Obtain buy-in from locally elected officials early on in the process. Include maintenance experts in the development of PM plan. Seek others that have experienced success in their program.
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none"> Develop a plan by seeking other PM plans and agreements for guidance. Modify other plans and agreements to fit the specific needs of region. Seek other transit properties in your region that have a maintenance facility. If using subcontractors, consider single source for all PM activities. Work closely with the local TxDOT Public Transportation Coordinator, TxDOT administrative staff, the FTA, and locally elected officials. Having a timeline is very useful: <ul style="list-style-type: none"> It can be replicated. Allows for tracking and sharing information with stakeholder groups and elected officials. Requires constant updating. It is a great visual and summarizes a 400 page plan in just a few pages. Accountability

	See also a handout in Appendix C
--	----------------------------------



Questions/Comments	Answers
1. How difficult was it to develop the timeline? Was it useful?	1. It was very easy to complete and a good visual tool.
2. Do your planning meetings typically have a quorum present?	2. Yes, typically.
Discussion Summary This project established the regional preventive maintenance program for the HOTCOG service area provided by Waco Transit System, Inc. <i>TxDOT Note: This project is also discussed in Breakout D, Session 7.1.</i>	

15 Breakout K: Does it have to be a Juggling Act? (Getting Work Done with Limited Staff Resources)

15.1 Speaker 1: Sabrina Estades, Central Texas Rural Transit District

Breakout Session K		
Does It Have To Be A Juggling Act? (Getting Work Done with Limited Staff Resources) – Speaker 1		
Presenter Name	Organization	City, State
Sabrina Estades	Central Texas Rural Transit District (CTRTD)	Coleman, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Doing More with Less – A Growing Trend
	2. What is a brief description of the project?	<ul style="list-style-type: none"> How to get work done with limited resources.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Provide public transportation to eleven counties operating up to seventeen hours per day, six days per week. Serve as the Transportation Service Area Provider (TSAP) for Medical Transportation Region 7 covering nineteen counties, overseeing three subcontractors.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> In 2011 fiscal year, we completed 165,606 trips and 2,114,345 total miles with 74 employees.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> Striving to operate as cost effectively as possible each and every day.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> Central Texas Rural Transit District (CTRTD) Management KD Note: justification breaks down beginning with the next rows
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Cross-training staff to assist in various roles daily – examples include: <ul style="list-style-type: none"> Human resources including payroll and grant management. Risk management including insurance, incidents and accidents, and health and safety. Customer service including resolving complaints, advertising, and outreach. Other duties including janitorial services are shared by all employees.

	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> This is how CTRTD operates on a daily basis.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> Staff feeling overwhelmed or stressed – encouraging open communication, accepting help and learning when to ask for it has helped.
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> No specific trust building activity has taken place – we all have to give a level of trust to each other and learn to work together, further trust being gained by successful completion of tasks/projects.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> This is an in-house project.
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> There is not one specific funding source used to support this as this is our system of operating daily.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> There is an ongoing challenge for all transits concerning funding which is why CTRTD found a way to successfully operate with limited staff daily.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> By keeping costs down, CTRTD has not raised its fares since it began operating.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> All residents of our eleven counties benefit by CTRTD keeping fares low so more residents are able to utilize transportation encouraging economic growth and stability.
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> CTRTD evaluates its success by being able to continue local community outreach/involvement along with trip count/mileage, while operating with limited staff.

Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • Require all staff to obtain their commercial drivers license (CDL) and train or certify all to meet overall company requirements. • Cross train staff on key roles, or at least ensure each position has a Standard Operating Procedures Manual. • Be balanced and flexible. Learn to ask for help and learn when to say no. • Reevaluate employee's roles periodically. • Prioritizing is key. Weigh your options. • Celebrate the small victories to keep yourself and staff motivated. • Learn from your mistakes. Identify and break your bad habits. • Keep you and yourself organized and understand that each person is organized in their own way. Tips to stay organized include: <ul style="list-style-type: none"> ○ Keep office clean ○ Stop using your inbox as a storage bin ○ Try the 2 minute rule where everything is processed (handled, delegated, or deferred) within that timeframe or less, including your voice mail box. ○ <i>'Getting Things Done'</i> by David Allen is a book we have found helpful to get organized and stay on track. • Keep 'to do' lists as it is impossible to remember everything. Keep the lists accurate and up to date. Some 'to do' lists examples include: <ul style="list-style-type: none"> • To do – today • To do – someday • To do – maybe • Calendar of events/meetings • To do - personal • Evernote – a free download, can be used to track/organize 'to do' lists between devices.
	1. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> • Promoting learning throughout your organization • Responding flexibly to obstacles • Strive to deliver outstanding quality every day
	2. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none"> • Build your team by setting out clear expectations, solid commitments from all, ensuring open communication, cross training for stability, changing with the culture, and being prepare to enforce consequences if necessary.

See also a PowerPoint presentation in Appendix C	
Questions/Comments	Answers
1. With regards to training for all the staff, scheduling, dispatching, etc. how do you get funding for CDL?	1. We do not partner with anyone else. We provide most training in-house. When new hires test for their CDL we encourage them to get their temporary permits so we can help them get the feel of the bus, then take them to get their CDL and we reimburse upon successful completion.
1. We struggle as a staff utilizing technology. What are you using for technology?	2. Currently, we are not using much technology other than Outlook meeting requests. Managers do have iPhones which sync with Outlook emails and calendar events. I use Evernote to allow me to organize and email 'to do' lists to coworkers. We use fax machines to get documentation to each county and have a Driver Trainer per county to assist with new hires and monthly safety trainings.
2. How do you address overtime?	3. I know this is probably not very helpful, but we just do our best. Overtime eats your budget up quickly but with some counties only having two drivers and a large area to cover, overtime is needed at times. In one county we are trying something new and have hired a casual (substitute) driver. We give this driver advanced notice utilizing them for long distance trips instead of pulling a regular driver from service for the entire day.
3. How do you handle the casual driver? Do you provide gas?	4. Casual driver is housed out of the closest office to his residence. We keep him updated with phone calls and emails, and he attends all quarterly staff meetings. We pay the casual driver as we would a part-time driver, at higher rate due to decreased benefits.
Discussion Summary The program provides transportation services in 11 counties operating up to 17 hours per day for six days a week. All staff are required to obtain their CDL and meet all company requirements.	

15.2 Speaker 2: Jessica Pena, Concho Valley Transit District

Breakout Session K		
Does It Have To Be a Juggling Act? (Getting Work Done with Limited Staff Resources) – Speaker 2		
Presenter Name	Organization	City, State
Jessica Pena	Concho Valley Transit District (CVTD)	San Angelo, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Making it Work: A Community Approach
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Formed in 2006, we manage one urban public transportation contractor and one rural public transportation contractor. We serve thirteen counties with 16,500 square miles and approximately 154,191 total populations of which 21.2% are individuals with a disability.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Our transportation programs include Disability Connection and Angelo State University.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> We identify and address barriers. We have successful partnerships and contract. We address funding concerns. We do planning and program maintenance We develop plans for the future.
	5. What prompted this project (what was the need for the project)?	
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	
	7. Describe key activities that occurred to plan and carry out this project.	

	8. Are there activities that continue to this day to support this project? If so, describe.	<p>Future plans include:</p> <ul style="list-style-type: none"> • Job Access/Reverse Commute (JARC) projects up for renewal • New Freedom projects • Local employers • New agency partnerships
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<p>Barriers include:</p> <ul style="list-style-type: none"> ○ Geographically isolated ○ Small population and large land area ○ Limited funding availability to meet demands ○ Lack of alternatives to public transportation ○ Large population of individuals with disabilities ○ Large elderly population ○ Solutions include: ○ Collaborative transportation planning ○ Partnering or contracting with local agencies and organizations ○ Resourceful uses of local available funding
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> • We have great partnerships that include: <ul style="list-style-type: none"> ○ Adult enrichment center / adult day care ○ Success by 6 (a United Way program) ○ Senior companion ○ Foster grandparent ○ Area Agency on Aging ○ Sitel Corp. (a call center outsourcing company) ○ Counties ○ Disability Connections which is new partnership ○ Angelo State University
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	

Funding	12. What funding source was used to support this project?	
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> • Seeking potential new partnerships • Researching new funding streams • Tying all resources to particular grants
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> • We carry many hats and have more than one job title. We want to make sure we provide a complete system. • Working with Angelo State University has been extremely beneficial to us. We have an excellent partnership. • Partnerships have pros and cons including: <ul style="list-style-type: none"> ○ Pros: <ol style="list-style-type: none"> 1. Fosters community involvement 2. Opportunity to integrate funding by pooling funds 3. Create more efficient and effective utilization of limited local funds ○ Cons: <ol style="list-style-type: none"> 1. Subject to possible personnel changes due to partner funding reductions 2. New fiscal years can present concerns due to potential partner funding reductions 3. Conflicts with partner policies 4. Compromise in time frames

		<ul style="list-style-type: none">• Contracts have pros and cons including:<ul style="list-style-type: none">○ Pros:<ol style="list-style-type: none">1. Guaranteed working relationship for a period of time2. Measureable results upon completion○ Cons:<ol style="list-style-type: none">1. Strict guidelines to adhere2. May not be renewed at end of period3. If not renewed, will have to terminate project or seek alternative funding4. Less flexibility
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ol style="list-style-type: none">1. Cross training within agency is critical so all can answer questions.2. Focus on the benefits to the community when working with partners.3. Communication is a key element of success.
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none">• Be organized.• We try to keep everyone updated and anticipate problems early.• Suggest you read the three books written by David Allen. The two-minute concept works and can simplify your life.
	See also a PowerPoint presentation in Appendix C	
Questions/Comments		Answers
1. Can you explain how you manage your drivers per county?		1. We typically have two to three drivers per county.
2. How have you been able overcome developing partnerships and “my mind” mentality?		2. When we come up with an idea for a project, we foster a good working climate with our partners. We have faith in the partner we are working with and faith in our co-workers. We keep lines of communication open. If partners are able to see the client benefits of the project and are willing to trust you, the project will succeed. We are here to help our clients and they are willing to work together and foster the community spirit.
3. You mention that you tie positions to a funding stream. How can you cover administrative cost?		3. We streamline our administrative costs and if we funding, we lose the contracts.

Discussion Summary

The transit district was formed in 2006. Concho Valley Transit District contracts with TRANSA (a name not an acronym) to provide urban public transportation and Thunderbird Transit to provide rural public transportation. They rely on partnerships, communication, organization, and cross training to get the job done.

16 Breakout L: Engaging the Customer

16.1 Speaker 1: Luis Guajardo, Lower Rio Grande Valley Development Council

Breakout Session L		
Engaging the Customer – Speaker 1		
Presenter Name	Organization	City, State
Luis Guajardo	Lower Rio Grande Valley Development Council (LRGVDC)	Weslaco, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Regional Transit Plan – Outreach and Travel Training in Colonias <p>Note: A colonia is an unincorporated area of clustered substandard housing usually lacking basic infrastructure such as paved roads, sewage lines, drainage systems, and utilities.</p>
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Lower Rio Grande Valley Development Council (LRGVDC) is the lead agency for regional transit coordination in the lower Rio Grande valley. The Development Council, itself, is one of the providers. Outreach in colonias for regional plan has allowed us to meet with clients in dire need of transportation services. The travel training aims at increasing awareness of transit services in colonias.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Increased knowledge of colonia transit needs in our plan. The Steering Committee held eight public meetings, two in targeted colonias with over 90 participants. Valley Metro and Migrant Health Promotion partnered for travel training identified in the regional plan. The classroom sessions aim to train 400 promotoras (community advocates) that will then train 15 new promotoras per week for forty-eight weeks on all things transit. 5,200 people are expected to go thru the program
	4. Why is this project considered successful?	<ul style="list-style-type: none"> The regional plan's meetings had considerably strong dialogue in the colonias because we partnered with colonia advocates and allowed them to choose meeting time and location. There was a higher comfort level and turnout.

	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> During strategic planning sessions for the regional plan, the steering committee emphasized the need to target and listen to our colonias. As the lead agency, Valley Metro has relationships with several colonia advocacy groups and brought the regional plan to their attention. The 2nd highest need identified in the regional plan is to cover low income areas located outside of our cities (colonias).
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> ARISE Advocacy Group and Migrant Health Promotion, two neighborhood advocacy groups assisted the lead agency in setting up the public meetings in colonias. Simultaneously, Migrant Health Promotion and Valley Metro were working closely on the scope and agreements for the travel training program.
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Migrant Health Promotion took an active role in regional transit matters and within the committee. Project ideas targeting our needs were shared between MHP and the lead agency as a byproduct of the strong working relationship.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> Travel training is ongoing and Valley Metro and Migrant Health Promotion are applying for a continuation of the program.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> Valley Metro has maintained open and consistent relationships with advocacy groups and other stakeholders by participating in many outreach activities outside the realm of transit to reach clients and foster those relationships.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> Ramona Casas of ARISE Advocacy played a critical role in making the colonia public meeting south of Alamo, TX a reality. Forty-five (45) participants and media were present. Martha Cramer with Cameron County, was important to public meeting in a colonia in Cameron Park where fifteen (15) people were present. Rachel Udow of Migrant Health Promotion was key in developing the Travel Training Program.

Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> Regional Planning Grant supported the regional plan meetings. The 2012 Job Access/Reverse Commute grant for the McAllen urbanized area supported the travel training program.
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> Local funding is a common issue for Valley Metro because the agency relies on annual apportionments from local governments. Migrant Health Promotion provided in-kind as local match. Their contributions included hiring personnel, office supplies, printing, and equipment.
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> Client empowerment is the focus of the approach and project. Valley Metro has seen a sharp increase in petitions of service. This, in turn, increases public support for more local investments in transit which will yield the level of service desired."
	15. Who else benefitted from this project and how did they benefit?	
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> At the start of each training session an anonymous pre and post assessment is carried out to evaluate the trainees' awareness and knowledge. In addition, two bus vouchers will be given to each passenger trained and Valley Metro will collect the vouchers and determine the quantity of tickets used from this project.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> Attend outreach events outside of the typical transportation realm to create lasting relationships with community organizations as this will yield partnership opportunities previously unforeseen. The importance of travel training is that trainees will report the transit network's shortcomings. You are able to measure needs directly from the community, rather than from outside consulting firms.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> Adapt the curriculum to your local context as long as it fulfills the purpose of the funding source. Promote anonymous tests to mitigate test anxiety. Draw collective conclusions rather than individual conclusions from the tests.

	19. Do you have additional advice to share with those seeking to replicate this project?	
	See also a PowerPoint presentation in Appendix C	
Questions/Comments		Answers
1. Do you give them stipend?		1. Yes. The grant paid for 50% of salaries for one program coordinator and two promotoras. Other promotoras are allowed to charge into the grant at less than 25% of their time.
2. How did your operations change based on feedback?		2. We changed routes and service hours and helped our drivers become friendlier.
3. How did you train your travel trainers?		3. Valley Metro and Migrant Health Promotion staff created a classroom and on-the-bus curriculum. For more info, please contact Valley Metro.
4. Do you do planning and operations?		4. Yes.
5. How do you report numbers if no service was needed?		
6. How do you mesh free and paid services?		6. We live in poorest area of the country and we want to move people. We eliminated fares and will bring them back at some time.
7. What challenge did you have identifying trainers?		7. Initial group was already identified. We only did the first wave. Volunteers did the rest. They were identified by Migrant Health. They have an extensive network.
8. Some places in Texas have only recent influx of Spanish speakers. Are promotoras unique to the Valley?		8. Promotoras are not limited to the Lower Rio Grande Valley. Promotoras work along border colonias in the Southwest <i>and</i> in migrant labor communities around the country. I have spent time in certain colonias. It is amazing the camaraderie these communities have and how strong they come together when one of their neighbors has a need.

<p>9. A commenter mentioned that they have promotoras in the Coastal Bend. They are part of community action agencies. The commenter is a certified promotora. In San Antonio, Northwest Vista College, does promotora certification and the South Texas Promotoras Association does training. They are all over the State, not just in the Valley.</p>	
<p>10. One commenter shared a lesson learned regarding holding community meetings. Don't use state buildings, city hall, or locations where there are armed guards. Getting people to attend public service meetings is essential. Often times the only people who show up are the agency people if they are not offered in a comfortable environment.</p>	
<p>11. One commenter attended a Limited English Proficiency (LEP) meeting in San Antonio and finds it hard to find vehicle operators who speak English. How do you bridge the gap on LEP on majority scale, as opposed to minority scale? Another commenter suggested the solution was to hire bilingual staff.</p>	<p>9. Our drivers are bilingual so we do not have that problem.</p>
<p>Discussion Summary LRGVDC created a successful program to aggressively seek input from potential customers and partners by holding a series of public input sessions held in environments where people felt comfortable. They also developed a successful travel training program and recruited promotoras to educate low-income individuals on transit options to promote client comfort and client empowerment.</p>	

16.2 Speaker 2: Kristy Range, NDMJ Transportation

Breakout Session L		
Engaging the Customer – Speaker 2		
Presenter Name	Organization	City, State
Kristy Range	NDMJ Transportation	Tyler, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Smith County Passenger Advisory Committee
	2. What is a brief description of the project?	<ul style="list-style-type: none"> This best practice project is to fully empower the passengers in design, development, and delivery of transportation services in Tyler and Smith Counties.
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Stakeholder input is the cornerstone of regional transportation coordination. Both passengers and the service provider have benefited from implementing services that meet passenger expectations. By incorporating passenger input into the decision making process, greater efficiencies have been achieved due to improved understanding of service level expectations.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> It is considered a success because of the direct influence of the passengers in every aspect of the services they receive.
	5. What prompted this project (what was the need for the project)?	<p>Several items prompted this project including:</p> <ol style="list-style-type: none"> It is the cornerstone of the grant application submitted by NDMJ. (NDMJ is the name of a private taxicab company) Including the stakeholder's input into project implementation is also the cornerstone to coordination efforts. It is a direct result of the passenger's desire to take an active role in the level of service expected from the provider. <ul style="list-style-type: none"> As a result, both passengers and the service provider have benefited from implementing services that meet passenger expectations. By incorporating passenger input into the decision making process, greater efficiencies have been achieved due to improved understanding of service level expectations and cooperation between passengers and the service provider.

Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> • Soon after the TX Department of Transportation (TxDOT) awarded the JARC and New Freedom grants, a notice of intent to assemble a passenger advisory committee was sent to organizations and group leaders inviting them to attend and join the Smith County Passenger Advisory Committee, (SCPAC).
	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> • During the initial planning phase, goals, objectives, and bylaws were drafted and approved by SCPAC. • The final makeup of the committee includes employers, counselors, and passengers with and without disabilities.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> • This group has met regularly with enthusiasm and has taken ownership and interest in all aspects of service delivery.
Barriers	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> • Any perceived obstacles and trust issues associated with past passenger advisory committees were immediately resolved since the passengers realized that participation in this committee is not just a formality. • In fact, their participation and involvement is crucial and an integral part of the decision making process in the provision of service delivery.
	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> • SCPAC has been charged to serve as a quasi-Board of Directors with full authority to advise and guide the service provider.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> • Soon after TxDOT awarded the grant, a notice of intent to assemble a passenger advisory committee was sent to organizations and group leaders inviting them to attend and join the SCPAC.
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> • Participation in SCPAC is totally voluntary with members serving without compensation. • Incidental expenses are covered through private sector contributions for printing of materials, meeting room accommodations, etc.
	13. Were there challenges concerning funding?	<ul style="list-style-type: none"> • There were no challenges concerning funding due to private sector contributions. NDMJ provides the cash match for the grant.

	If so, how were these challenges overcome?	
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> Both passengers and service provider have benefited from implementing services that meet passenger expectations. By incorporating passenger input into the decision making process, greater efficiencies have been achieved due to improved understanding of service level expectations
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> The community has benefited from the mutual involvement of the passengers and the service provider which has resulted in service improvement and trust building.
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> The best evaluation is demonstrated by performance comparisons and passenger feedback. In the past, passengers experienced 70% on-time performance versus a current 98.9% on-time performance. Furthermore, in the past, 200 passengers a month were denied service versus a current 0% denial rate. Passengers have a direct line of communication with the mobility manager for service related issues.
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> I would highly encourage other providers to totally embrace passenger input and engage them fully for the mutual benefit of all parties. By engaging the passengers, they gain better understanding of the passenger expectations and visa versa. Passengers gain a better understanding of the challenges related to service delivery. In addition, by engaging the passengers in the decision making process, they become part of the solution thus improving the acceptability of the outcome.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> We strongly recommend consideration of the triple P concept: Private - Public - Partnership If private - public - partnership is not an option or available then consider another triple P concept: Passenger - Provider - Partnership.
	19. Do you have additional advice to share with those seeking to replicate this project?	<ul style="list-style-type: none"> The Passenger - Provider - Partnership can become the ultimate key to service improvement and trust building. The SCPAC's "sphere of influence" started in the City of Tyler and expanded to include all of Smith County. The demonstrated opportunity

		to directly influence the design and delivery of service is a powerful inducement for the committee to continue making suggestions. From the vantage of a private for-profit company, the input allows us to better serve our customers and grow our business. Our public transit counterparts have benefited in similar ways.
	See also a PowerPoint presentation in Appendix C	
Questions/Comments		Answers
1. Did you implement customer recommendations?		1. Yes, we now use the Universal Travel Card that has a readable magnetic strip on the backside. This card is swiped in the vehicles and details of that trip are captured so the provider knows which grant funding is responsible for that trip
2. How is this funded?		2. No tax dollars are used to fund SCPAC activities. On the other hand, The Universal Travel Cards are part of new technology component that was funded by both JARC and New Freedom technology funds.
3. How / why does your provider pay attention to the committee since they don't get any money from you?		3. We are part of the private taxi company funded by public funds and it is not uncommon to have an advisory group like ours.
4. What has the response been to giving driver feedback?		4. Our passengers want to give us feedback and we have a high response rate. The advisory committee has served as a middleman to resolve passenger problems. The solutions are driven by customers and are owned by them. Our passengers are empowered. We put the passengers in the driver's seat!
Discussion Summary NDMJ Transportation, a taxi company, created the Smith County Passenger Advisory Committee because they wanted to engage the customers in public transportation. Stakeholder input is the cornerstone of regional transportation coordination. The customers wanted to be involved and this committee is about empowering the customer. The goal of the passenger advisory committee is to improve service with everyone having better service level expectations. This helps to build trust.		

16.3 Speaker 3: Joanne Mundy, Texas Department of State Health Services

Breakout Session L		
Engaging the Customer – Speaker 3		
Presenter Name	Organization	City, State
Joanne Mundy	Texas Department of State Health Services	Midland, Texas
Element	Questions	Key Discussion Points
Overview	1. What is the name of the project?	<ul style="list-style-type: none"> Texas Department of State Health Services Programs
	2. What is a brief description of the project?	<ul style="list-style-type: none"> Limited English Proficiency (LEP) to Better Meet Customer Needs
	3. What is the outcome of the project?	<ul style="list-style-type: none"> Hiring of bilingual staff as preferred or required for positions. Creating English / Spanish materials on same sheet of paper. Requiring contractors to become LEP aware.
	4. Why is this project considered successful?	<ul style="list-style-type: none"> Materials target clients and professionals. Help meet federal and state rules. Better customer service.
	5. What prompted this project (what was the need for the project)?	<ul style="list-style-type: none"> Increase in Spanish speaking clients although many do not read the language. English readers could do interpretations and/or translations using correct terminology. Need to meet criteria set by the federal government in order to continue to receive funding for programs such as Maternal and Child Health.
Process	6. Who were the stakeholders or players involved in planning and carrying out this project?	<ul style="list-style-type: none"> Regional staff having direct contact with clients / families / providers. Contractors providing direct services.

	7. Describe key activities that occurred to plan and carry out this project.	<ul style="list-style-type: none"> Central office staff received and reviewed federal law. Gathered surveys and other materials recommended for determining how well the agency and its programs met criteria. Determine from regional staff which materials / forms needed to be developed and / or translated to Spanish. Determine how many staff and clients spoke Spanish. Determine familiarity of staff with medical terminology.
	8. Are there activities that continue to this day to support this project? If so, describe.	<ul style="list-style-type: none"> The Texas Health and Human Services Commission and Department of State Health Services have LEP specialists. Materials are developed including: Information is written in English by subject matter experts Materials are formatted in third to fifth grade vocabulary. Spanish translation is done then reviewed for appropriateness to audience.
	9. What obstacles or barriers had to be overcome and how was this achieved?	<ul style="list-style-type: none"> Had to fight to get TTY machines (text telephones for use with the hearing-impaired) and training to use them. No one on staff with experience. Lack of bilingual staff “preferred” on job postings. Training for staff on terminology in English and Spanish. Hiring consultants.
Barriers	10. What trust-building activities took place to move this project forward?	<ul style="list-style-type: none"> Social workers invited parents on their caseloads to stakeholders meetings to testify to their needs and they encouraged reply in Spanish.
	11. Who were the key opinion leaders/champions in the community whose support was critical to the success of this project? How did you identify these champions?	<ul style="list-style-type: none"> Leaders and champions included: Commissioner of Health Regional Medicaid Directors, Nursing and Social Work Program Directors Quality Assurance Teams Legislature Contractors who needed help The leaders and champions were identified from: Results of quality assurance site visits Children with Special Health Care Needs community meetings Health and Human Services Commission and

		State Agency stakeholder meetings
Funding	12. What funding source was used to support this project?	<ul style="list-style-type: none"> Federal Maternal & Child Health funds Cost pool
	13. Were there challenges concerning funding? If so, how were these challenges overcome?	<ul style="list-style-type: none"> Cost pool for agencies Getting chief administrators and fiscal department to understand the legal requirement to provide specific services that met LEP guidelines
Outcomes and Evaluation	14. How did this project improve transportation services for older adults, individuals with disabilities, or persons with low incomes?	<ul style="list-style-type: none"> Developed Medical Transportation Program (MTP) materials including cards, brochures, and posters. Staff hired to take calls from bilingual families. Materials can be ordered by transportation vendors, the public, and private providers. Now reimbursement handled by the Texas Medicaid & Healthcare Partnership (TMHP). Applications only in English. Phone line to become provider and handle reimbursement issues has only English but they do have Spanish speakers and language lines.
	15. Who else benefitted from this project and how did they benefit?	<ul style="list-style-type: none"> Programs across the agency use English / Spanish materials including: Immunizations Breast and cervical cancer Medicaid benefits Texas Health Steps survey forms used at doctors' offices as part of exams Donate Life Texas resulted in increased registration by Hispanics
	16. What evaluation measures were identified and used? Why were these measures used?	<ul style="list-style-type: none"> Number of complaints Number completed applications received Satisfaction surveys Stakeholder meetings Reports of needs by families and providers using materials
Advice to Share	17. What lessons learned do you have to share with others?	<ul style="list-style-type: none"> Network with others if you need to serve new populations such as the Burmese. Can't assume people can read, regardless of language. Keep it simple. Pictures help.
	18. What are the top three things to be aware of if someone desires to replicate this project?	<ul style="list-style-type: none"> Not everyone has skill levels needed to translate / interpret. Use materials already available from the federal and state level. It takes time to begin the evolution process of LEP awareness.

	<p>19. Do you have additional advice to share with those seeking to replicate this project?</p>	<p>Resources for LEP include:</p> <ul style="list-style-type: none"> • http://hhscx.hhsc.state.tx.us/OEC/OEC_messages.html • The U.S. Department of Health & Human Services' LEP website - http://www.hhs.gov/ocr/civilrights/resources/specialtopics/lep/index.html • LEP website http://www.lep.gov/ • Paula Traffas, Texas HHSC Civil Rights Office, 512-438-2944, paula.traffas@hhsc.state.tx.us • http://www.dshs.state.tx.us/qmb/contractor.shtm Surveys/Survey Information section • These are the languages spoken at home in Texas in 2009 , ranked from highest to lowest percentage (source: Migration Policy Institute http://www.migrationinformation.org/datahub/state2.cfm?ID=tx#3) <ul style="list-style-type: none"> ○ Don't make it harder than it has to be. ○ Use I Speak cards. ○ Have a computer so able to do audio and visual communication in real time. ○ Contact licensing / licensed services for translations and interpretations. ○ Contact Region 19 Education Service Center, El Paso, Information Technology Department, about headphones used to do real time translations during meetings.
	See also a PowerPoint presentation in Appendix C	
Questions/Comments		Answers
5. None.		• None.
<p>Discussion Summary</p> <p>Department of State Health Services and other agencies are using LEP to improve language services to non-English readers.</p>		

17 Small Group Discussion A – Regional Coordination and Planning Coordination with Veterans Services

Small Group Discussion A Group-Selected Topics: Regional Coordination and Planning Coordination with Veterans Services	
Discussion Topic	Key Discussion Points
Regional Coordination and Planning	<ul style="list-style-type: none"> • The following organizations should be involved in regional coordination and planning and should meet monthly: the metropolitan planning organization chairman, Veterans Administration, American Automobile Association, economic development organizations, Council of Governments, Texas Department of Aging and Disability Services, Texas Department of Transportation (TxDOT), urban transit, counties, colleges and universities, the public, independent living centers, Texas Department of Mental Health and Mental Retardation, Workforce and passenger rail. • It can be challenging to define stakeholders, which can result in an unwieldy committee size and may hinder progress. Ad hoc committees can be developed on specific topics as needed, such as a community request for a bus stop. The process could be: a subcommittee is convened, a staff member is identified to help, funding sources are identified, action is taken to set up the bus stop and the committee is dissolved. • There is a need to target limited dollars to the greatest needs of a region. • In one area, a workgroup was assembled to discuss seamless fares, resource sharing, and the cooperative purchase program. It was pointed out that the Federal Transit Administration ruled that this program cannot exist the way it has currently been implemented because of the primary reliance on vehicles. • In order to keep plans relevant and dynamic they must be amended periodically and amendments approved by TxDOT. Irrelevant projects should be removed. For example, a need for mobility management was identified so plans were amended. Plans should be automatically updated every four to five years, depending on a region's air quality compliance status. It is important to keep track of what is happening in the community. In one area, a major employer was going to be located outside the major service area. The minimum wage workers employed could have trouble getting to their shifts. The mobility coordinator worked with the urban system and Council of Governments staff to produce a plan to provide commuter service. This was not included in the original plan, so the plan was to be amended to be eligible for funds.

Coordination with Veterans Services	<ul style="list-style-type: none"> • Progress is being made in some regions but in others there are issues to be addressed. • In one area, a steering committee was formed. This committee printed a brochure called “Basic Training” which invites veterans to learn about being able to travel all the way to a veteran’s hospital from another location on Amtrak. • The committee coordinated with the veteran’s officer and has been meeting monthly for planning. There will be dry run to make sure the process is seamless for veterans. • The veteran’s officer will conduct outreach to share the message through TV, radio and other channels, and reporters will be on the trip to spread the word about the program. • It would be helpful to understand what has changed to allow veterans to receive help now when they did not before. • It was suggested that September 11, 2001 changed everything and that there has been a shift in this country towards greater respect towards veterans than there was during the Vietnam War. • It was also noted that the SOLVE Conference breakout session on transportation for veterans was very beneficial.
--	--

18 Small Group Discussion B – Lessons Learned Performance Measures

Small Group Discussion B Group-Selected Topics: Lessons Learned Performance Measures	
Discussion Topic	Key Discussion Points
Lessons Learned	<ul style="list-style-type: none"> • In one area, workshops were held covering topics such as key things to know when mobility coordinators work with caseworkers. Caseworkers are looking for solutions and want to have information regarding public transportation. Engaging caseworkers is important to help them understand what mobility management does. • Caseworkers have limited time and resources. Mobility coordinators need to give them resources to help their clients and make referrals. The caseload for caseworkers is often increasing in size and they need to be able to do more with less. Providing a brief one-page overview can be helpful for caseworkers. • In another area, transportation awareness month is used to keep transportation topics fresh. Bus schedules were handed out and certificates were presented to people identified as doing an exceptional job. A 30-second training email was also utilized. • The people attending this Texas Department of Transportation conference are an important resource. It is important to take advantage of this by sharing ideas and diverse perspectives and interacting with each other.
Performance Measures	<ul style="list-style-type: none"> • In one area, soft performance measures are being used. • In another area, there is an effort to be proactive and provide their own performance measures rather than waiting for measures to be provided. • Funding may be impacted if performance measures are not met. • It is important to benefit from the ideas of others and use what you can from other areas.

19 Small Group Discussion C – Coordination with Veterans Services – Matching Funds and Public Involvement

Small Group Discussion C Group-Selected Topics: Coordination with Veterans Services Matching Funds Public Involvement	
Discussion Topic	Key Discussion Points
Coordination with Veterans Services	<ul style="list-style-type: none"> • Questions to consider when working on transportation services for veterans: <ul style="list-style-type: none"> • How to engage veterans associations • How to get more involved locally • How to partner with the Department of Veterans Administration (VA) • How to share vehicles in a positive way • There are few VA coordinators, but the VA is now issuing grants across the country. Part of the funding can be used to train mobility managers to work within the VA system. There is a VA course specifically geared toward mobility management. • There is also a website about coordination with veterans services on the U.S. Department of Transportation website that is a superb document about how to engage partners and this is a great resource. There is also a webinar. <i>TxDOT post conference note. The URL is http://www.fta.dot.gov/grants/13094_13528.html</i> • It was suggested that mobility managers bring the VA to local organizations in order to engage veterans. • The VA has vehicles that can be used. • In one area, there is a steering committee that is engaging veterans to develop a process where veterans can use a variety of sources including Amtrak and local rapid transit to get to the VA hospital. • In one area, there is a train-the-trainer program where trainers are taken on the bus to be physically shown what is available. The trainer then trains veterans on methods to get to the VA hospitals.

Matching Funds	<ul style="list-style-type: none"> • Questions to consider with matching funds: <ul style="list-style-type: none"> • What to do with in-kind donations • How to identify sustainable match • How to work with private organizations to provide match • How to help people and organizations to find a benefit to being part of matching funds? • In order for matching funds to be sustainable it has to continue to grow. • In one area, a match exists with the community college but there is an issue with sustainability. A match with the Chamber of Commerce is being explored so that the match will grow with the community growth. • Advertising and sponsoring a free ride day may be helpful as well. • In another area, an employer's toolkit was created; and another one for public agencies was assembled for those wanting to approach employers to help them to see the benefits of being involved with match. It is available online also.
Public Involvement	<ul style="list-style-type: none"> • Questions to consider with public involvement: <ul style="list-style-type: none"> • How can you engage stakeholders • How can you encourage stakeholders to attend transit meetings? • In one area, there was a site visit with stakeholders. This face-to-face involvement was helpful and stakeholders were interested. • It is important to keep in continual communication, perhaps monthly meetings, to keep stakeholders informed and familiar with transit issues.

20 Small Group Discussion D – Regional Coordination – Veterans Services and Local Match

Small Group Discussion D Group-Selected Topics: Regional Coordination Veterans Services Local Match	
	Key Discussion Points
Regional Coordination	<ul style="list-style-type: none"> Regional coordination plans are a good tool to use to improve the quality of services provided for people with disabilities. This can be used as a tool to evaluate disability friendliness in each of the regions. The regional transportation coordination plan is one way to identify whether people with disabilities are included in that process and whether goals can be improved upon and used as a tool to evaluate this project. It is important to remember that a transportation agency cannot be all things, but can be part of the solution. In one area, there is a partnership with MHMR that is working well to provide travel services to attend workshops. The participants schedule attendance at the workshops through the transportation entity. With specialty transportation, timing can be an issue. An important issue to consider is segregation of those being transported. We should be looking at inclusion and how to provide transportation that everyone can use. In another area, they are receiving money to conduct a travel trainer program for a peer-to-peer driver program for reimbursement of family members and taxi drivers. It will be built around existing travel services. In another area, they are the only transportation entity providing services because they are so great a distance from other areas. They are coordinating regionally very well; but the need is so great, and there are resource issues. They are working to pull in smaller groups to be part of that system. Taxi associations may see it as a competitive issue with the transportation entity as a competitor. It is important to consider that carrying one category of rider is not the only way to produce inclusion. The other way is to utilize the additional space on a vehicle for people from other categories or no category to ride that same vehicle. It is important that the idea of coordination not become the goal. The goal is not to be coordinated; instead the goal is to move more people, more safely, more quickly. Coordination helps us get there. The transit agencies that have the most efficient system are the ones that are the best coordinated; they are the best coordinated because they provide the best services. If you provide the best service, then people will utilize the system. The system should be a good system for all and that meets the needs of those with disabilities also. It should not just be for a

	<p>specific group. There is a perception that public transportation is only for certain groups.</p> <ul style="list-style-type: none"> • Regional coordination is a tool to be used for the final product. It is important to make sure that entities are being responsible with resources. One tool to do this is to require certificates of assurance, a self-test that documents compliance with regulations. Providers should also be able to certify that the services provided are not currently available out on the open market at a lower cost. That is the true test. The organization that is most cost-effective should succeed. We are not in the business of protecting agencies; we are in the business of providing services. • An assurance will contribute to transparency and the ability to monitor organizations. • Coordination has been a way of life for a lot of the smaller systems, and they have been coordinating for a long time in order to survive. Buses are filled with all types of riders out of necessity. It was necessary to be creative with limited funding. Fixed routes may have advantages; but a fixed route is not necessarily better, and a lot of systems do not have a need for a fixed route. Not every system and not every coordinated area is the same.
Veterans Services	<ul style="list-style-type: none"> • The veterans group is growing and the age is younger overall. In some cases, veterans may not want to ride with other groups. • The coordination occurring in the Brazos Valley between Veteran's Affairs and the transportation entity is a potential model to be followed in other areas. Veterans using the transportation services are given an identifying tag. Other Veteran's Administration staff are aware of this identification and help to make sure that these veterans are processed quickly to return back for transportation pick up. This allows coordination of travel with other passengers. It is a great example of strong collaboration to provide benefits. This does reduce the ability of the individual veterans to have social interaction with other vets while at the hospital, and this can cause a delay at times. • Some entities have worked very hard to provide services by phone as much as possible to reduce transportation needs. • The idea of mobility management is a good one and brings in non-traditional partners. In some areas, they are trying to create a forum where organizations from different areas - transit providers and people with disabilities - can come together to share ideas and collaborate. • There are opportunities for partnership funded out of the Veteran's Administration grants and the Texas Equal Access to Justice Foundation. Funds are being used to help with veterans issues, find more resources, and start a veterans legal assistance hotline. Veterans need this information. Organizations need to be able to tell veterans how to get to those meetings, especially in rural areas. It would be helpful to get more information statewide about transit opportunities for people served. • The goal should be to build a community with universal access, a community of inclusion, to include people in rural areas and urban,

	<p>and with disabilities, who can access mobility options and choose mobility services. There are also veterans with disabilities, and their needs may be so much broader need than just medical needs. Veterans coming back from Iraq and Afghanistan want to access employment services.</p>
Local Match	<ul style="list-style-type: none"> • More information is needed on the definition for in-kind match. • It might be helpful to have an introductory course on identification and documentation of in-kind match. This course could provide an overview of the process and key words that can and cannot be used when providing documentation of match. <i>TxDOT post conference note: Such a course is underdevelopment. See Breakout Session I.</i> • Local match might be a good semi-annual topic for the July TxDOT-transit operators meeting. • It would be helpful to have a template. • The TXDOT representative explained that there is a form on the website. <i>TxDOT post conference note: The form is found in Appendix B of this report.</i>

21 Closing Session: The Champions

Hon. Carolyn Bilski, Austin County Judge

Feedback is the breakfast of champions

True champions don't always win, but they do have true guts.

You need board members who will be your champions. People who come for the meal and social gathering aren't the people you need. You want people who can dream a vision, possess the desire to forward it and the talent to help make it happen.

Make sure local assistance folks know about the transportation resources and vice versa.

Use your imagination to involve city councils, commissioner's boards, chambers of commerce. Take your financial sheets with you, not your gim-me's.

Making the world a better place to live makes you're a champion!



22 Appendix A: SOLVE Conference Agenda

APRIL 17

8:30 – 10:00 AM	Registration <i>Lower Level</i>				
10:00–10:15	Welcome <i>Bergstrom C & D</i> Eric Gleason, Director, TxDOT Public Transportation Division (PTN)				
10:15–10:45	Do the Right Thing <i>Bergstrom C & D</i> Ron Kessler, Ron Kessler Group, Austin				
10:45–11:30	Forget the Labels <i>Bergstrom C & D</i> Moderator: Kelly Kirkland, TxDOT-PTN, Planning Director, Austin <ul style="list-style-type: none">• Doug Birnie, Federal Transit Administration, Washington, D.C.• Amy Conrick, Community Transportation Association of America, Washington, D.C.• Marion Denney, Dallas Area Rapid Transit (DART)• Mary Grinsfelder, Community Council of Greater Dallas/Dallas Area Agency on Aging				
11:30–11:45	Questions and Answers; Instructions for Lunch and Afternoon <i>Bergstrom C & D</i> Kelly Kirkland, TxDOT-PTN, Planning Director, Austin				
11:45–1:00 PM	Lunch <i>Upper Atrium</i>				
1:00–1:55	<table><tr><td>Breakout A <i>Bergstrom C</i></td><td>What Happens When A Case Worker Meets a Mobility Manager (United We Ride Pilot Projects) Moderator: Karen Dunlap, TxDOT-PTN, Planner, Austin<ul style="list-style-type: none">• Marion Denney, Dallas Area Rapid Transit, Dallas• Nathan Withers, Texoma Area Paratransit System, Sherman• Sandra Webb, Heart of Texas Council of Governments, Waco</td></tr><tr><td>Breakout B <i>Bergstrom D</i></td><td>Making Human Services a Part of the Solution Moderator: Alfredo Gonzalez, TxDOT-PTN, Public Transportation Coordinator, Odessa<ul style="list-style-type: none">• Vernon Chambers, Harris County RIDES, Houston• Sheila Holbrook-White, Tarrant County Human Services, Fort Worth• Jane Jones, Volar Center for Independent Living, El Paso</td></tr></table>	Breakout A <i>Bergstrom C</i>	What Happens When A Case Worker Meets a Mobility Manager (United We Ride Pilot Projects) Moderator: Karen Dunlap, TxDOT-PTN, Planner, Austin <ul style="list-style-type: none">• Marion Denney, Dallas Area Rapid Transit, Dallas• Nathan Withers, Texoma Area Paratransit System, Sherman• Sandra Webb, Heart of Texas Council of Governments, Waco	Breakout B <i>Bergstrom D</i>	Making Human Services a Part of the Solution Moderator: Alfredo Gonzalez, TxDOT-PTN, Public Transportation Coordinator, Odessa <ul style="list-style-type: none">• Vernon Chambers, Harris County RIDES, Houston• Sheila Holbrook-White, Tarrant County Human Services, Fort Worth• Jane Jones, Volar Center for Independent Living, El Paso
Breakout A <i>Bergstrom C</i>	What Happens When A Case Worker Meets a Mobility Manager (United We Ride Pilot Projects) Moderator: Karen Dunlap, TxDOT-PTN, Planner, Austin <ul style="list-style-type: none">• Marion Denney, Dallas Area Rapid Transit, Dallas• Nathan Withers, Texoma Area Paratransit System, Sherman• Sandra Webb, Heart of Texas Council of Governments, Waco				
Breakout B <i>Bergstrom D</i>	Making Human Services a Part of the Solution Moderator: Alfredo Gonzalez, TxDOT-PTN, Public Transportation Coordinator, Odessa <ul style="list-style-type: none">• Vernon Chambers, Harris County RIDES, Houston• Sheila Holbrook-White, Tarrant County Human Services, Fort Worth• Jane Jones, Volar Center for Independent Living, El Paso				

Breakout C <i>Chennault</i>	Transportation Services for Veterans Moderator: Vanessa Owens, TxDOT-PTN, Public Transportation Coordinator, Austin <ul style="list-style-type: none"> • Kevin Bergan, Veterans Transportation Service, Atlanta, GA • Vince Huerta, LULAC Project Amistad, El Paso • Wendy Weedon, Brazos Transit, Bryan
Breakout D <i>Del Valle</i>	Crossing Over - How to Overcome Jurisdictional Boundary Issues Moderator: Armida Sagaribay, TxDOT-PTN, Public Transportation Coordinator, El Paso <ul style="list-style-type: none"> • John Hendrickson, Waco Transit, Waco • Alonda Massey, EZ Rider, Midland-Odessa <i>Unable to Attend</i>
2:05 – 3:00	Repeat Breakouts A thru D Above
3:00-3:15	Break <i>Outside Bergstrom C & D</i>
3:15-4:10	Breakout E <i>Bergstrom C</i> Bridging the Disconnect Between Human Services and Transportation Agencies Using a Needs Assessment Model Moderator: Anne Polk, TxDOT-PTN, Public Transportation Coordinator, Dallas <ul style="list-style-type: none"> • Stevie Greathouse, Capital Area Metropolitan Planning Organization, Austin • Bob Schwab, El Paso County, El Paso • Jeanie Teel, Faith in Action Caregivers, Austin
Breakout F <i>Bergstrom D</i>	Comparing and Contrasting Diverse Mobility Management Models Moderator: Gracie Cantu, TxDOT-PTN, Public Transportation Coordinator, Pharr <ul style="list-style-type: none"> • Doug Birnie, Federal Transit Administration, Washington, D.C. • Amy Conrick, Community Transportation Association of America, Washington, D.C. • Judy Telge, Coastal Bend Center for Independent Living, Corpus Christi • Janice Ferguson, Texas Workforce Commission, Austin
Breakout G <i>Chennault</i>	Mobility Management Performance Measures Moderator: Darla Walton, TxDOT-PTN Public Transportation Coordinator, Bryan <ul style="list-style-type: none"> • Meredith Highsmith, Texas A&M University-Texas Transportation Institute, Austin
Breakout H <i>Del Valle</i>	How to Engage New and Non-Traditional Partners, Including Taxi-Cab Companies Moderator: Stephen Ndima, TxDOT-PTN, Public Transportation Coordinator, Corpus Christi <ul style="list-style-type: none"> • Vernon Chambers, Harris County RIDES, Houston • Shawn Clark, Golden Crescent Regional Planning Commission, Victoria • Lynda Woods-Pugh, Ark-Tex Council of Governments, Texarkana
4:20-5:15	Repeat Breakouts E thru H Above
Evening	Dinner on Your Own

APRIL 18

7:30-8:30 AM

Continental Breakfast
Outside Bergstrom C & D

7:30-8:15

TxDOT Meeting with Lead Agencies
Del Valle

8:30-9:30

Issues and Trends In Regional Planning – An Overview of Texas’ Newly Updated Regional Plans
Bergstrom C & D

Moderator: Steve Wright, TxDOT-PTN, Planner, Austin

- Meredith Highsmith, Texas A&M University -Texas Transportation Institute, Austin

9:40-10:35

Breakout I
Chennault

Finding Match – A Research Project

Moderator: Kris Dudley, TxDOT-PTN, Program Manager, Austin

- Martha Garcia-Opperstene, Texas A&M University -Public Policy Research Institute, College Station

Breakout J
Del Valle

When Stakeholders Take Ownership of the Planning Process (Different Models for Operating a Stakeholder Steering Committee)

Moderator: Wanda Carter-Dyer, TxDOT-PTN, Public Transportation Coordinator, Yoakum

- Stevie Greathouse, Capital Area Metropolitan Planning Organization, Austin
- Martin Ornelas, Transportation Coordination Network of the Coastal Bend, Alice
- Gary Rushing, Heart of Texas Council of Governments, Waco

Breakout K
Bergstrom C

Does It Have to Be a Juggling Act? (Getting Work Done with Limited Staff Resources)

Moderator: Travis Madison, TxDOT-PTN, Public Transportation Coordinator, Houston

- Sabrina Estades, Central Texas Rural Transit District, Coleman
- Jessica Pena, Concho Valley Transit District, San Angelo

Breakout L
Bergstrom D

Engaging the Customer

Moderator: Greg Davis, TxDOT-PTN, Public Transportation Coordinator Waco

- Luis Guajardo, Lower Rio Grande Valley Development Council, Weslaco
- Joanne Mundy, Texas Department of State Health Services, Midland
- Kristy Range, NDMJ Transportation, Tyler

10:35-10:50

Break
Outside Bergstrom C & D

10:50-11:45

Repeat Breakouts I thru L Above

11:45-1:00 PM

Lunch *Upper Atrium*



1:00-2:15

Small Group Discussions

Group A
Bergstrom C

Facilitator: Debra Stabeno, The Litaker Group
Topics: Regional Coordination and Planning
Coordination with Veterans Services

Group B
Bergstrom D

Facilitator: Dawn Johnston, The Litaker Group
Topics: Lessons Learned
Performance Measures

Group C
Chennault

Facilitator: Dan Walters, The Litaker Group
Topics: Coordination with Veterans Services
Matching Funds
Public Involvement

Group D
Del Valle

Facilitator: Richard Taylor, The Litaker Group
Topics: Regional Coordination
Veterans Services
Local Match

2:15-2:30

Break *Outside Bergstrom C & D*

2:30-2:50

Bergstrom C & D

The CHAMPIONS

Eric Gleason, Public Transportation Division Director, TxDOT-PTN, Austin
The Honorable Carolyn Bilski, Austin County Judge, Sealy

2:50-3:10

Evaluation & Good-Bye

Eric Gleason, Public Transportation Division Director, TxDOT-PTN, Austin



Acknowledgements

SOLVE Planning Committee

Local & Regional Transportation Planners & Providers

Vernon Chambers	Harris County RIDES, Houston
Marion Denney	Dallas Area Rapid Transit, Dallas
Roy Munoz	Alamo Area Council of Governments, San Antonio
Jessica Pena	Concho Valley Transit District, San Angelo

Texas Department of Transportation – Public Transportation Division

Rebecca Black	Administrative Assistant, Austin
Greg Davis	Public Transportation Coordinator, Waco
Kris Dudley	Program Manager, Austin
Karen Dunlap	Planner, Austin
Stephen Ndimma	Public Transportation Coordinator, Corpus Christi
Steve Wright	Planner, Austin

Registration

Antonia Casarez	Financial Officer, Austin
Rebecca Thompson	Program Manager, Austin

Texas Department of Transportation – Technology Services Division

Michael Cloud	Information Systems Analyst Audio-Visual-Computer Technical Support
---------------	--

Event Planning, Facilitation/Scribing Services, Preparation of Final Report

The Litaker Group
Austin, Texas



23 Appendix B: Sample In-Kind Contribution Form

Date of Contribution	Description of Contributed Item or Service	Purpose for Contribution was Made	Real or Approximate Value of Contribution	How was Value Determined (e.g., actual cost, appraisal, etc.)	Who Made this Value Determination	Was Contribution obtained by Federal Funds

Name of Contributing Organization / Agency / Business / Individual: _____

Address of Contributor: _____

Printed Name of Contributor: _____ Title: _____ Phone: _____

Signature of Authorized Individual: _____ Date: _____



24 Appendix C: Speaker Presentations

INDEX TO SPEAKER PRESENTATIONS

Presentations from the following speakers follow. There were not presentations for all sessions.

Panel	Forget the Labels <ul style="list-style-type: none">• Doug Birnie, Federal Transit Administration
Breakout B	Making Human Services a Part of the Solution <ul style="list-style-type: none">• Vernon Chambers, Harris County RIDES• Sheila-Holbrook White, Tarrant County Human Services
Breakout C	Transportation Services for Veterans <ul style="list-style-type: none">• Wendy Weedon, Brazos Transit• Vince Huerta, LULAC Project Amistad
Breakout E	Bridging the Disconnect Between Human Services and Transportation Agencies Using a Needs Assessment Model <ul style="list-style-type: none">• Stevie Greathouse, Capital Area Metropolitan Planning Organization
Breakout F	Comparing and Contrasting Diverse Mobility Management Models <ul style="list-style-type: none">• Judy Telge, Coastal Bend Center for Independent Living• Janice Ferguson, Texas Workforce Commission• Doug Birnie, Federal Transit Administration• Amy Conrick, Community Transportation Association of America
Breakout H	How to Engage New and non-Traditional Partners, Including Taxi-Cab Companies <ul style="list-style-type: none">• Vernon Chambers, Harris County RIDES• Shawn Clark, Golden Crescent Regional Planning Commission
Plenary	Issues and Trends in Regional Planning – An Overview of Texas’ Newly Updated Regional Plans <ul style="list-style-type: none">• Meredith Highsmith, Texas Transportation Institute
Breakout J	When Stakeholders Take Ownership of the Planning Process (Different Models of Operating a Stakeholder Steering Committee) <ul style="list-style-type: none">• Stevie Greathouse, Capital Area Metropolitan Planning Organization• Martin Ornelas, Transportation Coordination Network of the Coastal Bend

Breakout K Does It Have to Be a Juggling Act? (Getting Work Done with Limited Resources)

- Sabrina Estades, Central Texas Rural Transit District
- Jessica Pena, Concho Valley Council of Governments

Breakout L Engaging the Customer

- Luis Guajardo, Lower Rio Grande Valley Development Council
- Kristy Range, NDMJ Transportation
- Joanne Mundy, Texas Department of State Health Services



Panel Discussion: Forget the Labels

Presenter: Doug Birnie

Organization: Federal Transit Administration

Presentation Name: United We Ride: An Update



U.S. Department of Transportation
Federal Transit Administration



United We Ride: An Update

Texas DOT- Mobility Management Workshop
April 17/18, 2012

Doug Birnie, Federal Transit
Administration

UWR Objectives

- ▶ Coordinated Planning
 - Getting the BORPSAT
- ▶ Mobility Management
 - Broad set of tools & tasks to improve transportation choices
- ▶ One-Call Centers
 - No wrong door, one call for your ride
- ▶ State Leadership

Mobility Management – SAFETEA LU

- ▶ Recognizes Mobility Management for first time in law.
- ▶ Definition—consisting of short-range planning and management activities and projects for improving coordination among public transportation and other transportation service providers.
- ▶ Make it an eligible capital expense with 80/20 match.

Mobility Management is growing

- ▶ 350+ MM's identified
- ▶ Increased FTA spending
- ▶ TA Centers developing training resources
- ▶ NRC's **Partnership for Mobility Management**
 - ▶ AASHTO, ABA, ACT, APTA, CTAA, Easter Seals, TLPA
 - ▶ National association for mobility managers

Program	FY06	FY07	FY08	FY09	FY10
5310		329,035	1,790,394	3,932,458	2,845,072
JARC	130,000	0	11,875,576	13,386,730	7,985,714
New Freedom	195,000	920,798	11,061,590	16,418,843	19,021,749
5307 Urban		1,122,000	1,718,910	3,050,328	2,343,035
5311 Non-Urban		29,624	1,795	6,671,360	227,589
TOTALS	\$325,000	\$2,401,457	\$26,448,265	\$43,574,187	\$32,639,159
Increase year-over-year		639%	1001%	64.8%	-25.1%

Mobility Management - Attributes

- ▶ Mobility managers are transportation coordinators, not providers—community travel agents.
- ▶ Customer Based---Market and customer-based, rather than a system and infrastructure based. Use everything to meet customer needs.
- ▶ Taxpayer Based—Seeking biggest bang for the buck-- efficiency for taxpayers

Mobility Management Functions

- ▶ **Policy Coordinators**
- ▶ **Operations Coordinators**
- ▶ **Customer Travel Navigators**

Mobility Management- Partnership for Management

- ▶ **Home for Mobility Managers**
- ▶ **Provides Technical Assistance & Training**
- ▶ **Provides a National Communication Network**
- ▶ **Second National Conference—May 9 & 10, 2012, Long Beach California (APTA Bus & Paratransit Conference)**

Mobility Management-Partnership for Management



Contact Us

- ▶ Doug Birnie, United We Ride Team Leader
202.366.1666, douglas.birnie@dot.gov
- ▶ Erik Weber, Program Analyst
202.366.0705, erik.weber@dot.gov
- ▶ Pam Brown, Program Analyst
202.493.2503, pamela.brown@dot.gov



Breakout B: Presenter 1

Presenter: Vernon Chambers

Organization: Harris County RIDES

Presentation Name: Making Human Services a Part of the Solution



Keeping Harris County Moving:

A coordinated approach



WHO IS RIDES?

- Administered by Harris County Community Services Department - Transit Division
- Target market – seniors, persons with disabilities and low in-come
- Service area – incorporated and unincorporated areas of Harris County and fill gaps within METRO service area
- Subsidized trips for non-emergency transportation
- Coordinated demand response service
- Mobility Management – Mobility Coordinators (3)
 - Ambassador Service (8)
 - Coordination with United Way 211 Referral

Why RIDES?

- Study done in 1999 revealed gaps in transportation services within Harris County
- Coordinated program to eliminate duplication of services in the county
- **Local Stakeholders included in planning process;** wanted an alternative to fill gaps:
 - flexibility
 - customer centered
 - streamlined enrollment/ 1 intake form
 - promote independence for seniors, people with disabilities and low-income

What Did Agencies Want?

PROGRAM BASED ON CLIENTS NEEDS

- Discounted fares
- Provide elderly and disabled safe service
- Provide good customer service – starting with Rides staff to dispatchers & drivers
- Provide reliable and on-time service
- Provide a coordinated approach linking customers, agencies and transportation providers for customers to improve & maintain quality of life

Agency Testimonial



Providing Transportation solutions *that work!*

A Seat For Everyone since 2003: (Categories of Partners)

- Seniors
- Community based human services clients
- Personal care home clients
- Assisted Living Centers
- Veterans
- Adult Day Centers
- Senior Citizens Programs
- Women's Shelters
- Non - ADA eligible
- Short-term Disabilities
- Dialysis Centers

19 Partner Agencies

- Area Agency on Aging
- Alzheimer's Association
- Amazing Place Houston
- AstroCare Class Inc.
- Bay Area Turning Point
- Care for Elders
- City of Baytown
- City of Pasadena
- Cypress Assistance Ministries
- Gate Way To Care
- Gulf Coast Community Center
- Houston Area Parkinson Society
- Jewish Community Center
- Katy Area Ride Service (Starting in May)
- Neighborhood Centers Inc.
- Precinct2Gether
- Sheltering Arms Senior Services
- TIRR Memorial Hermann
- Touch of Class



Agency Benefits for Using RIDES

- Transportation trips subsidized at 50% discount
- Cheaper than operating own transportation program
- Provision of transportation services to clients without incurring capital expense or increased personnel cost
- Transportation service availability for clients 24 hours a day /7 days week
- Clients ability to pre-schedule travel needs –subscription service
- Flexibility of same day travel for your clients
- Promotion of independence through freedom of choice in selecting service provider and type of service (taxi service or shared ride)
- Monitoring of the conditions and quality of transportation providers by an outside party
- Flexibility to add agency eligibility criteria to the RIDES Program's eligibility criteria

Agency Responsibilities

- Assist with customer in-take /registration
- Conduct customer education on program use
- Purchase discounted transportation services for clients with no charge to the client
- Provide client information updates
- Provide a liaison to work with RIDES Mobility Coordinators



RIDES Responsibilities

- Provide grant funding for 50% discount
- Provide training for Agency liaison
- Input clients into central database after registration
- Provide access to client usage reports
- Provide customer education materials to agency
- Provide and distribute fare-cards to clients
- Provide on-going assistance to agencies
- Monitor sub-contractors for insurance & vehicle maintenance



*Quality of Service
Monitoring*

Client Access

Eligibility Registration-48 hour process

- Complete one page registration form & proof of eligibility
- Strive for quick turn-a-round
- Fare card in hand with funds loaded

Agency Out of Loop! (until more funds needed!)

- Customer makes own reservation as needed
- Agency has ability to pull reports on client usage

Design for Customer Choices

- **Two choices of transportation modes**
 - **Seven contracts with local transportation providers**

Shared-ride van services – 4 Providers

- American Red Cross
- Genson Transit
- Regional Medical
- Medicab Transport

Taxi service- 3 Providers

- Greater Houston Transportation
- Lonestar/Liberty Cab Company
- Pasadena Taxi



Policies Non Profits and Health and Human Services Agencies Want

- No Trip Purpose (non-emergency)
- County wide services
- Same day service or 24 hours notice
- Availability 24/7- 365 days (taxis)
- Personal Safety
 - curb to curb
 - door to door on selected routes with Ambassadors; assistance with small packages and escort into Doctor's offices
 - high quality, reliable service
 - Customer Choices

Standardized Trip Pricing

- Shared-Ride vans – cost based on mileage/distance (Google mapping)
 - Minimum \$6.00 (1-3 mile trip)
 - Maximum \$42.00 (20+ mile trip anywhere within Harris County)
- Taxi Cab – cost based on meter rate
 - Maximum \$48.00 fare per one-way trip
- Discounted fares at 50%

Harris County Manage Funding



- **Agency does have to apply for Federal Funding:**
 - **Harris County selects appropriate funding to use for clients and manage federal grants:**
 - **Section 5310 Elderly and Disabled**
 - **FTA 5307 Formula Funding**
 - **FTA 5317 New Freedom**
- **Agency dollars can be used as local match**

Overall Benefits

Flexibility - Win Win For ALL!



**Leveraging Resources for
Cost Effective Service!**

- Utilizing decentralized scheduling to reduce overhead
- Customer chooses best transportation provider for their needs!
- Taxi-cab option provides expanded service hour coverage (weekends)
- Agreements with participating agencies
 - Not free... but subsidized
- Affordable way for participating agencies to provide transportation
- Aid small transportation providers with marketing and customer base growth

Contact Information

RIDES

713 368-RIDE (368-7433)

www.harriscountyrides.com

Vernon Chambers – Program Mgr
713 578-2204





Keeping Harris County Moving:

A coordinated approach





Breakout B: Presenter 3

Presenter: Sheila Holbrook-White

Organization: Tarrant County Human Services

Presentation Name: Making Human Services a Part of the Solution



Making Human Services A Part of the Solution: A Practical Approach

Sheila Holbrook-White,
Executive Director
Texas Citizen Fund- Mobility Partnerships



Presentation Approach

- Focus: Strategies and solutions
- Focus: Persons with disabilities across the lifespan



Tarrant County Go2Work!

- Timeline: 2009- 2011
- Job Access planning grant
- Funded by the North Central Texas Council of Governments
- Low-income workers with disabilities



[Intersections](#)





Developing Genuine Partnerships with Allies

- Shared intersection
 - Values
 - Interests
 - Outcomes
- Ability to participate
- Simultaneous translation skills
- Future focused





Tarrant Rides & Information Partnership (TRIP)

- Timeframe: January 2011- December 2012
- New Freedom mobility management
- Funded by the North Central Texas Council of Governments
- Increasing the viable mobility of persons with disabilities across the lifespan through:
 - Transportation options counseling
 - Caseworker and allies' Mobility 101 trainings
 - Partnerships
 - Regional connections



“The extra energy or effectiveness that people or businesses create when they combine their efforts.”

- MacMillan Dictionary



1. The action of working with someone to produce or create something
2. Something produced or created in this way

- MacMillan Dictionary

EXIT 6

PARTNERSHIP
NEXT EXIT





TRIP 2.0

- Timeframe: January, 2013- December, 2015
- New Freedom mobility management
- Recommended for funding by the North Central Texas Council of Governments
- Increasing the viable mobility of persons with disabilities across the lifespan through:
 - Transportation options counseling
 - Caseworker and allies' Mobility 101 trainings
 - Spurring partnerships
 - Building regional connections
 - Specialized alliances:
 - GetMoving!
 - ReadyVetGo!
 - PeopleMovers





Developing Genuine Partnerships *with Allies*

- Devise common strategies
- Join forces formally
- Pool resources
- Common effort, common benefit





Breakout C: Presenter 2

Presenter: Wendy Weedon

Organization: Brazos Transit

Presentation Name: Transportation Services for Veterans

Brazos Transit District

Providing General Public Transportation Since 1974



1 (800) 272-0039

1759 North Earl Rudder Frwy.

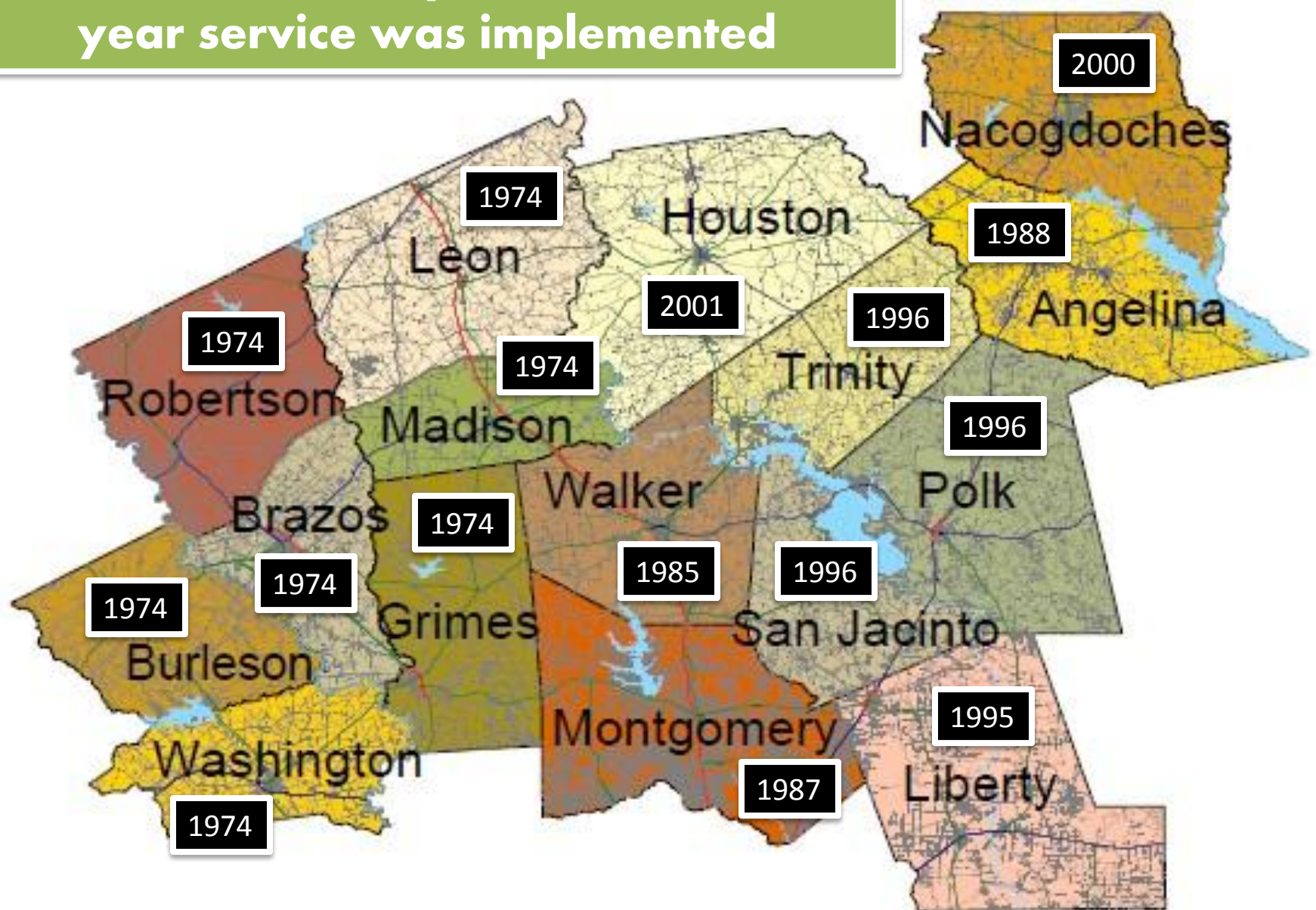
Bryan, TX 77803

www.btd.org

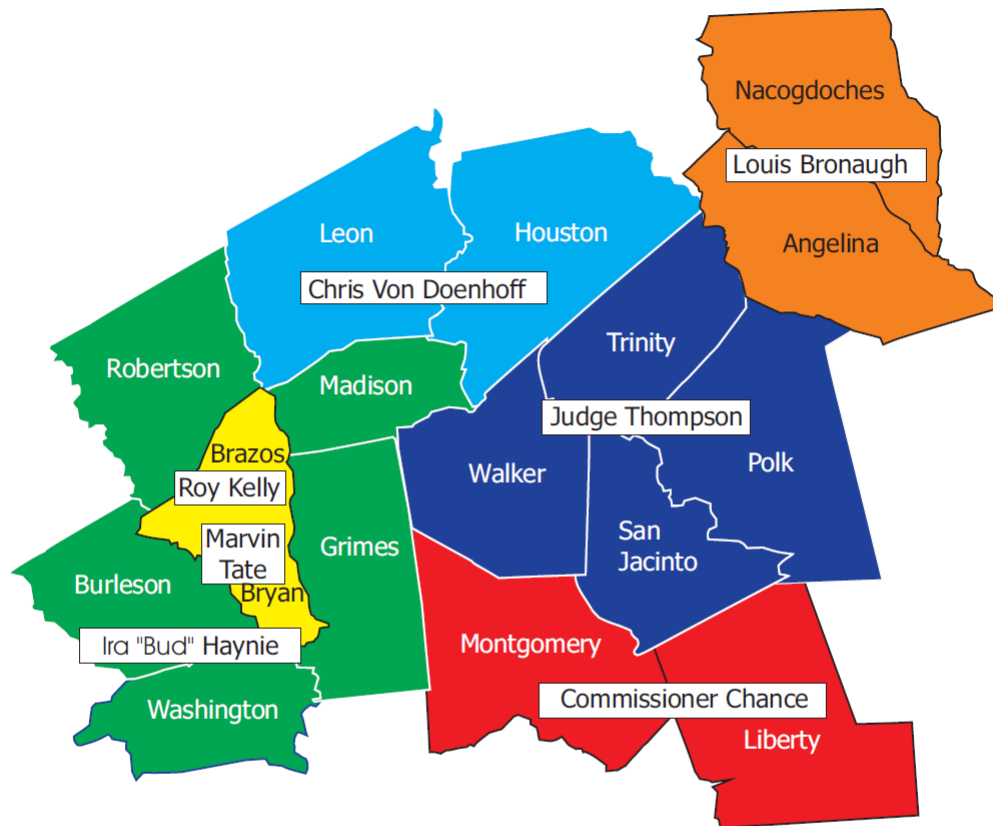
Brazos Transit District (The District), is a general public transportation provider. The District was founded in 1974 and served the seven counties of the Brazos Valley. The District now serves sixteen counties in Central and East Texas, covering 13,333 square miles with a population of over 1 million people.








The District is a political subdivision of the Great State of Texas and receives funding through the Federal Transit Administration, (FTA), and the Texas Department of Transportation, (TxDOT).

Counties Served by The District & the year service was implemented



Brazos Transit District



- | | |
|---|--|
|  Roy Kelly | • City of College Station & Brazos County |
|  Louis Bronaugh | • Angelina & Nacogdoches Counties |
|  Marvin Tate | • City of Bryan |
|  Chris Von Doenhoff | • Houston & Leon Counties |
|  Commissioner Chance | • Liberty & Montgomery Counties |
|  Ira "Bud" Haynie | • Grimes, Madison, Robertson, Burleson and Washington Counties |
|  Judge Thompson | • Polk, San Jacinto, Trinity and Walker Counties |

The District's Board of Directors

Covering 16 counties over Central and East Texas, Brazos Transit District (The District) has to meet the needs of a wide range of customers, and the responsibility lies on The District's seven-member Board of Directors to set the policies that keeps service in that large service area running smoothly.

Charles Wilson VA Shuttle



Charles Wilson was a very big advocate for U.S. Veterans and he was well aware of how so many of them were transportation deprived. Many Veterans were having to rely on and/or pay friends and relatives to drive them to their medical appointments, leaving them at the mercy of others. He could see how much of a problem this was and became determined to find a solution to it. Charles Wilson was a board member for Temple-Inland, a company based in Diboll. Temple-Inland is one of the nation's primary producers of corrugated boxes, as well as building products, pulp, and paperboard. The company employs over 5,000 people nationwide and is very well known for giving back to the community. Charles Wilson made a proposal at one of their board meetings that Temple-Inland fund this venture he had in mind to provide free medical transportation to Veterans. He envisioned a service where Veterans did not have to worry over whether they had a way or the means to get back and forth to their medical appointments, as this was the least that they deserved. His plea to the board was granted without hesitation by the Temple Foundation. The company granted The District a 3 year contract for \$297,000.00 to provide Veterans transportation to the DeBakey VA Hospital in Houston, TX. In August of 2007 The District started providing transportation for U.S. Veterans to their medical appointments in Houston five days a week, free of charge to Veterans and their personal care attendant/spouse. The District is currently in the middle of a second 3 year contract with Temple-Inland.



The Charles Wilson VA Shuttle bus is a 50' charter bus fully equipped with a restroom, reclining seats, TV screens, wheel chair lifts and much more. Not only are Veterans not having to pay for their transportation but they are also being transported in comfort. The shuttle starts at Jennings Station every weekday at 7:00 a.m. and departs Lufkin by 7:30 a.m. It then travels down I-59 to Livingston where more Veterans board the bus, then the shuttle bus arrives at the DeBakey VA Hospital in Houston around 9:30 a.m. every morning. Each Veteran that boards the shuttle bus is given a badge to wear. By the Veterans wearing this badge it alerts their physicians and medical staff that they are riding the shuttle so the Veterans can be quickly moved through their medical appointments and procedures and still make it back to the bus by 2:30, which is when the shuttle bus starts its route back to Lufkin.



Rural VA Shuttle

In addition to the Charles Wilson VA Shuttle that transports U.S. Veterans to the Michael E. DeBakey VA Medical Center in Houston, The District also operates a rural VA shuttle that picks up Veterans at their homes in the rural areas of Angelina, Houston, and Nacogdoches Counties and takes them to meet the Charles Wilson VA Shuttle to Houston or drops them at the Lufkin VA Clinic for care. Brazos Transit District received earmark funding from Senator John Cornyn to operate this project. This service started up February 1, 2010.

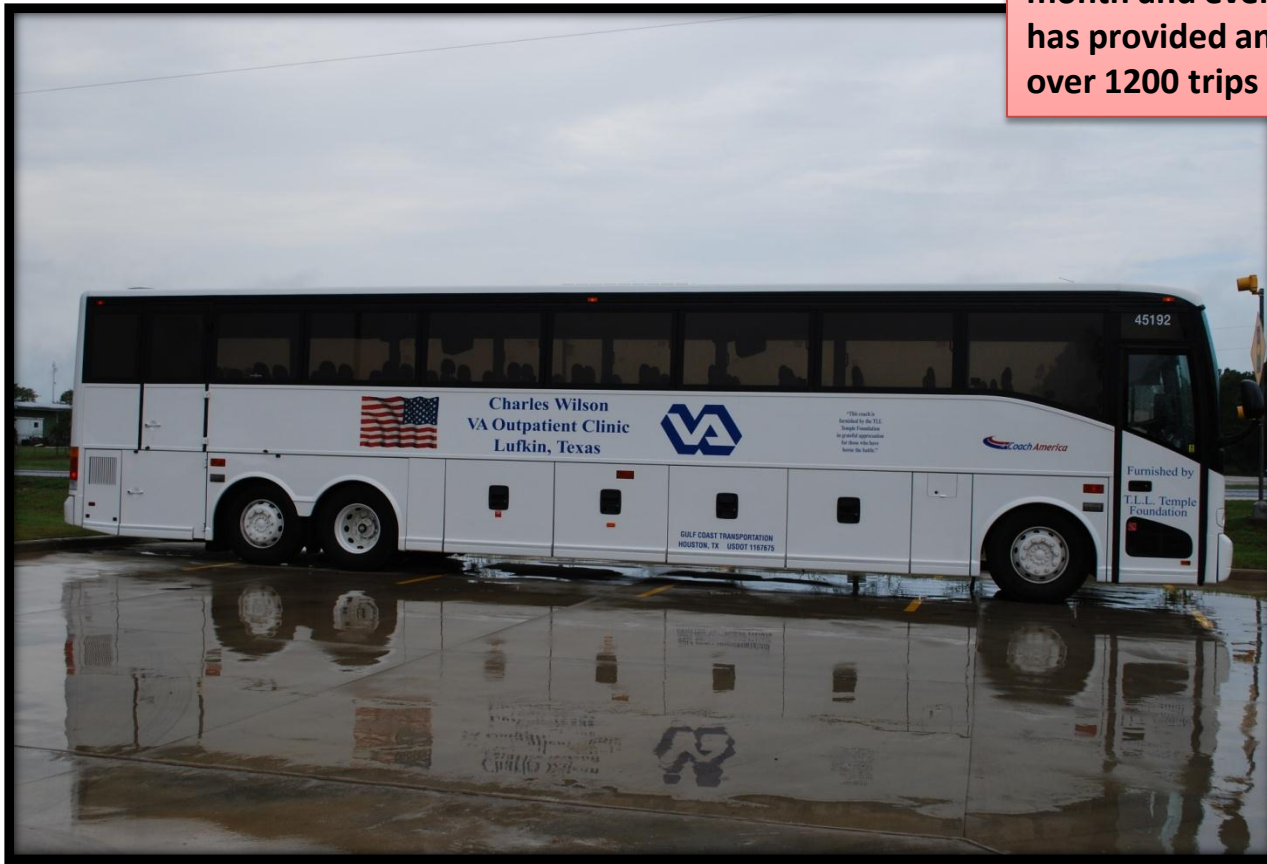
Jennings Station

**302 South First St,
Lufkin, TX**



Jennings Station, built in 2007, is a multipurpose transit facility. It is the hub for commercial bus lines and serves as a central transfer point for The District's fixed route bus service, The District's rural transit service, and The District's Charles Wilson VA Shuttle. The rural service transports Veterans from their homes in out-lying rural areas to Jennings Stations so that they can board the Charles Wilson VA Shuttle going to the DeBakey VA Hospital in Houston. Jennings Station has abundant parking spaces, so Veterans and their attendants can park and walk just a few feet to board the VA Shuttle bus.

The Charles Wilson VA Shuttle is operated by The District, and the service is contracted through Coach America. August of 2007 was when the service began, the 1st month it provided 505 trips, the next month and every month since has provided an average of over 1200 trips per month.





Breakout C: Presenter 3

Presenter: Vince Huerta

Organization: LULAC Project Amistad

Presentation Name: Transportation Services for Veterans



**EL PASO VETERANS
TRANSPORTATION AND
COMMUNITY LIVING INITIATIVE
(VTCLI)**



OVERVIEW

- One-call One-click
- Offer accessible services to
 - Veterans
 - Active service members
 - Military families
- El Paso is breaking ground on transportation improvements & Best Practices
 - Infrastructure
 - Coordinated Transportation Services
 - RTS



PROCESS

- Sun Metro and Project Amistad partnership
- Largest transportation providers in El Paso County; large military community
- Planning sessions & regularly scheduled meetings
- Coordinate mobility manager
- “Buy in” concept from stake holders



BARRIERS

- In-kind Match
- Large group of stake holders
- Comprehensive understanding of the needs
- Outreach to educate the benefits of the project



FUNDING

- In-kind match dollars
- Sales tax
- Rural grants
 - Job Access Reverse Commute (JARC)
 - New Freedom



OUTCOME AND EVALUATION

- Improve and stretch resources
- Increase awareness of the needs
- Project will benefit
 - Community
 - Transportation provider
 - Stake holders
- Evaluation on the number of Veterans served and number of transportation requests



ADVICE TO SHARE

- Coordination between providers to apply for funding
- Commitment
- Collaborate with stake holders
- Identify your community needs



QUESTIONS?

Vince Huerta

vhuerta@projectamistad.org

915-225-1679





Breakout E: Presenter 1

Presenter: Stevie Greathouse

**Organization: Capital Area Metropolitan Planning
Organization**

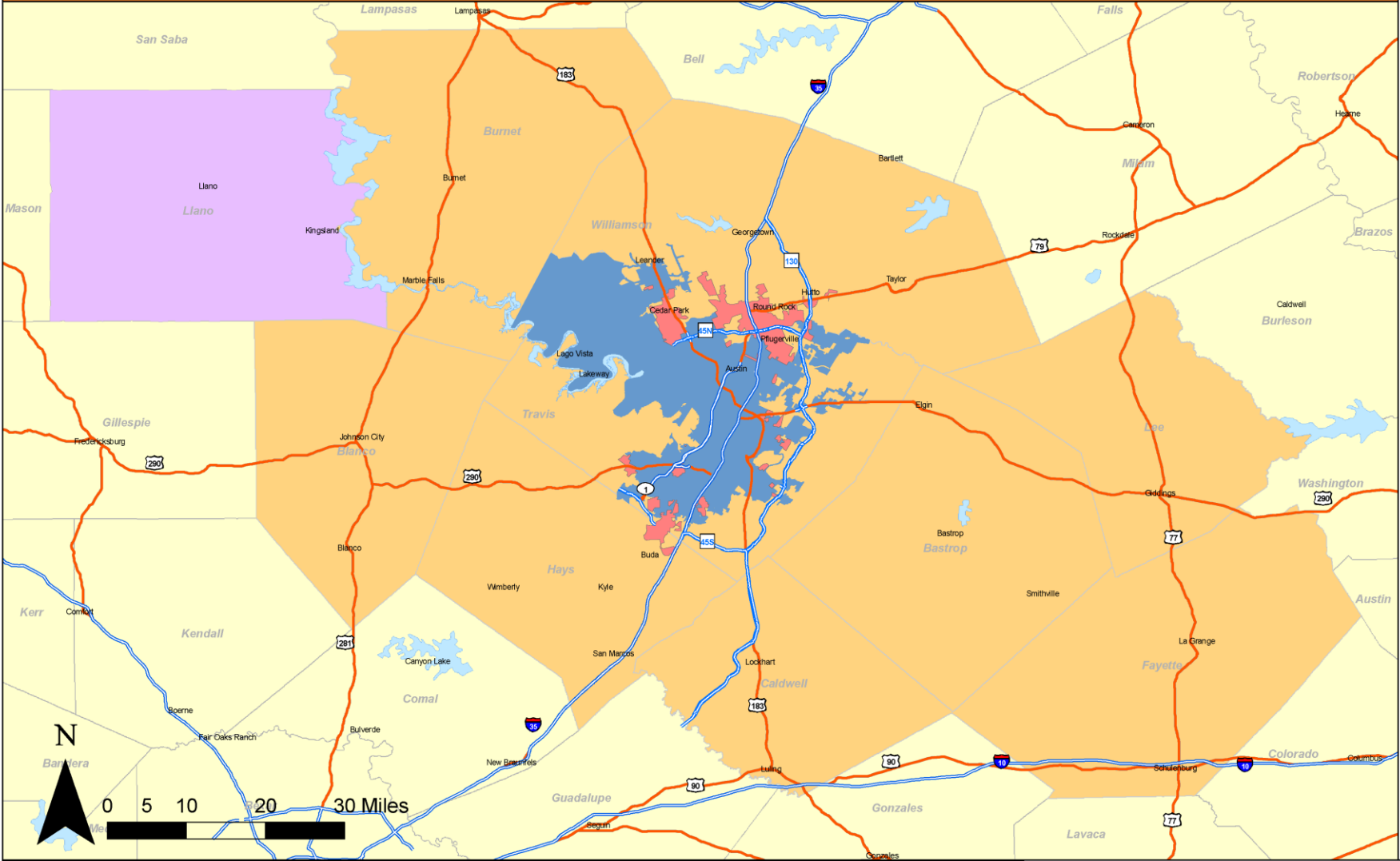
**Presentation Name: Bridging the Disconnect Between
Human Services and Transportation Agencies Using a
Needs Assessment Model**



Capital Area Regional Transit Coordination Committee

Bridging the Disconnect: Transportation Solutions Training

April 2012



Transportation Service Areas

CARTS District

Hill Country Transit

Capital Metro Service Area

No Public Transit Service



KFH
◆ GROUP ◆

2006 Plan

Capital Area RTCC



Action Item 7:

Review and revise regulations for client eligibility across agencies and programs.

2009 CTAA Institute for Transportation Coordination

Capital
Area
RTCC



2010 Survey

Capital
Area
RTCC



Provider Identification of Clients' Transportation Needs:

5) How often do you ask your clients how they traveled to your agency?

☐ Never ☐ Sometimes ☐ Frequently ☐ Always

6) What is the primary mode of transportation for your clients (please rank top 3)?

☐ Bus ☐ Drive themselves ☐ MetroAccess (formerly STS)
☐ Taxi ☐ Family or friend drives ☐ Hill Country Transit
☐ Volunteer driver ☐ Parks & Rec ☐ CARTS
☐ Other (please specify) _____

7) If your clients report that they do not use public transportation, what are the reasons that they commonly report?

☐ Don't need it ☐ Don't understand system ☐ Other _____
☐ Not offered ☐ Destination isn't offered
☐ Time isn't convenient ☐ Can't afford it

8) How frequently have your clients missed these activities because they lacked transportation?

	Never	Sometimes	Frequently	Always
Work				
Education or training				
Medical appointments or prescription pick-up				
Other rehabilitation or support services				
Shopping or groceries				
Recreational or social activities				

9) Do you have clients that lost a job because they did not have transportation?

☐ Yes ☐ No

10) Is it a policy to offer clients free access to a phone at your location?

☐ Yes ☐ No

11) Is it a policy to offer clients free internet access at your location?

☐ Yes ☐ No

Client Demographics:

12) Check the type(s) of disabilities your clients have:

☐ Cognitive ☐ Multiple Disabilities ☐ None
☐ Mental/Emotional ☐ Hearing ☐ Other (please specify) _____
☐ Physical ☐ Vision

Helpful Resources for Providers:

13) How would you prefer to learn about the transportation services available to your clients?

☐ One-on-one training ☐ Other (please specify) _____
☐ Conferences
☐ Online training

14) What methods are most useful to help you with clients' transportation needs/questions? (check all that apply)

☐ Manuals/ print sources ☐ 211 telephone help line
☐ On-line assistance ☐ Other (please specify) _____

Mail or Fax to: RTCC c/o PO Box 1088-CAMPO, Austin, TX 78767 / Fax: (512)974-6385

You may also take this survey on-line. Visit **CapitalAreaRTCC.org** for more information.

Survey Results

Capital
Area
RTCC



- 67 Responses from 47 Agencies
- Key findings:
 - Only 37% of staff surveyed felt “Very Comfortable” providing clients with info about transportation
 - Only 10 respondents “Always” asked their clients how they traveled to their agencies
 - The primary mode of transportation for most clients was family or friend driving them
 - 50% reported clients that have lost a job because of lack of transportation
 - Most respondents preferred the notion of on-line training, but wanted access to transportation information via phone, print, and on line

Inventory of Transportation Resources

Capital Area RTCC



Faith in Action Caregivers--Elgin



Faith in Action Caregivers--Elgin	
Address	216 W. 3rd St. Elgin TX 78621
Contact	No Name Given
Phone	(512) 285-4503
EMail	eg@fiacaregivers.org
WebSite	fiacaregivers.org
Eligibility	60+ years of age in service area, have to be able to walk, excludes dementia
Fees - Fares	no fares
Funding	Supported by neighborhood congregations, foundations, TxDOT, 5310 federal funding, FTA New Freedom, donations fundraisers.
Nbr of Vehicles	volunteer-based
Service Area	
Service Level	curb-to-curb, door-to-door or door-through-door
Service Hours	9 AM-3 PM, M-F
Wheelchair?	no
Details	Home visit required before service, client must live in private home or apartment
Tier	2

Map data ©2012 Google -

Locate an address: 216 W. 3rd St. Elgin TX 78621

Go!

Next Step: Develop Curriculum and Administer Pilot

Curriculum could include:

**Capital
Area
RTCC**



- Guidance on questions to ask at intake to assess client's needs / eligibility for particular transportation
- Links to resources database and other available transportation information on-line
- Guidance on how to refer clients to appropriate transportation resources
- Forms to collect data on whether or not a match was made—will help build regional database of unmet needs

Involving Alternative Transportation Programs on Transit Committees

Capital
Area
RTCC



- Alternative Transportation programs often fill gaps for riders the FTA refers to as transportation-disadvantaged
- Beyond point A to Point B-add perspective when developing Regional Plan
- Services:
 - Curb to Curb
 - Door to Door
 - Door though Door-volunteer stays with rider for duration of appt or in store to help shop



Alternative Transportation Service Providers

Capital
Area
RTCC



- Essential destinations
- Quality of Life destinations
- Life Sustaining – Life Maintaining – Life Enriching
- www.fianationalnetwork.org www.STPexchange.org

Seeing the Capital Area RTCC Project in Action

Capital
Area
RTCC



- **Both transportation providers & human services providers need to help riders access transit options:**
 - The inventory of transportation services in the 10 county RTCC will help in directing riders/clients to means of staying mobile in their community
 - Through Mobility Management Training will understand how transit services fit (or do not fit) special transportation needs of specific groups of riders
 - Having format to assist with individualized transportation plans for riders will help to drill down for specific referrals
 - Hope that info forwarded to RTCC or other entities concerned with transportation about gaps in service will bring solutions

Questions?

Capital
Area
RTCC



CapitalareaRTCC.org

Capital Area RTCC

c/o CAMPO

P.O. Box 1088

Austin, TX 78767

(512) 974-2275

Stevie.greathouse@CAMPOTexas.org



Breakout F: Presenter 1

Presenter: Judy Telge

Organization: Coastal Bend Center for Independent Living

**Presentation Name: Comparing and Contrasting Diverse
Mobility Management Models**

Mobility Management in a Consumer Controlled Model

Mobility Options for People with Disabilities

***A JARC Project administered by the
Coastal Bend Center for Independent Living***

Presentation Key Topics

- Mobility Management
- Consumer control
- Centers for Independent Living
- Affordable – Accessible - Available
- Voucher/cost-sharing
- Mobility Options Project (for pwd)
- Primary partnerships

Mobility Management Definition

Federal Transit Administration: an approach to service development and management

- focuses on individualized customer markets
- establishes a variety of services
- tailored to meet the needs of those markets

Goal: build coordination; meet unmet needs

What the Research Shows

Mobility Management provides:

- Advocacy for access to transportation services and increased resources, especially for individuals with disabilities
- Brokerage of multiple transportation providers to meet consumer needs
- Addresses connectivity of people to places that often results in better coordination

Don't have to own the asset to provide the service!

Consumer Control

- The individual is in charge of his/her life
- Unmet needs/gaps are identified by individuals
- Aligns with good customer service
- Basis of independent living philosophy & centers for independent living
- CILs provide personal and systemic advocacy for individuals with disabilities
- All services are based in consumer need

Affordable - Accessible - Available

Barriers to employment for 3 individuals with disabilities living in San Patricio County

- limited availability of affordable and accessible transportation to meet employee/employer need
- medical-related trips were prioritized
- overall lack of connectivity between jobs and rural housing

Supports Identified & Aligned

- 2010 Tx DOT Coordinated Call - JARC
- 2 year feasibility and demonstration project utilizing mobility management
- local match with Cy Pres award to CILs & partnership with Workforce Solutions of the Coastal Bend
- APRIL Rural Transportation Voucher model

Engaging Partnerships

- Workforce Solutions of the Coastal Bend “Service to Workers Award”
- Department of Assistive & Rehabilitative Services (vocational rehabilitation)
- Easter Seals Accessible Transportation Coalition Initiative - Access T.E.A.M. – Stakeholder Advisory Committee

Vouchers Increase Options

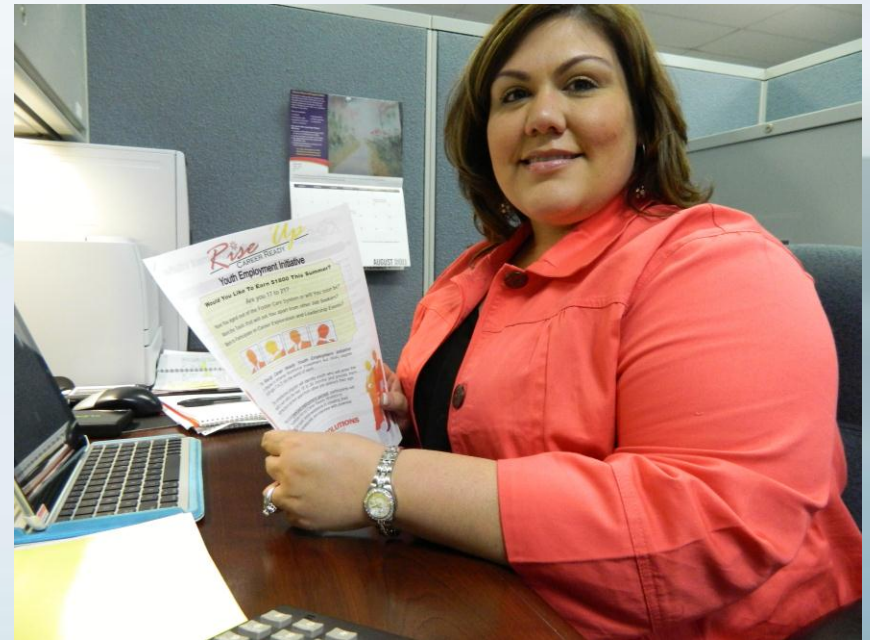
- Developed voucher (cost-sharing) process
- Pool of willing transportation providers
- Negotiated rates per consumer trips
- Consumers pay what they can afford
- CBCIL pays amount not covered by provider, consumer or other source

Project Deliverables

- Feasibility study on consumer controlled voucher (cost-sharing)
- Incorporate Project findings into 2011 regional transportation coordinated plan
- Demonstrate increased employment & access to job-related activities for people with disabilities (5 – 10 individuals)
- Mobility Management is key to outcomes

Mobility Options Project

- Sabrina Ramirez,
Mobility Coordinator
- “Mobility Manager in
Training” - individual
with a disability
- Workforce Solutions
of the Coastal Bend



Mobility Options Contacts

- ***Project Director: Judy Telge***

Coastal Bend Center for Independent Living

361-883-8461 ~ judyt@cbcil.org

- ***Disability Navigator: Darren Bates***

Workforce Solutions of the Coastal Bend

361-885-3021 ~ darren.bates@workforcesolutionscb.org

- ***Mobility Coordinator: Sabrina Ramirez***

Workforce Solutions of the Coastal Bend ~ Sinton

361-885-3017 ~ sabrina.ramirez@workforcesolutionscb.org



Breakout F: Presenter 2

Presenter: Janice Ferguson

Organization: Texas Workforce Commission

**Presentation Name: Comparing and Contrasting Diverse
Mobility Management Models**

DISABILITY NAVIGATORS

*Increase Access,
Collaboration &
Employment
Opportunities*

Janice Ferguson
Texas Workforce Commission
janice.ferguson@twc.state.tx.us
512-305-9637



A DISABILITY NAVIGATOR IS . . .

- SYSTEMS CHANGE AGENT
- RESOURCE
- PROBLEM SOLVER
- RELATIONSHIP BUILDER
- FACILITATOR
- TEAM LEADER



TEXAS WORKFORCE SOLUTIONS

A LOCAL AND STATEWIDE NETWORK

- TEXAS WORKFORCE COMMISSION
- 28 LOCAL WORKFORCE BOARDS
- OVER 200 WORKFORCE SOLUTIONS OFFICES
- MARKET DRIVEN
- FULLY INTEGRATED SERVICES
 - NOT JUST CO-LOCATION
 - SEAMLESS ACCESS TO FULL RANGE OF EMPLOYMENT SERVICES

WORKFORCE SOLUTIONS FOR TEXAS EMPLOYERS

BUSINESS SERVICES...

REACH OUT TO EMPLOYERS

IDENTIFY AND ADDRESS WORKFORCE NEEDS

INFORM ABOUT RESOURCES AND SERVICES

Texas Workforce Solutions

RESPONDING TO NEEDS EXPRESSED BY TEXAS EMPLOYERS

- WORKINTEXAS.COM
- BUSINESS SERVICES
- RECRUITMENT AND REFERRAL OF QUALIFIED APPLICANTS
- TESTING AND PRE-SCREENING
- TRAINING FUNDS
- TEXAS BUSINESS CONFERENCES
- RAPID RESPONSE SERVICES FOR DISLOCATED WORKERS
- TAX CREDITS
- LABOR MARKET INFORMATION
- WAGE AND LABOR LAW INFORMATION

WORKFORCE SOLUTIONS OFFICES

PROVIDE ACCESS TO A VARIETY OF WORKFORCE SOLUTIONS

- JOB POSTING INFORMATION AND APPLICATION SYSTEMS (WORKINTexas)
- JOB SEARCH ASSISTANCE AND JOB READINESS WORKSHOPS
- INTERVIEW TECHNIQUES
- RÉSUMÉ PLANNING
- CAREER DEVELOPMENT CLASSES
- JOB FAIRS AND HIRING EVENTS FOR ALL TYPES OF WORK
- INTEREST, APTITUDE, & SKILLS TESTING
- INFORMATION ABOUT EDUCATION AND TRAINING OPPORTUNITIES

TEXAS WORKFORCE SOLUTIONS

DISABILITY NAVIGATOR INITIATIVE

OUR MISSION

- INCREASE ACCESS TO EMPLOYMENT & TRAINING SERVICES
AND EMPLOYMENT OPPORTUNITIES

for job seekers with disabilities



WORKFORCE SOLUTIONS

DISABILITY NAVIGATORS

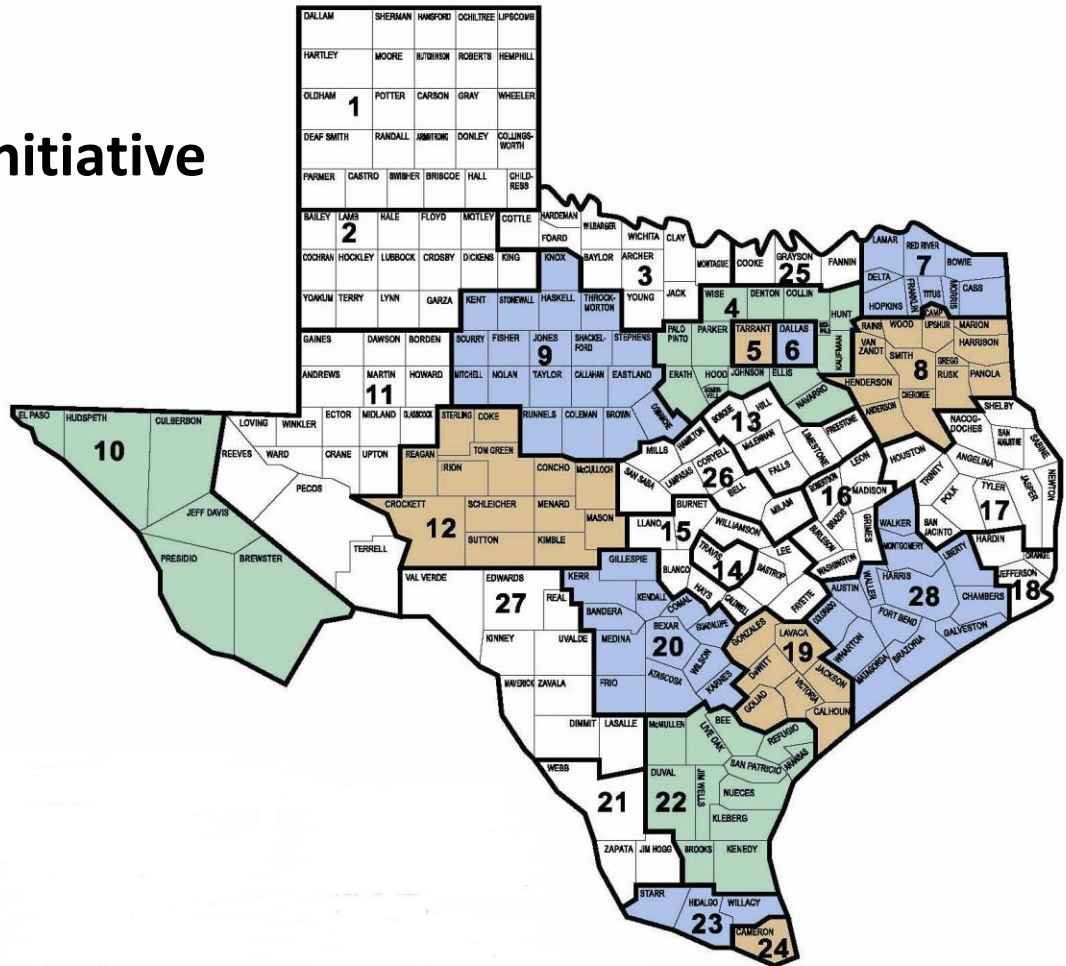
- BUILD WORKFORCE SYSTEM INFRASTRUCTURE & CAPACITY
- STRENGTHEN COLLABORATIVE WORKING RELATIONSHIPS
- PROVIDE INFORMATION & SUPPORT TO EMPLOYERS AND BUSINESSES

Texas Workforce Solutions Disability Navigator Initiative

July 2006 - September 2009

*Navigators in 14 of 28
Workforce Areas*

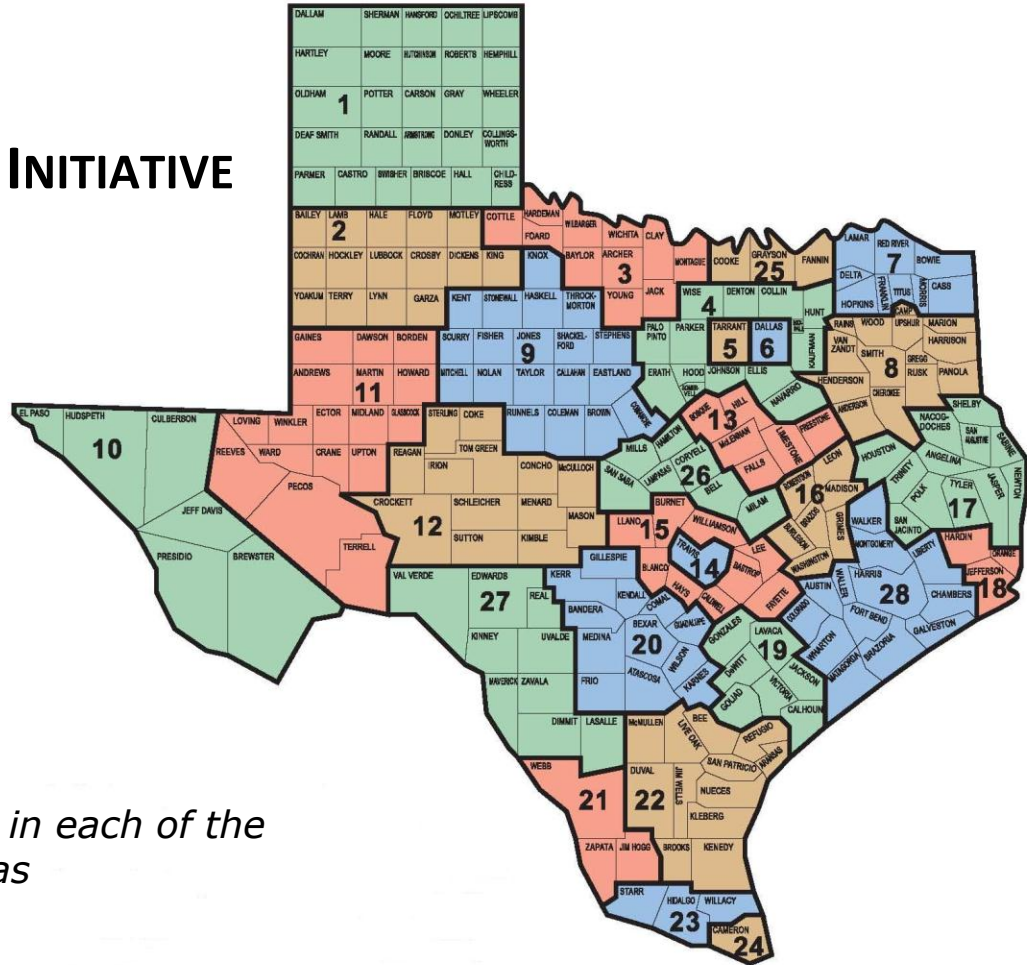
- 4 North Central Texas
- 5 Tarrant County
- 6 Greater Dallas
- 7 North East Texas
- 8 East Texas
- 9 West Central Texas
- 10 Upper Rio Grande
- 12 Concho Valley
- 19 Golden Crescent
- 20 Alamo
- 22 Coastal Bend
- 23 Lower Rio Grande Valley
- 24 Cameron County
- 28 Gulf Coast



FOCUS: systems change (system development) and capacity building

TEXAS WORKFORCE SOLUTIONS

DISABILITY NAVIGATOR INITIATIVE



*A Disability Navigator is in each of the
28 Workforce Areas*

NAVIGATORS STIMULATE PARTNERSHIPS & EXPAND WORKFORCE DEVELOPMENT CONNECTIONS

- Social Security Administration - Area Work Incentive Coordinators
- Community Work Incentive Coordinators / Work Incentive Planning Assistance grantees
- Vocational Rehabilitation
- Centers for Independent Living
- Transportation
- Mental health and developmental disability agencies
- Education
- Business organizations

RETURN ON INVESTMENT - ***SUSTAINABLE BUSINESS PRACTICES***

- Coordinated planning for customers with specific or multiple needs
- *Connected* Workforce Solutions and Partner staff
- Improved communication and referral processes
- Co-located staff in Workforce Solutions offices
- Partner services and resource information in customer orientations
- Information packets, desk aids, convenient references
- ADA booths and accommodations at job fairs
- Targeted and inclusive workshops
- New employee and ongoing staff training includes disability information
- Training exchange with staff of community organizations/partners
- Informed staff; welcoming offices; improved customer service

Success Factors

- Leadership commitment & communication
- Management – support and expectations
- Self-direction, ongoing learning
- Contributing to the Network

Transferable Strategies

- Establish/maintain common understanding & purpose
- Create a team perspective
- Build and reinforce information
- Use multiple communication methods

Disability Navigator Directory

<http://disabilitynavigator.texasworkforce.org>



Workforce Solutions on the Web

www.texasworkforce.org





Breakout F: Presenter 3

Presenter: Doug Birnie

Organization: Federal Transit Administration

**Presentation Name: Comparing and Contrasting Diverse
Mobility Management Models**



U.S. Department of Transportation
Federal Transit Administration



United We Ride: An Update

Texas DOT- Mobility Management Workshop
April 17/18, 2012

Doug Birnie, Federal Transit
Administration

FTA Resources for Mobility Management



- ▶ **Mobility management as an eligible capital expense with an 80/20 match.**
- ▶ **Available in all FTA federal formula programs.**
- ▶ **Can be matched by non-DOT program funding**



Mobility Management – Eligible Expenses

- ▶ **Support for the development of coordinated plan**
- ▶ **Partnership Building**
- ▶ **Brokerages**
- ▶ **One Stop/One Click Transportation Centers**
- ▶ **Travel Navigators**
- ▶ **Travel Training**
- ▶ **ITS Technologies**

Mobility Management Functions

- ▶ **Policy Coordinators**
- ▶ **Operations Coordinators**
- ▶ **Customer Travel Navigators**



Breakout F: Presenter 4

Presenter: Amy Conrick

Organization: Community Transportation Association of America

Presentation Name: Comparing and Contrasting Diverse Mobility Management Models



How to Apply Mobility Management at the System Level

SOLVE Conference
Austin, TX 4/17/12

Amy Conrick
Joblinks Program Manager
Community Transportation Assn. of America
conrick@ctaa.org

solutionstogetthere.org

Mobility Management

Managing

mobility-related resources

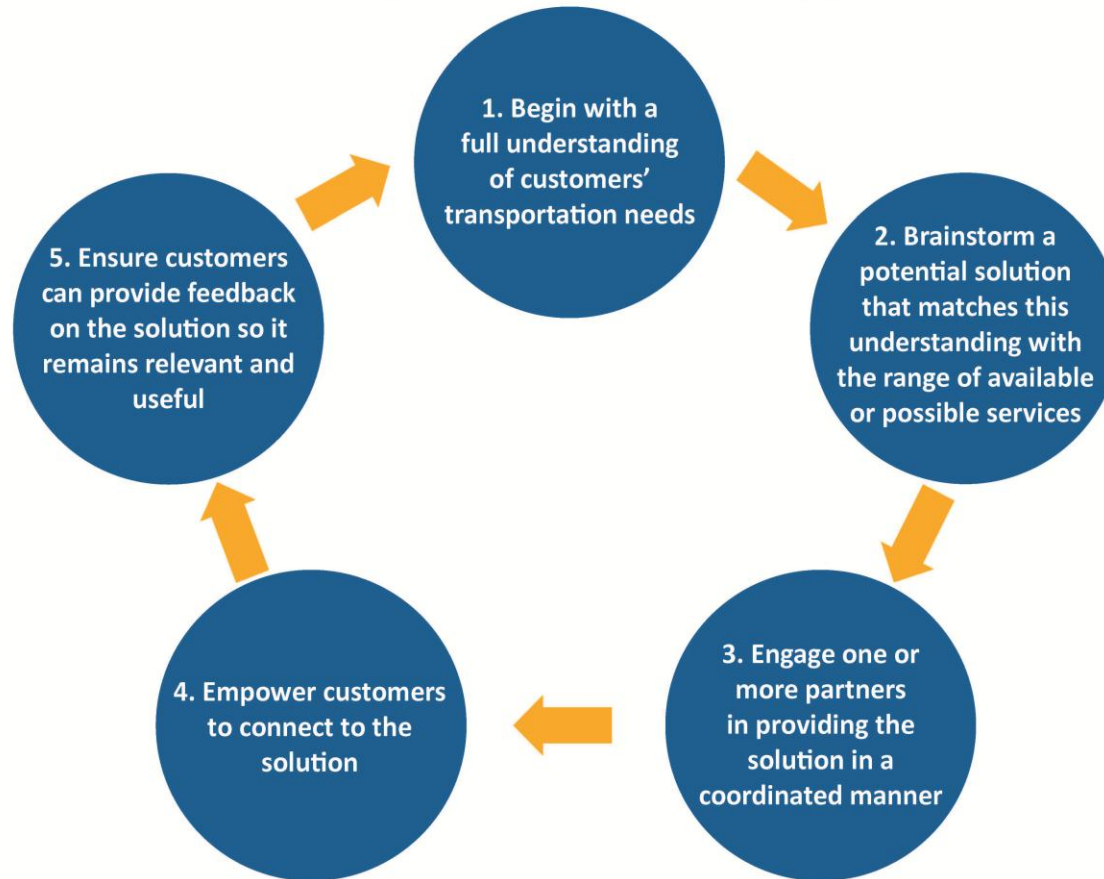
to provide

maximum access

within your

community

A Mobility Management Approach





Breakout H: Presenter 1

Presenter: Vernon Chambers

Organization: Harris County RIDES

Presentation Name: How to Engage New and Non-Traditional Partners, Including Taxi-Cab Companies



Keeping Harris County Moving:

A coordinated approach

SOLVE A Best Practices Conference April 17 & 18, 2012



WHO IS RIDES?

- Administered by Harris County Community Services Department - Transit Division
- Target market – seniors, persons with disabilities and low in-come
- Service area – incorporated and unincorporated areas of Harris County and fill gaps within METRO service area
- Subsidized trips for non-emergency transportation
- Coordinated demand response service
- Sub-contract all service – Harris County owns no vehicles for transportation service

Why RIDES?

- Study done in 1999 revealed gaps in transportation services within Harris County
- Coordinated program to eliminate duplication of services in the county
- Local Stakeholders included in planning process; including local providers - Need for:
 - alternative transportation
 - flexible service
 - customer centered
 - efficient service using existing resources and the most economical to implement

Utilizing Existing Resources

- **Two choices of transportation modes**
- **Seven contracts with local transportation providers**

Shared-ride van services – 4 Providers

- American Red Cross
- Genson Transit
- Regional Medical
- Medicab Transport

Taxi service- 3 Providers

- Greater Houston Transportation
- Lonestar/Liberty Cab Company
- Pasadena Taxi



Benefits of Non-Traditional Providers

- Offers flexibility for growth or decrease in service without capital expenditures
- Ability to have small staff working normal business hours and offer 24/7 service
- No upfront capital expenditures such as scheduling software, vehicle mobile data terminals
- No maintenance expenditures – monitor for compliance
- Elimination of day-to-day crisis management
- (driver illnesses, break-downs)

Providing Transportation solutions *that work!*

A Seat For Everyone since 2003: (Categories of Trips)

- Seniors
- Community based human services clients
- Personal care home clients
- Assisted Living Centers
- Veterans
- Adult Day Centers
- Senior Citizens Programs
- Women's Shelters
- Non - ADA eligible
- Short-term Disabilities
- Dialysis Centers

Benefits to Community

- More client choices
- Dependable service
- All sub-contractors have wheel chair accessible vehicles starting with 2012 contract
- Service available in non-traditional hours (nights, weekends & holidays)

Provider Benefits for Partnering w/**RIDES**

- Fill vacant seats in vehicles!
- Marketing for new clients done by RIDES!
- Additional monthly income
- Best view in eyes of the community for providing service
- Clients are pre-screened
- Trips are paid for!

Provider Responsibilities

- Driver training – ongoing
- Initially accept paper vouchers as fare medium
- Oct 2003 – interface to RIDES electronic fare card – requirement of doing business
- Shared ride providers accepted standardized fare structure – all charge same rates!
- Taxi companies – used standards and compliance of City Ordinances of licensing
- Standard insurance requirements for shared ride providers
- Provide special phone # for RIDES clients
- Customer Service to community



RIDES Responsibilities

- Provide initial training on program guidelines
- Provide billing system and training for Provider Accounting personnel
- Provide electronic database of RIDES eligible clients
- Provide and distribute fare-cards to clients
- Provide on-going assistance to providers:
 - clients needing additional help with reservations
 - assistance with billing issues
- Monitor sub-contractors for insurance & vehicle maintenance
- Provide Hand held terminals to shared ride providers

*Quality of Service
Monitoring*

Program Guidelines

- No Trip Purpose (non-emergency)
- Restricted to Harris County with defined exceptions
- Taxi Service - same day service 90 minutes advance notice
- Shared ride - subscription service (works for dialysis patients / scheduled appointments)
- Client pay with RIDES fare card

Standardized Trip Pricing

- Shared-Ride vans – cost based on mileage/distance (Google mapping)
 - Minimum \$6.00 (1-3 mile trip)
 - Maximum \$42.00 (20+ mile trip anywhere within Harris County)
- Taxi Cab – cost based on meter rate
 - Maximum \$48.00 fare per one-way trip
- Discounted fares at 50%

Overall Benefits

Flexibility - Win Win For ALL!



**Leveraging Resources for
Cost Effective Service!**

- Utilizing decentralized scheduling to reduce overhead
- Customer chooses best transportation provider for their needs!
- Taxi-cab option provides expanded service hour coverage (weekends)
- Aid small transportation providers with marketing and customer base growth

Contact Information

RIDES

713 368-RIDE (368-7433)

www.harriscountyrides.com

Vernon Chambers – Program Manager
713 578-2204





Keeping Harris County Moving:

A coordinated approach





Breakout H: Presenter 2

Presenter: Shawn Clark

Organization: Golden Crescent Regional Planning Commission

Presentation Name: How to Engage New and Non-Traditional Partners, Including Taxi-Cab Companies

GCRPC and Inteplast Group Employee Vanpool Project



SOLVE:
A BEST PRACTICES CONFERENCE
APRIL 17, 2012
AUSTIN, TX



INTEPLAST GROUP
INTEGRATED BAGGING SYSTEMS

Project Description



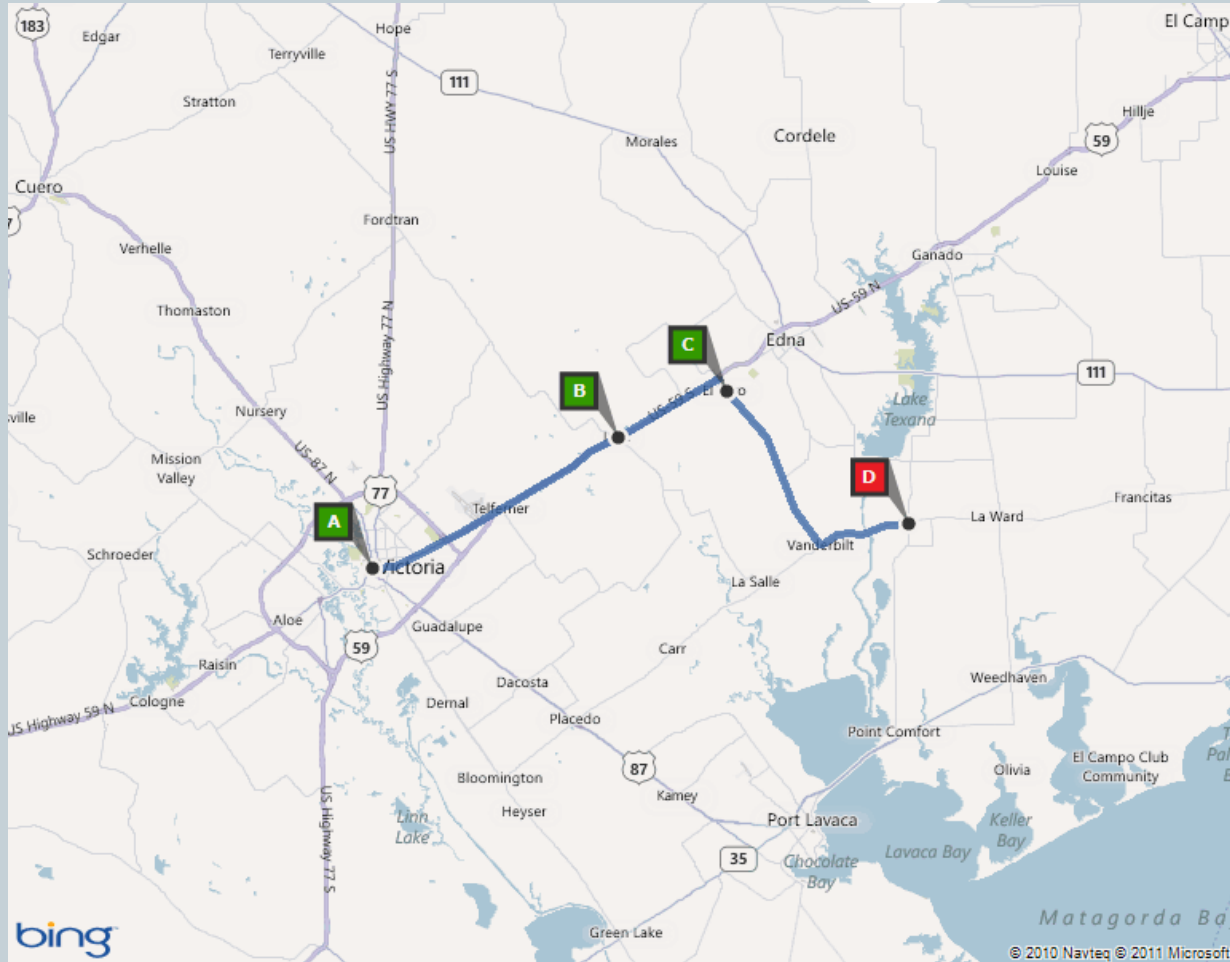
- **August 4, 2008, GCRPC Partnered with Inteplast Group, LTD to develop a Van Pool program from Victoria to Lolita**
 - Partnership included funding 50% of the operating expense and 20% of the capital cost of the service
 - Inteplast purchased a 30-foot bus to implement the service
- **GCRPC applied and received initial funding for three years under TXDOT's Job Access Reverse Commute Program**
 - Federal JARC funding pays 50% of the cost of the service and capital costs such as vehicles, and preventive maintenance
 - Received Continuation funding for another 2 1/2 years

Expansion in 2010 and Future



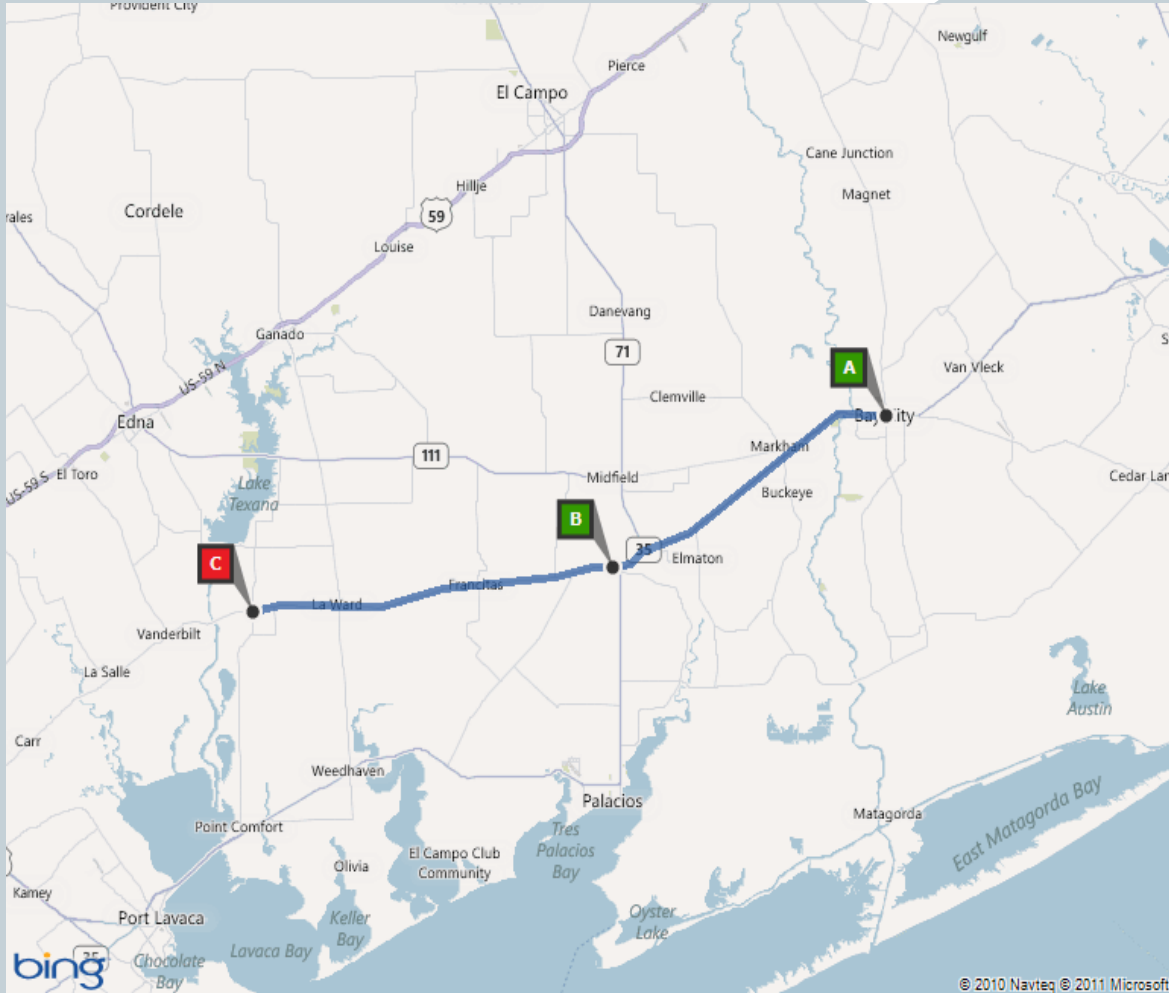
- **GCRPC expanded the service to include Matagorda County and additional Victoria County routes**
 - Two buses drive from Bay City and Palacios in Matagorda County
 - Newest Victoria County route covers southern Victoria County, including traditionally economically disadvantaged areas.
- **For 2013-2015, GCRPC plans to expand into Calhoun County**
 - GCRPC will serve employees in Port Lavaca and Point Comfort

Original Route (revised)



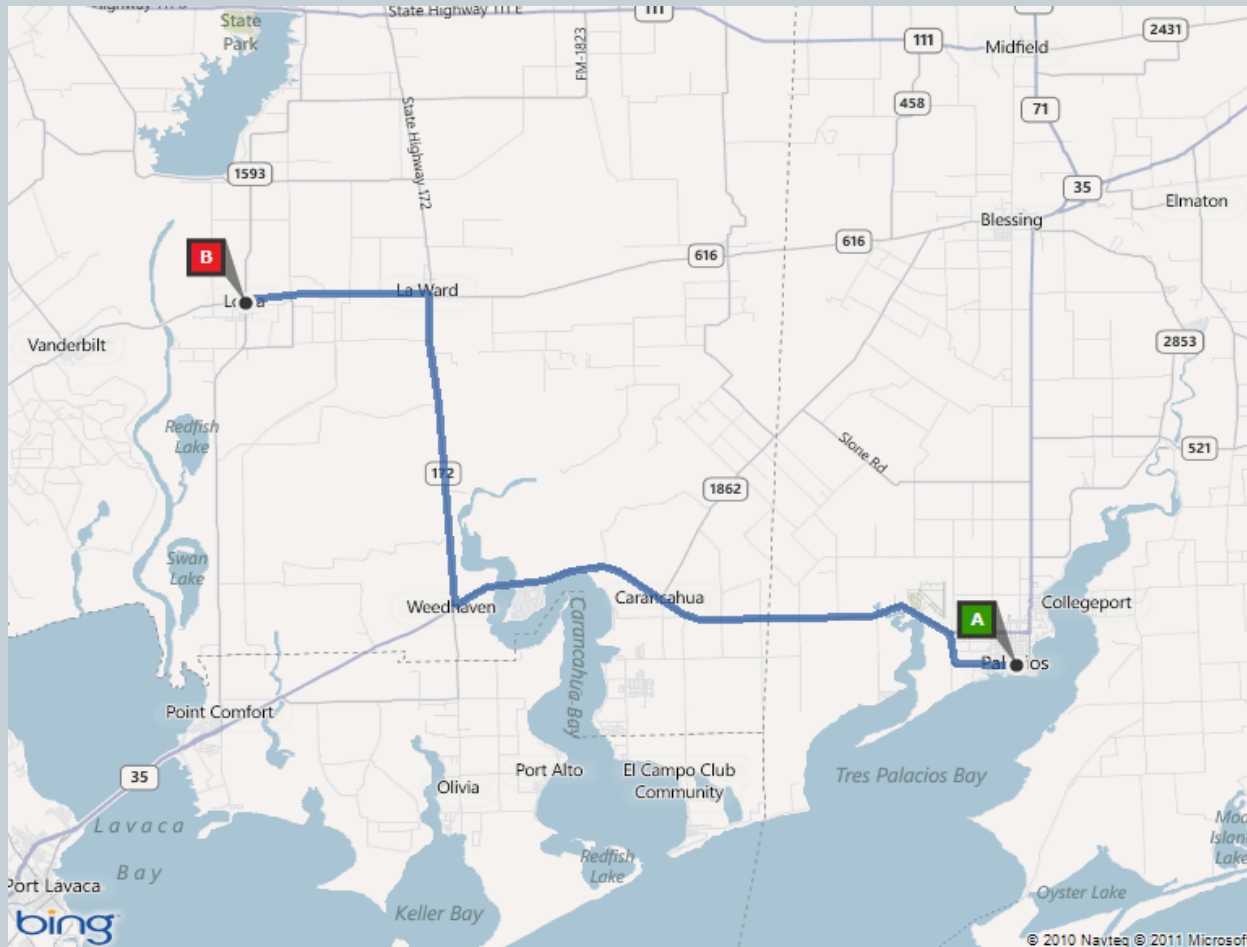
Victoria, Inez, El Toro to Lolita (36.1 miles) one-way @ 4 trips a day approximately 144.40 miles traveled per day.

Bay City Route (revised)



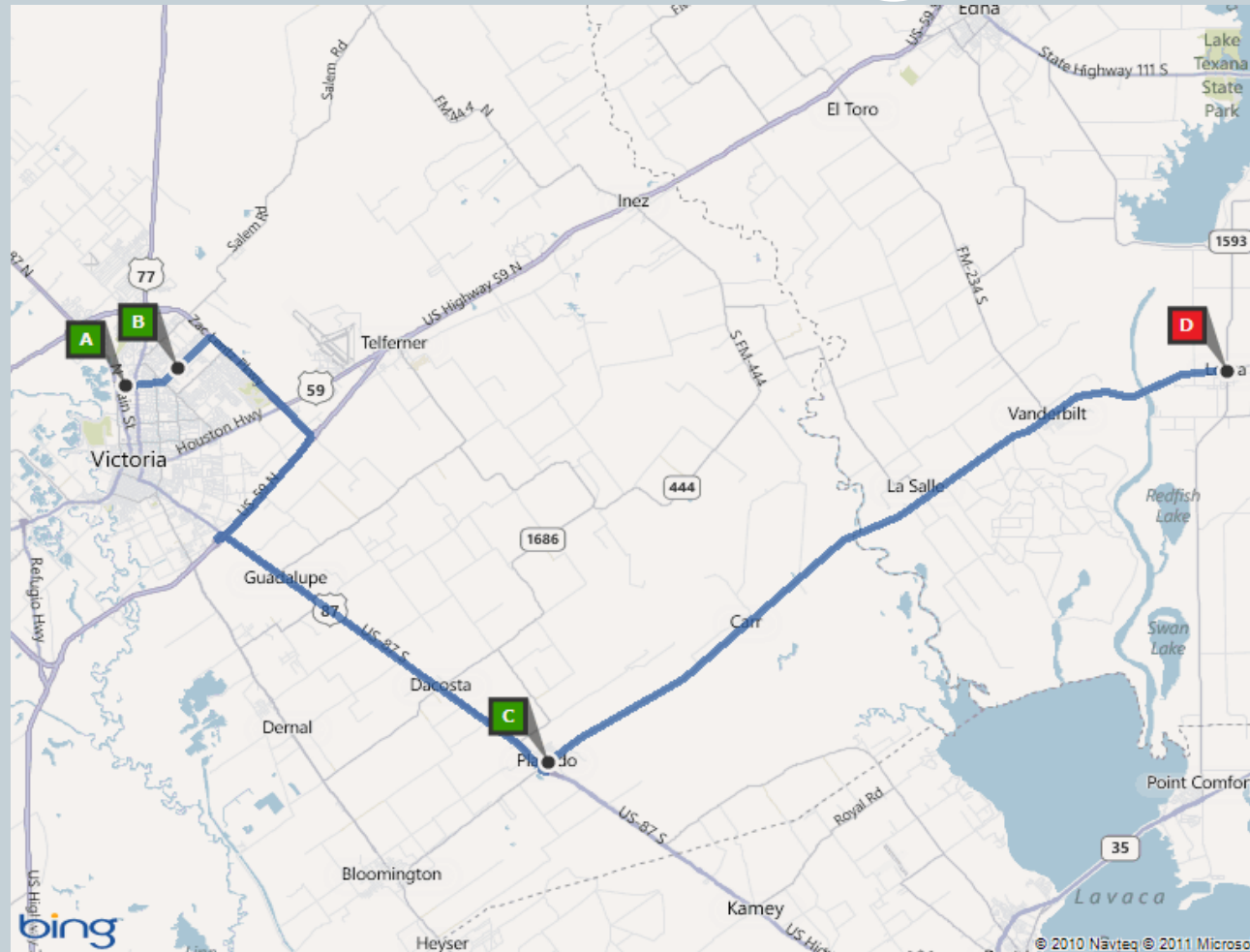
***Bay City, Blessing,
to Lolita (37.6
miles) one-way @ 4
trips a day
approximately
150.4 miles
traveled per day.***

Palacios Route (revised)



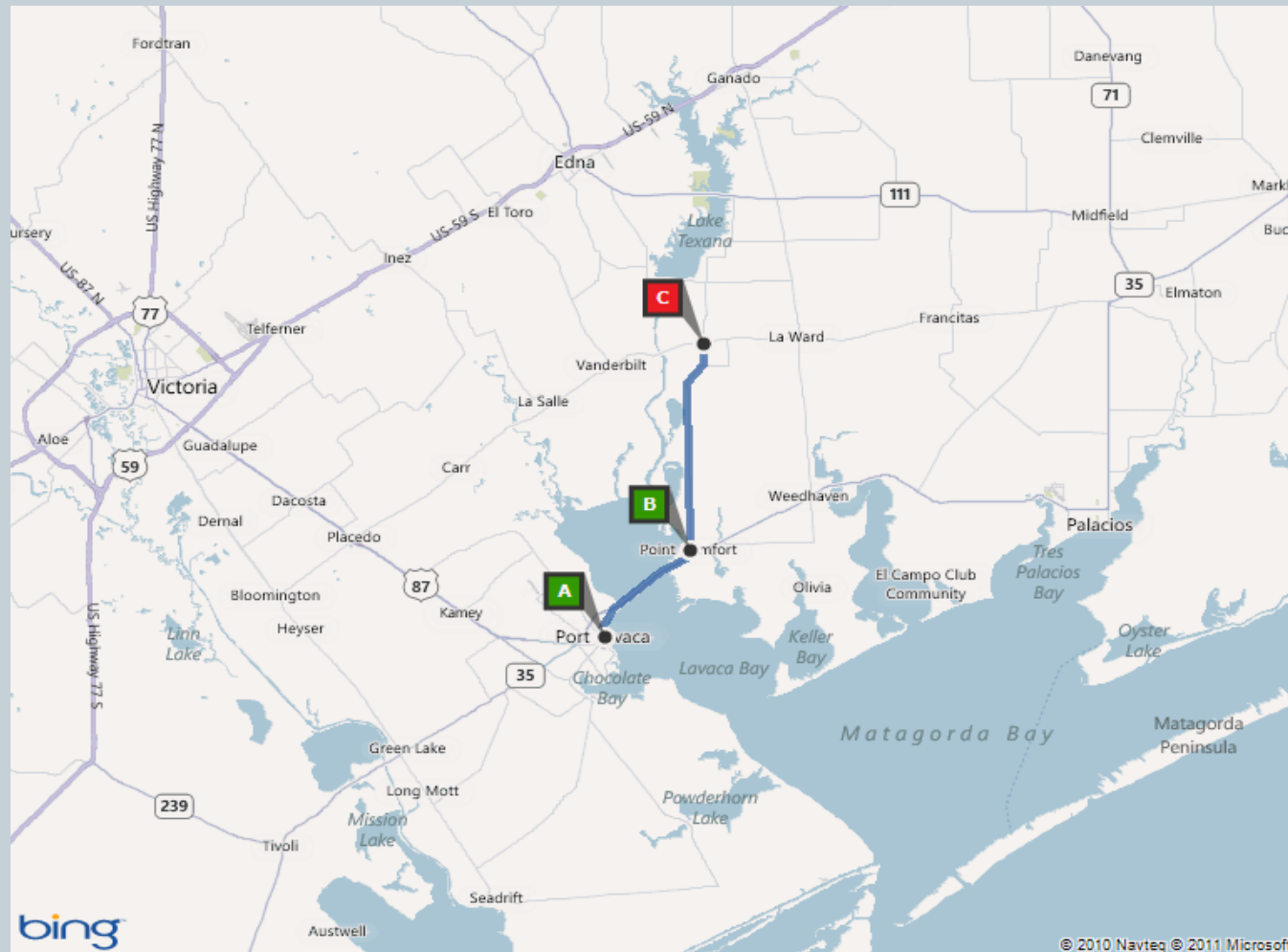
***Palacios to Lolita
(29.2 miles) one-
way @ 4 trips a
day
approximately
116.8 miles
traveled per day.***

Second Victoria Route



***Victoria-Parkway,
Victoria-Mockingbird,
Placedo to Lolita
(42.1 miles) one-
way @ 4 trips a
day
approximately
168.4 miles
traveled per day.***

Calhoun County Route (proposed)



***Port Lavaca,
Point Comfort,
to Lolita (18.2
miles one-way)
@ 4 trips a day
approximately
73 miles
traveled per
day.***

GCRPC and Inteplast Partnership



- **Project funded through Job Access Reverse Commute (JARC) grant program**
 - 3-year cycle
- **Inteplast commits 50% of budgeted operations and 20% of capital**
 - GCRPC using TDCs for 2013-2015 capital match
- **In-Kind match for stops & vehicle housing**

		2013	2014	2015	TOTAL
SECTION 5316- FEDERAL JARC	50%	\$195,104.00	\$204,637.00	\$214,456.00	\$614,197.00
INTEPLAST		\$186,345.00	\$195,878.00	\$205,697.00	\$587,920.00
INKIND	50%	\$8,760.00	\$8,760.00	\$8,760.00	\$26,280.00
TOTAL OPERATIONS RESOURCES		\$390,209.00	\$409,275.00	\$428,913.00	\$1,228,397.00

Project Benefits



- **Community Benefits**

- Improved delivery of transportation services
- Contribution to economic development of region

- **Benefits to Inteplast**

- Employee turnover rate reduced from 17.2% to almost 8%

“This program has been very successful. Feedback from employees is that this service enables them to have a job. Generally, we are meeting the needs of employees that have no vehicle, an unreliable vehicle or only one vehicle in the family of more than one worker.”

- Brenda Wilson, Inteplast HR Director

Evaluation & Sustainability



- **Evaluation**

- **Statistical – PTN-128**

- ✦ Trips per revenue hour, trips per revenue mile, op. expense per revenue hour, op. expense per revenue mile

- **On-board passenger surveys**

- **Employer surveys**

- ✦ Determine if project is meeting their needs

- **Sustainability**

- **New funding sources difficult to find**

- **In-kind services from partners essential**

New Partnerships



- **GCRPC has been approached to replicate the project for other employers**
 - Two have shown interest, but the funding commitments have prevented them from joining
 - Caterpillar has shown interest for their new Victoria plant to open mid-2012
 - ✦ Employees will commute from several area counties
 - ✦ Caterpillar is seeking Green Certification
 - Public transportation is necessary element

Lessons Learned



- **Transit agencies have unique experience and knowledge to solve problems**
- **Don't be afraid to try something new when a new problem presents itself.**
- **Advice for this project**
 - Make the partners aware of costs – grant money isn't free!
 - Turn burdens into benefits – money spent saves money in the end

Questions?



Shawn Clark

Transportation Project Coordinator

Golden Crescent Regional Planning Commission

shawnc@gcrpc.org

361-578-1587, ext. 221



**Plenary Session: Issues and Trends in
Regional Planning- An Overview of Texas'
Newly Updated Regional Plans**

Presenter: Meredith Highsmith

**Organization: Texas A&M University- Texas Transportation
Institute**

Presentation Name: Regional Coordination Plan Updates

Regional Coordination Plan Updates

Issues & Trends

SOLVE Conference
Austin, Texas
April 18, 2012

Outline

- **Background**
- **Overview**
- **Successes**
- **Needs Assessment**
- **Challenges**
- **Best Practices, Trends & Innovations**
- **Future Considerations**

"The need for residents to access destinations outside of their communities is a common comment from stakeholders and the public. Several strategies and coordination recommendations can be developed to assist in overcoming this obstacle by focusing on providing seamless travel, and not just connections."

--South East Texas

How did we get here?

BACKGROUND

Background

- In 2003, HB 3588 amended Transportation Code to add Statewide Coordination of Public Transportation
- Goal: Maximize the benefits of State's investment in public transportation through coordination
- Objectives:
 - Eliminate waste
 - Generate efficiencies
 - Reduce air pollution

More Background

- In 2005, SAFETEA-LU signed into law
 - Required coordinated planning for federal grants
- In 2006, the first round of coordinated plans to Texas Transportation Commission
- 2012—Updates



Plan Reviews:

What are we looking for?

- Common themes
- Needs assessment
- Best practices
- Innovations
- General approach



"The key requirements for coordination revolve around three critical components: leadership, trust, and a good business deal." --Ark-Tex

Regional Transportation Coordination Plans

OVERVIEW

By the Numbers: Plan Updates

- 20 regions submitted plan updates
- 100% of the regions used surveys as a tool
- 50% of the regions listed “lack of awareness” as a challenge and increasing public awareness as a need
- One region listed “reducing duplicative services” as a continuing need

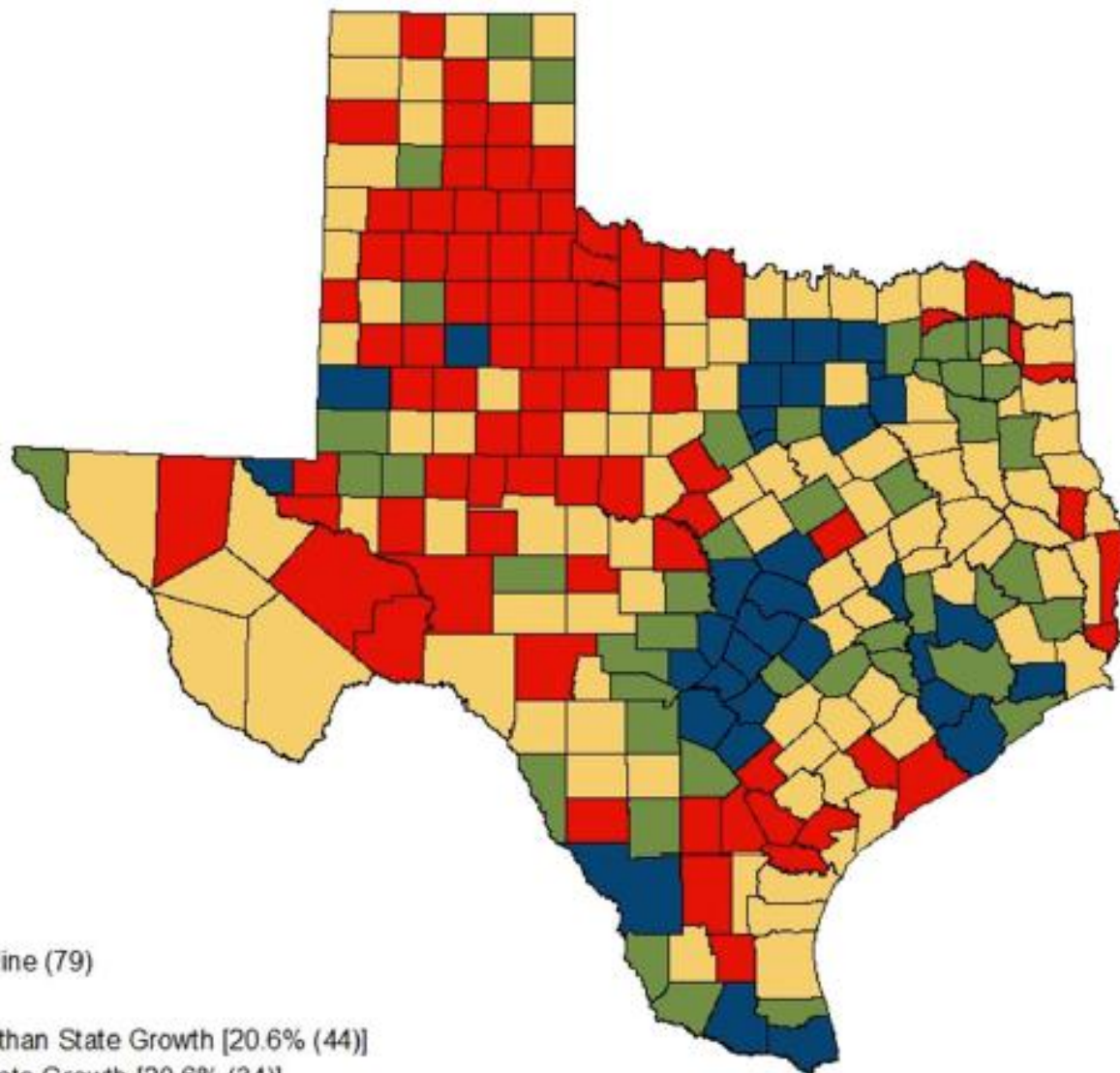
Good News!

- Great strides in the pursuit of regional coordination
- Representation from a myriad of agencies
- Non-traditional partners
- Building on the 2006 plans
- Laying the groundwork for future coordinated efforts

The Issues

- Population change
- Geography
- Limited resources

Population Change in Texas Counties, 2000-2010



Source: U.S. Census 2000 & 2010, PL 94-171.

Geography

- Developed vs. Non-developed area
- Rapid growth in urbanized areas
- Planning for both decreases in rural areas and new urbanized areas



Limited Resources

- Scarce resources and limited funding
- Doing more with less
- Competition for limited federal/state funds
- Demonstrate the ability to sustain current transportation offerings



"The coordination of trips at the local level provides for a more seamless transportation system and allows the client more control over their daily lives."
-Heart of Texas

Regional Coordination Plan

SUCCESSSES

Successes

- Work plans
- Breaking down jurisdictional barriers
- Non-traditional partners
- Establishing a brand

“Success seems to be connected with action. Successful people keep moving. They make mistakes, but they don’t quit.”

-Conrad Hilton

Work Plans

- Establish detailed description of tasks to be completed
- Break down the work annually
- Assist region in meeting goals

CASE STUDY:

CAPITAL AREA REGIONAL TRANSIT COORDINATION COMMITTEE

- Committee approves annual work plan
- Matches specific tasks with responsible agency
- Establishes accountability for achieving plan
- Target dates

Breaking Down Jurisdictional Barriers

- Regions with multiple providers & service areas
- Needs for transportation have no boundaries
- Health and human services transportation providers have service areas, too

CASE STUDY:

GULF COAST REGION

- Started park & rides in Baytown & Pasadena
- New local bus services in Baytown & eastern Harris County
- Partnerships between non-traditional and private entities

Non-Traditional Partnerships

- Challenge in the first round of plan development
- Majority of regions now have non-traditional partner representation
- Great strides to incorporate input from non-traditional stakeholders

CASE STUDY: GOLDEN CRESCENT

- Partnership with Victoria College
- Many students need transportation to classes
- Represented at regional planning meetings

Branding

- Not this kind of brand, but the same concept



Branding

- Critical to recognition in the region
- Builds public confidence and trust
- Advertises the services offered
- Can be done on any budget



"Mobility and access to opportunity are fundamental needs in our society. Well-designed and well-managed public and human service transportation can maximize ridership and benefit all."

-Capital Area

Regional

NEEDS ASSESSMENT

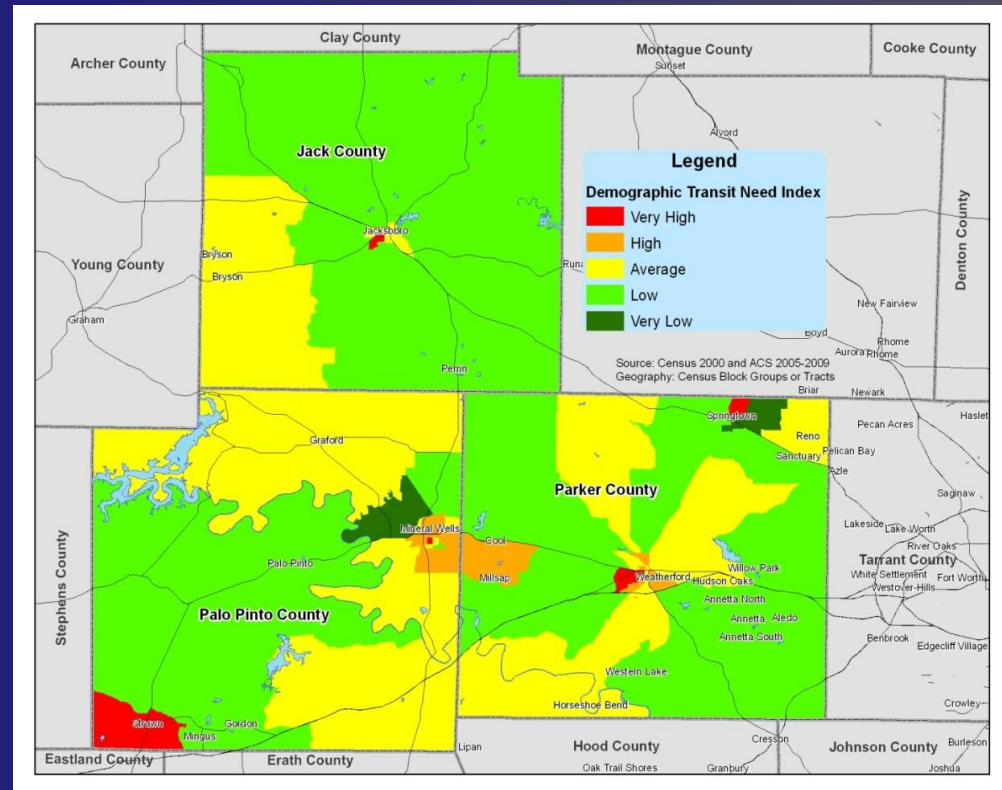


Approach to Needs Assessment

- Surveys
- Transit need index (TNI)
- Public meetings & workshops
- Focus groups

Transit Need Index

- Used to determine areas in a region with highest need
- Based on economic and sociodemographic analyses
- Similar to census data analysis



Public Meetings & Workshops

- Useful in receiving public input on plan updates
- Need for more creativity
- Take the meetings to the people



Focus Groups

- Useful in gathering input from a specific population within the region
- Consider for detailed plan components



Needs Identified by Region

REGIONAL NEED	PERCENT OF REGIONS REPORTING
Increase awareness of available services	50%
Provide more commuter/employment services	45%
Coordinate inter-regional trips	40%
Increase span of service (Nights/Weekends)	40%
Increase affordable transportation in rural areas/ increase In rural areas	30%
Improve coordination with medical transportation program	25%

Top 5 Needs Identified

- Public information & awareness
- More employment/commuter transportation
- Inter-regional coordination
- Increased span of service
- Affordable transportation in rural areas

"When the transportation service providers, regional planners and health and human service agencies work together it can save the tax-payers money and increase the effectiveness of the transportation services in our communities."

REGIONAL CHALLENGES

Top 5 Challenges

- Medical transportation
- Inter-regional connectivity
- Awareness of available services
- Transportation services for Veterans
- Performance measurement

Medical Transportation

- Majority of regions (18) identified coordination with the Medical Transportation Program as a continuing challenge
- 25% of the regions listed medical transportation coordination as a Need

Inter-Regional Connectivity

- Worked to coordinate within the regions
- Growth in some regions
- Desire to access destinations outside of the region
- Need to coordinate with other regions
- Still a need to access major destinations within regions: airports, education, employment opportunities

Awareness of Available Services

- Listed as the TOP need
- 15% of regions developing marketing plans
- Important to understand the markets served; tailor information accordingly
- Not every technique will work for each region



Transportation Services for Veterans

- 17 out of 20 regions lacked information on services for Veterans
- National interest in providing services to Veterans
- Greater need to understand Veteran's Administration policies



Performance Measurement

- Most regions documented goals and objectives
- Few regions listed performance measures
- Purpose of measurement should be recognized by stakeholders
- Align with expected outcomes
- Aids in demonstrating success in plan implementation

The innovative means of solving these problems will come from the residents, stakeholders and problem-solvers of the South Plains region, who are known for their resourcefulness, perseverance, and their willingness to assist their fellow community members.

-South Plains

Regional Coordination Plans

BEST PRACTICES, TRENDS & INNOVATIONS

Best Practices Identified in Plans

BEST PRACTICE	PERCENT OF REGIONS REPORTING
Using surveys to collect needs information	100%
Creating a transit need index/data analysis	65%
Utilizing public involvement/meetings/workshops	40%
Creating expanded & new services	25%
Engaging non-traditional partners	20%
Designing performance measures	20%
Targeting underserved populations	20%

Best Practice:

Cost Effective Service Analysis

- Determines effectiveness of service delivery
- List transit attractors
- Identify gaps
- Analyze costs by service type

CASE STUDY: COASTAL BEND

- Listed local trip generators
- Detailed operating information on public transportation providers
- Allows stakeholders a better understanding of performance
- Aids in decision-making process

Best Practice: Cohabiting Service

- Customers should be able to travel in & out of boundaries without changing providers
- True seamless services

CASE STUDY: WEST CENTRAL TEXAS

- Customers can stay on a single vehicle when crossing over service area boundaries
- No transfer penalties
- Services appear seamless to the customer

Best Practice:

Employer-Sponsored Shuttles

- 45% of the regions recognized a need to provide more commuter/employment services
- Express buses or JARC routes
- Partnerships with local employers

CASE STUDY: GOLDEN CRESCENT

- Working with major employer to provide transportation
- Employees reside across the region
- Ridership is high—service a success!
- Benefits local economy—a win-win-win

Trends & Innovations

- Public Private Partnerships
- Unique planning processes
- Specialized travel training



Public-Private Partnerships

- Establish new business ventures
- Benefits both partners & customers: a good business deal

CASE STUDY:

ARK-TEX

- TRAX goal to serve as an agent of change
- Supporting the community through transportation
- Partnerships with Wal-Mart, Lowes, and local colleges
- Boosts local economy

Unique Planning Processes

- Innovative ideas to support the regional coordination process
- Holds agencies and stakeholders accountable

CASE STUDY: BRAZOS VALLEY

- 2 steering committees to give plan more focus
- Work group committee & voting representative committee
- Set a reliable decision-making process
- Ensured all stakeholders were involved

Specialized Travel Training

- Means of reaching underserved populations and those customers timid of public transportation
- Help customers plan travel, learn the system, how to use vehicles

CASE STUDY:

LOWER RIO GRANDE VALLEY

- Recognized a need for training among colonias
- Limited to no English (LEP) & low-income
- Helps to build trust & ridership

“Transportation helps shape an area’s economic environment and quality of life. Not only does the transportation system provide for the mobility of people and goods, it also influences patterns of growth and economic activity through accessibility to the region’s resources.”

-West Central Texas

Regional Coordination

FUTURE CONSIDERATIONS

Future Considerations

- Performance measures
- Marketing, communications, & public involvement techniques
- Detailed, cost-effective service analysis

Meredith Highsmith, AICP

Transit Mobility Program

Texas Transportation Institute

Austin, Texas

512.467.0946

m-highsmith@tamu.edu





Breakout J: Presenter 1

Presenter: Stevie Greathouse

**Organization: Capital Area Metropolitan Planning
Organization**

**Presentation Name: When Stakeholders Take Ownership of
the Planning Process (Different Models for Operating a
Stakeholder Steering Committee)**

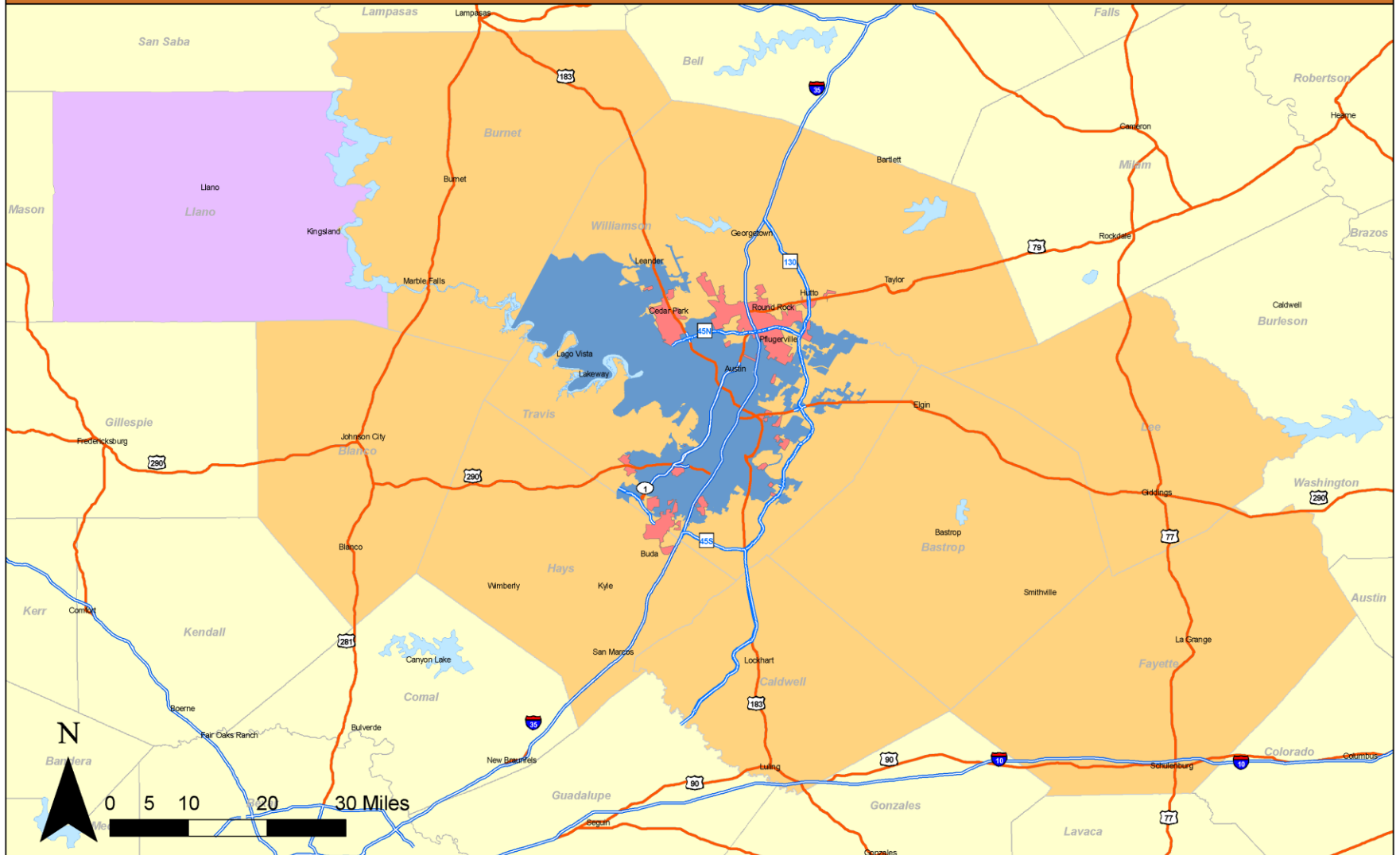


Capital Area Regional Transit Coordination Committee

Stakeholders Take Ownership: Capital Area RTCC

April 2012

RTCC 10 COUNTY REGION: TRANSPORTATION SERVICE AREAS



Transportation Service Areas

CARTS District
 Hill Country Transit
 Capital Metro Service Area
 No Public Transit Service

Prepared for:

**Capital
Area
RTCC**

Prepared by:

KFH
GROUP

History

Capital
Area
RTCC



- 2005 – Initiation
- 2006 - Plan Development
- 2007 – CAMPO as Lead
- 2008 –CAN IAG
- 2009 – CTAA Institute
- 2010 – Transportation Solutions
- 2011 – Plan Update



Membership

Capital
Area
RTCC



- Public transit providers
- Private providers and intercity providers
- Funding Agencies: HHS and TxDOT
- HHS Medical Transportation
- Client Transportation Providers and 5310 Recipients
- Regional Planning Agencies
- University Providers
- Volunteer Driver programs
- Faith Based Providers
- Student Transportation
- Business Community
- Riders and General Public

Governance

Capital Area RTCC



BYLAWS OF THE CAPITAL AREA REGIONAL TRANSIT COORDINATION COMMITTEE (as amended 5/20/08)

NAME AND PURPOSE

- 1.1 Name: The name of the committee is the Capital Area Regional Transit Coordination Committee (the "RTCC").
- 1.2 Purpose: The RTCC has been established to ensure that the benefits of the State's public transportation resources are maximized through coordination of services throughout the CAPCOG region of Texas that consist of Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano, Travis and Williamson counties.
 - a) To improve the delivery of transportation services.
 - b) To generate efficiencies in operation that can lead to increased levels of service.
 - c) To enhance customer service/satisfaction.
 - d) To encourage cooperation and coordination.

MEMBERS

- 2.1 Members: The RTCC is comprised of representatives from throughout the region to provide direction and oversight throughout the planning process. Members include:
 - Four (4) Representatives from Public Transportation Authorities, Rural Transit Districts and other Public Transportation Operators. Including a representative of Hill Country Transit District as an ex officio, non-voting member, a representative of Capital Metropolitan Transit Authority, a representative of Capital Area Rural Transportation System, and a representative of the City of Round Rock.
 - One (1) Representative from Intercity Transportation Providers
 - Two (2) Representatives from Agencies that Fund Public Transportation for the General Public
 - Four (4) Representatives from Client Transportation Providers Including TxDOT MTP (1)
 - One (1) Representative from Recipients TxDOT Elderly and Disabled Transportation Systems (5310) to Provide Client Transportation

Community Action Network Recognition

CAN - Issue Area Groups

<http://www.caction.org/CAN-Issue-Area-Groups/>



[Councils](#)

[Initiatives](#)

[Issue Area Groups](#)

[Research](#)

[Calendar](#)

[Newsletter](#)

[About CAN](#)



ISSUE AREA GROUPS

[2012 IAGs](#)

[About](#)

[Guidelines](#)

[Application Process](#)

[Leadership & Planning](#)

LIST OF ISSUE AREA GROUPS

Click one of the Issue Area Groups below for more information.

- Aging Services Council
- Basic Needs Coalition
- Behavioral Health
- Capital Area Regional Transit Coordinating Committee
- Central Texas Afterschool Network
- Child and Youth Mental Health Planning Partnership
- Early Education and Care
- Ending Community Homelessness Coalition
- HousingWorks
- Intellectual and Developmental Disabilities Coalition
- The Literacy Coalition of Central Texas
- Ready by 21 Coalition
- Reentry Roundtable



CELEBRATING OUR LIVES



[subscribe to our
NEWSLETTER](#)

2009 CTAA Institute for Transportation Coordination

Capital
Area
RTCC



2007, 2008, and 2012 JARC / New Freedom Calls For Projects

Capital
Area
RTCC



\$\$\$\$

Questions?

Capital
Area
RTCC



CapitalareaRTCC.org

Capital Area RTCC

c/o CAMPO

P.O. Box 1088

Austin, TX 78767

(512) 974-2275

Stevie.Greathouse@CAMPOTexas.org



Breakout J: Presenter 2

Presenter: Martin Ornelas

Organization: Transportation Coordination Network of the Coastal Bend

Presentation Name: When Stakeholders Take Ownership of the Planning Process (Different Models for Operating a Stakeholder Steering Committee)



SOLVE

A BEST PRACTICES CONFERENCE
REGIONAL COORDINATION & MOBILITY MANAGEMENT
TEXAS DEPARTMENT OF TRANSPORTATION
APRIL 17 & 18, 2012
AUSTIN, TX

WHEN STAKEHOLDERS TAKE OWNERSHIP OF THE
PLANNING PROCESS

Background



2006 Plan Identified Need for Transportation Coordinator

Staffing Issues

Stakeholder's Role

Steering Committee Roles & Responsibilities

Funding Streams

Employer of Record

Staff Supervision

Program Direction

TransFormation in Action



Stakeholder discussion to strengthen Infrastructure

CBCOG ceases being Lead Agency

**TCN Stakeholder Pass Unanimous Resolution on
Becoming Non-Profit Organization**

TCN Launches effort to secure Fiscal Agent

TransFormation in Action

TCN Incorporates in the State of Texas

TxDOT Recognizes TCN as Regional Lead Agency

**TCN enters into Inter Local Agreement (ILA)
with Jim Wells County**

Funding Streams

Staff Supervision

Employer of Record

Program Direction

Current State



Convenes TxDOT 5310 Review Panel

**Streamline Stakeholder Review & Comment through
Endorsement Resolution for Public Transportation
Funding in the Coastal Bend**

**Enters Memorandum of Agreement with
Lead Collaborating Transit & Planning Partners
(Financial Contributions)**

Regional Transportation Coordination Headquarters

Current Structure

Oversight & Supervision through Executive Committee

Bi-Monthly Regional Stakeholder Meeting

**Bi-Monthly Regional Workshop
“Coordination in Action”**

Monthly Rural Transit District Meetings

Monthly Executive Leadership Transportation Round Table

On-Going Regional Host Site for TA&T/Capacity Building



CONTACT INFORMATION

**TRANSPORTATION COORDINATION NETWORK OF THE COASTAL BEND
JIM WELLS COUNTY PUBLIC TRANSPORTATION DEPARTMENT
601 E. MAIN STREET, SUITE 200
ALICE, TX 78332**

**361-664-7TCN (826)
361-664-4554 FAX
www.tcncb.org**

**Martín Ornelas, Director
Masumi Borgohain, Projects Manager**



Breakout K: Presenter 1

Presenter: Sabrina Estades

Organization: Central Texas Rural Transit District

**Presentation Name: Does it have to be a Juggling Act?
(Getting Work Done with Limited Staff Resources)**



**Does it have to be a
juggling act?**



Doing More with Less...

A Growing Trend

- Many companies are now doing more with fewer staff. Reasons vary for each company:
 - Budget cutbacks or limited funding resources
 - Growing faster than you can hire
 - Difficulty finding the right person to fill an open position
 - Opting not to fill a vacant position due to an uncertain future
 - Implementing a Pilot or Temporary Program and not wanting to lay-off at it's end

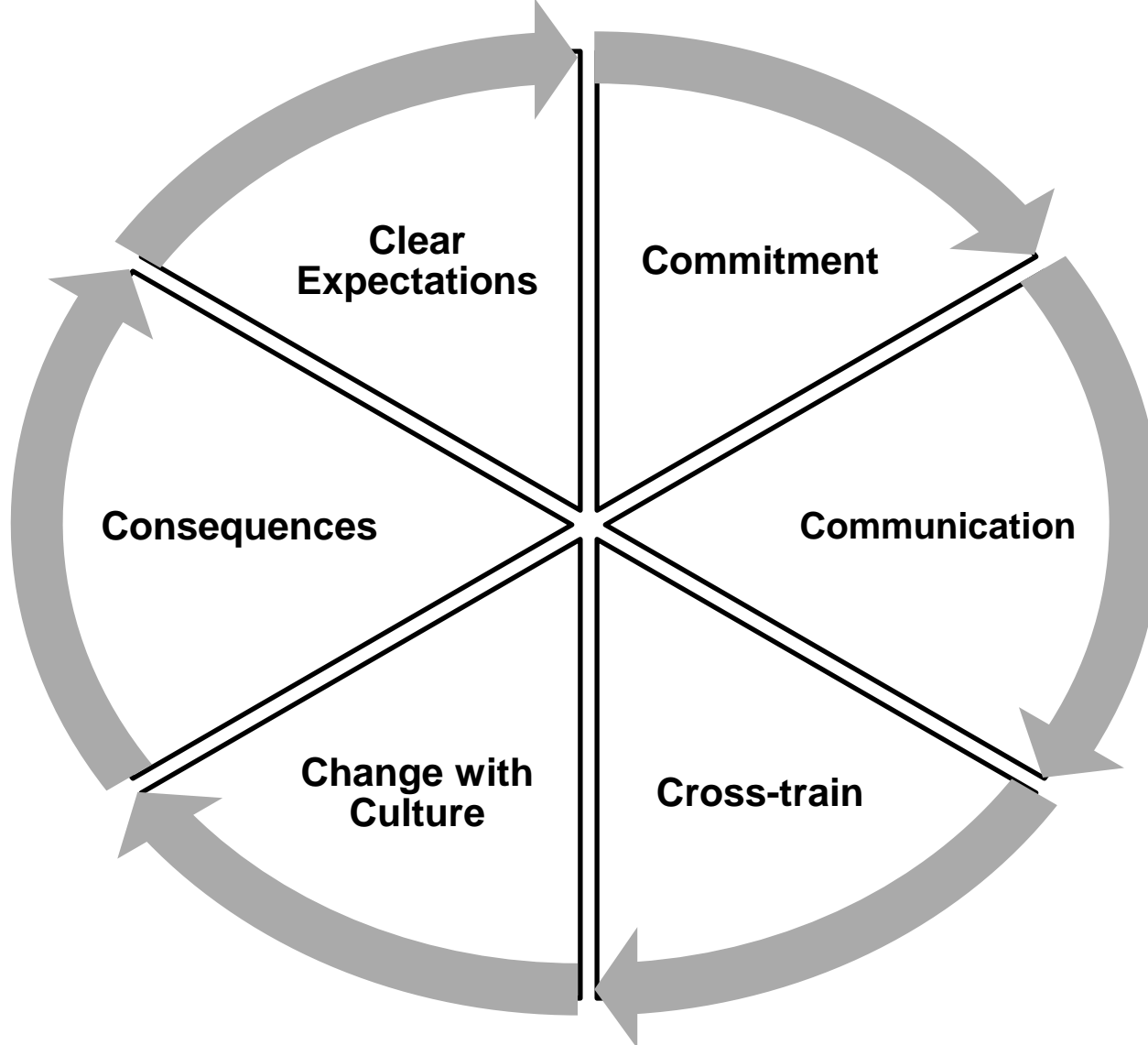
Overworked?

- Regardless of the reason, this can be done without all your staff and coworkers looking like...



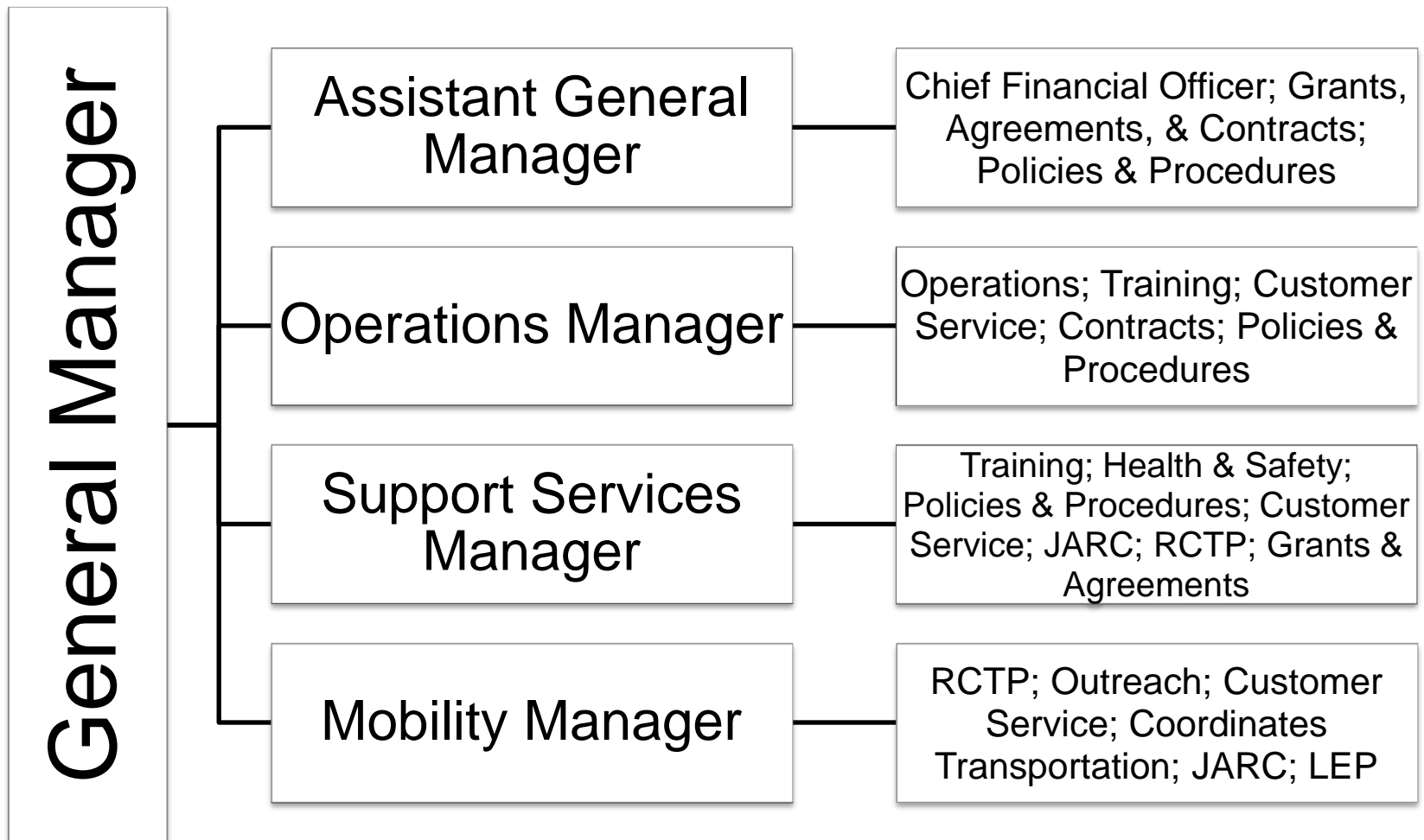
How to get work done with limited staff

Build Your Team



Key personnel wear many hats

The CTRTD Model



CTRTD's Success Measured

- Public Transportation to 11 counties operating up to 17 hours per day and 6 days per week
- TSAP for Medical Transportation Region 7 covering 19 counties overseeing 3 Subcontractors
- Lead for Regional Coordination Planning Region 7 encompassing a 19-county area
- Prime Recipient of 5310 Funding within RCTP Region 7
- Established JARC Program in addition to newly created Pilot Program

CTRTD's Success Measured

- Member of 8 Chambers of Commerce
- General Manager sits on numerous boards and committees throughout Texas
- Management sits on numerous boards and committees throughout our 11 counties
- 2011 Fiscal Year Totals = 164,606 Trips Completed / 2,114,345 Total Miles
- 74 Employees = 1 General Manager + 6 Managers + 3 Assistants + 4 Office Staff + 3 Schedulers + 5 rotating Dispatchers + 52 Drivers

A Best Practices Approach from our company's perspective

- Require all staff to obtain their CDL & train or certify all to meet overall company requirements – *you never know when you'll need a Driver, Scheduler, etc.*
- Provide adequate trainings for each position and updates when regulations change – *second-guessing wastes valuable time.*

A Best Practices Approach from our company's perspective

- Cross-train staff on key roles, or at least ensure each position has a 'Bus Manual' – *this eases stress, allows for vacations, and prepares for emergency situations.*
- Reevaluate employee's roles periodically – *remember times change and so do individual interests, occasionally staff's roles may need to adjust with the times.*

Does it have to be a juggling act?



- To put it simply –

No

- At times it may feel like a juggling act but you should strive for more of a ***balancing act***.

A Best Practices Approach from a personal perspective

- Learn to prioritize and be accepting of the unexpected – *if you are constantly juggling everything you will not excel at any one thing.*
- Learn when to ask for help or how to say ‘No’ – *thinking you can do it all or taking on too much often leads to the same ending... Failure.*

A Best Practices Approach from a personal perspective

- Celebrate even the small victories – *this is especially helpful when feeling overwhelmed.*
- Give yourself a break sometimes, even when it comes to failure – *forgive yourself, learn from mistakes, and move forward (you are only human after all).*

A Best Practices Approach from a personal perspective

- Identify and break your own bad habits, especially if you are a procrastinator – *they cheat you of true success.*
- Keep yourself, or your team, organized –

One way...



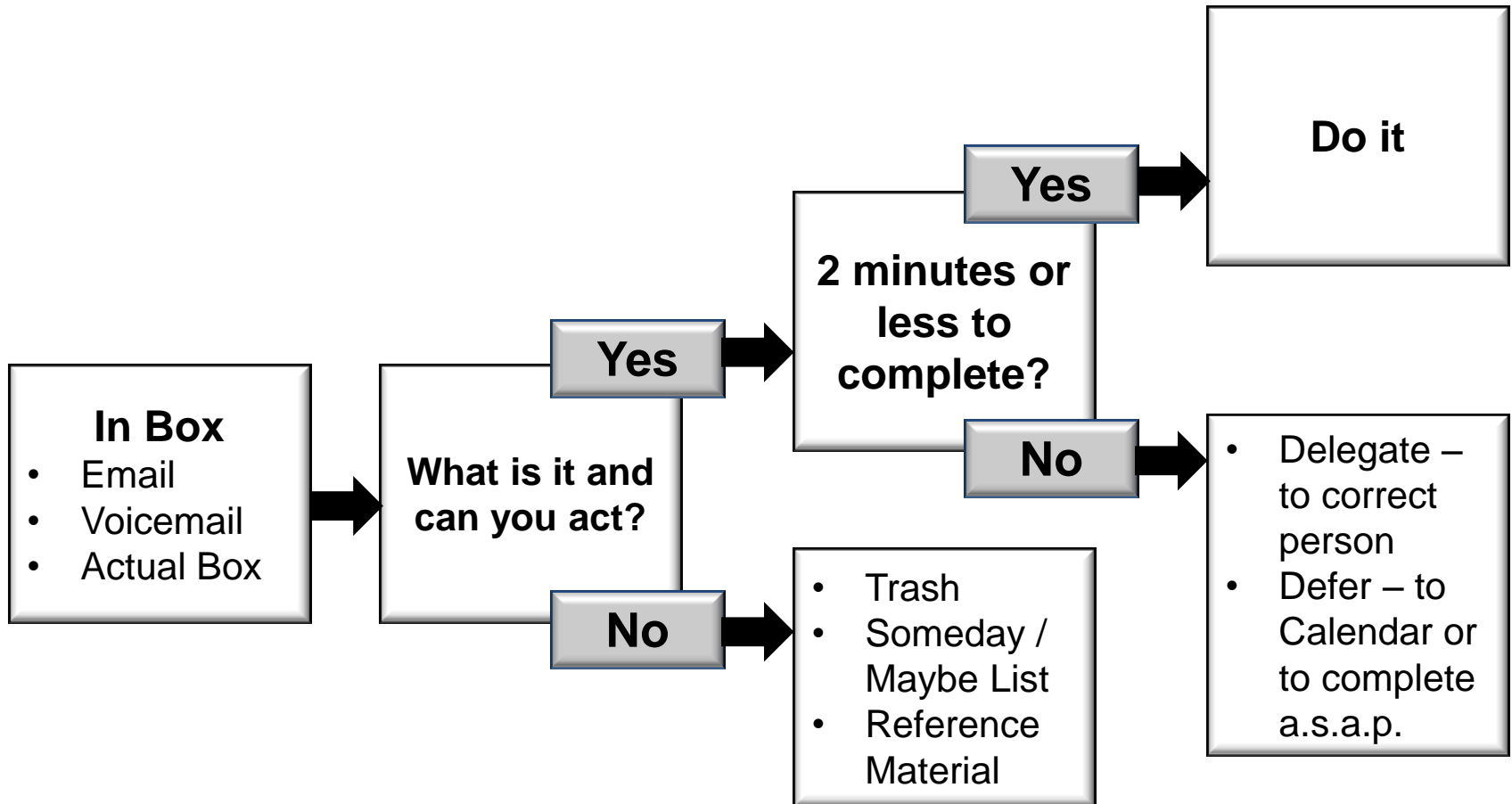
Or the other...



A Best Practices Approach Tips to Getting Organized

- Keep your office *clean!*
- Stop using your In Box as a storage bin – *it should be utilized to process items.*
- Maintain a 2-Minute Rule – *everything can be processed in 2 minutes or less.*
(See flowchart.)

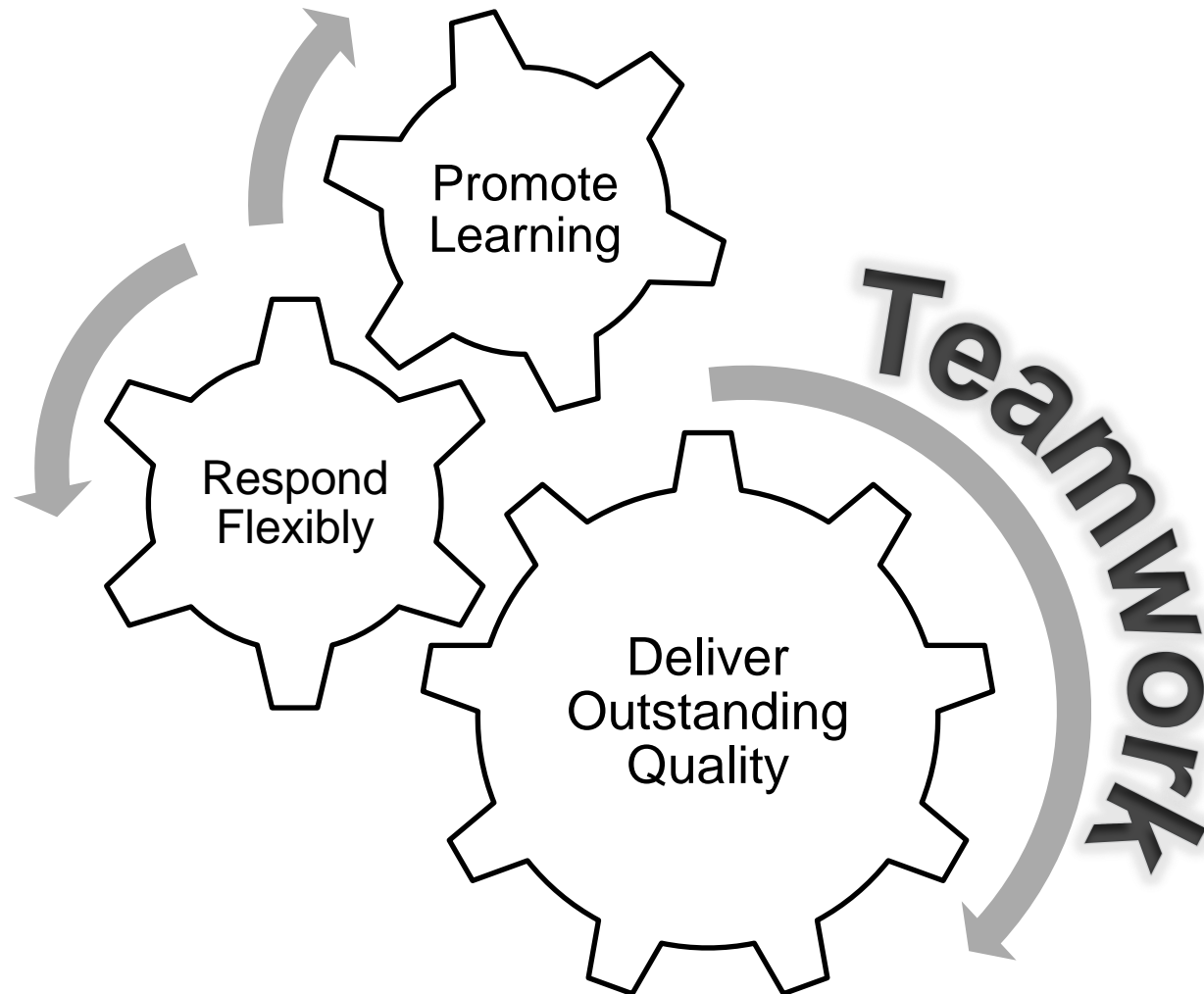
In Box Flowchart



A Best Practices Approach Tips to Getting Organized

- Maintain an accurate and updated 'To Do' List, at least 1 – *you will not always be able to remember everything and you need to keep your mind clear for your task at hand!*
 - To Do: Today
 - To Do: Someday
 - Calendar of Events
 - Etc.
 - To Do: This Week
 - To Do: Maybe
 - Personal To Dos

A Key Point to Remember...



Teamwork and Balance are the Secrets to our **Success**





Breakout K: Presenter 2

Presenter: Jessica Pena

Organization: Concho Valley Transit District

**Presentation Name: Does it have to be a Juggling Act?
(Getting Work Done with Limited Staff Resources)**

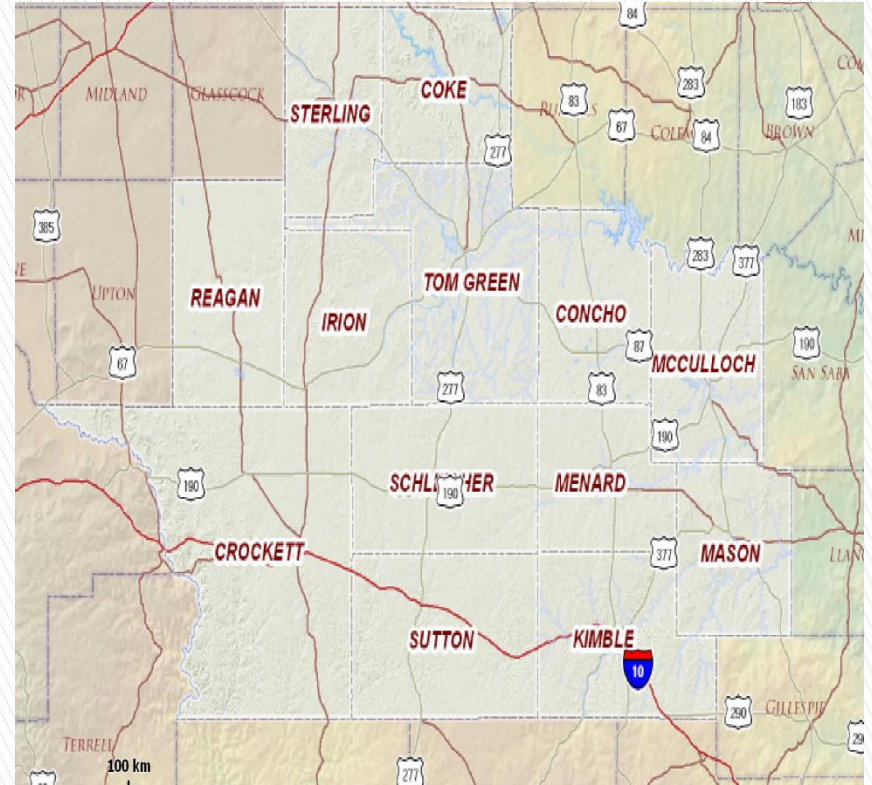
Making It Work: A Community Approach

Jessica Pena
Concho Valley Transit District

- ▶ Concho Valley Region & Statistics
 - ▶ CVTD Organization
 - ▶ Identified Barriers
 - ▶ Partnerships
 - ▶ Addressing Funding Concerns
 - ▶ Planning & Program Maintenance
 - ▶ Future Plans
- 

Concho Valley Region

- ▶ Coke
- ▶ Concho
- ▶ Crockett
- ▶ Irion
- ▶ Kimble
- ▶ McCulloch
- ▶ Mason*
- ▶ Menard
- ▶ Reagan
- ▶ Schleicher
- ▶ Sterling
- ▶ Sutton
- ▶ Tom Green



Counties

Concho Valley Map

Concho Valley Stats & Demographics

- ▶ 16,500 square miles
- ▶ Approximately 154,191 total population
 - 21.2% individuals with a disability
 - 15.9% under poverty level
 - 14.7% age 65 & over



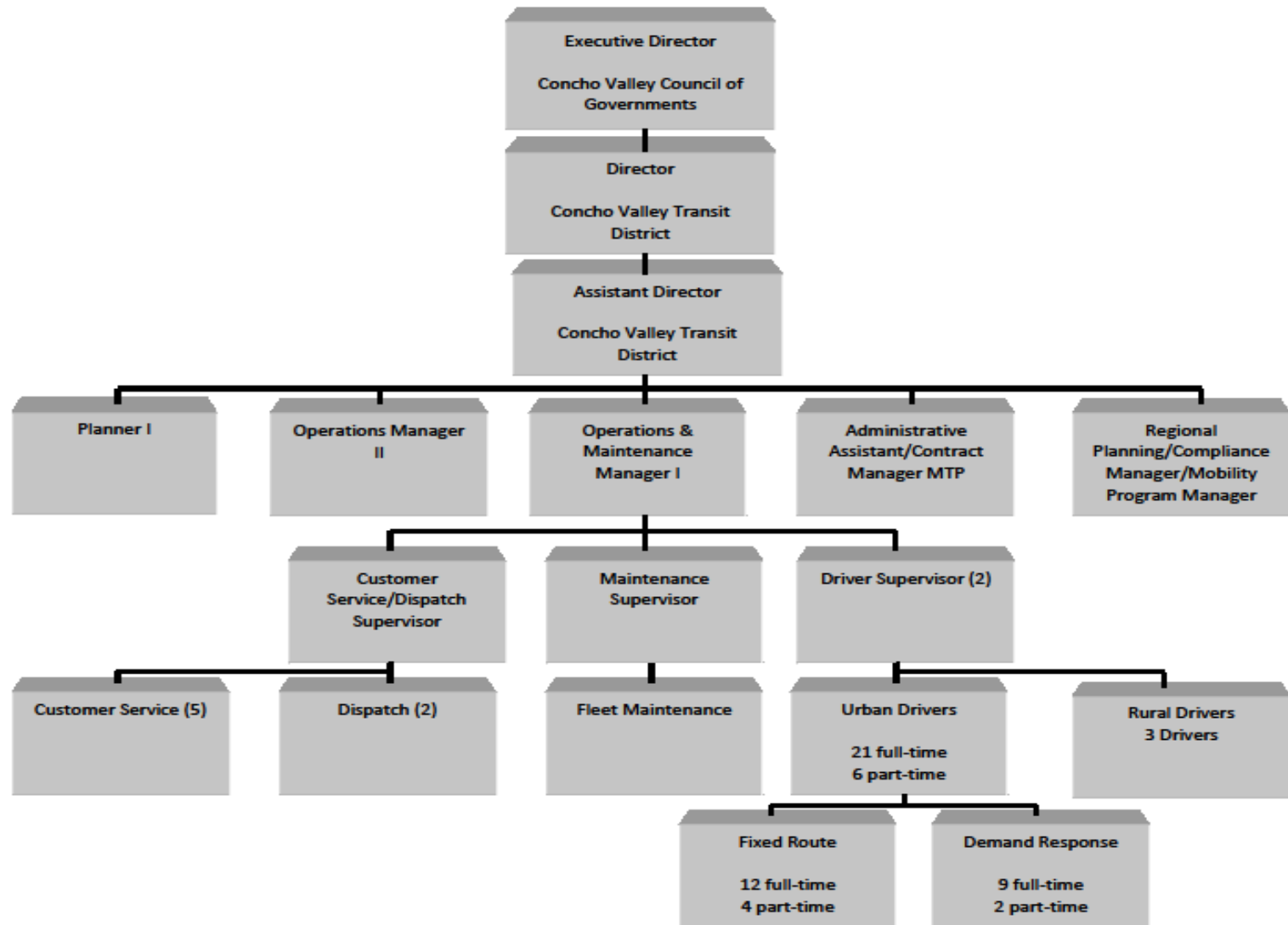
Concho Valley

Concho Valley Transit District

- ▶ Formed in 2006
- ▶ TRANSA
 - Provides urban public transportation
- ▶ Thunderbird
 - Provides rural public transportation



CVTD Organizational Chart



Barriers & Solutions

» Partnerships
Contracts

Identified Barriers

- ▶ Geographically isolated
- ▶ Small population–large land area
- ▶ Limited funding availability to meet demands
- ▶ Lack of alternatives to public transportation
- ▶ Large population of individuals with disabilities
- ▶ Large elderly population

Barriers

- ▶ Collaborative transportation planning
- ▶ Partnering or contracting with local agencies and organizations
- ▶ Resourceful uses of local available funding

Solutions

Partnerships

- ▶ Adult Enrichment Center
- ▶ Success by 6
- ▶ Senior Companion
- ▶ Foster Grandparent
- ▶ Area Agency on Aging
- ▶ Sitel
- ▶ Counties
- ▶ Disability Connections
- ▶ Angelo State University

Transportation Services

Transportation Programs

Partnership vs Contracts

»» Pros & Cons

Partnerships

- ▶ Fosters community involvement and strengthens relationships
- ▶ Integration of funding by pooling moneys
- ▶ Create more efficient and effective utilization of limited local funds through partnerships
- ▶ Subject to possible personnel changes due to agency funding reductions
- ▶ New fiscal years can present concerns due to potential funding cuts
- ▶ Conflicts in policies
- ▶ Compromise in time-frame

Pros

Cons

Contracts

- ▶ Guaranteed working relationship for pre-determined period of time
- ▶ Strict guidelines which to adhere
- ▶ Measurable results upon completion
- ▶ May not be renewed after the contract period ends
 - Will have to seek alternative or terminate project
- ▶ Less flexibility during contract

Pros

Cons

Addressing Funding Concerns



- ▶ Seeking out potential new partnerships
- ▶ Researching new funding streams
- ▶ Tying all resources to particular grants

Future Plans

- ▶ JARC Projects
- ▶ New Freedom
- ▶ Local employers
- ▶ New agency partnerships





Breakout L: Presenter 1

Presenter: Luis Guajardo

Organization: Lower Rio Grande Valley Development Council

Presentation Name: Engaging the Customer



Regional Transit Plan Outreach & JARC Travel Training

TxDOT SOLVE Conference
Airport Hilton 9515 Hotel Drive
Austin, TX
April 17 – 18, 2012



Lower Rio Grande Valley Development Council – Valley Metro
LEAD AGENCY

Regional Profile



- 4 Public transit providers
- 2 workforce agencies in Hidalgo and Cameron county
- Medicaid transportation program
- Numerous private intercity carriers
- Numerous adult day care, medical center, and other health provider transportation
- Large LEP population (32%)
- Large Hispanic/Latino Population (90%)

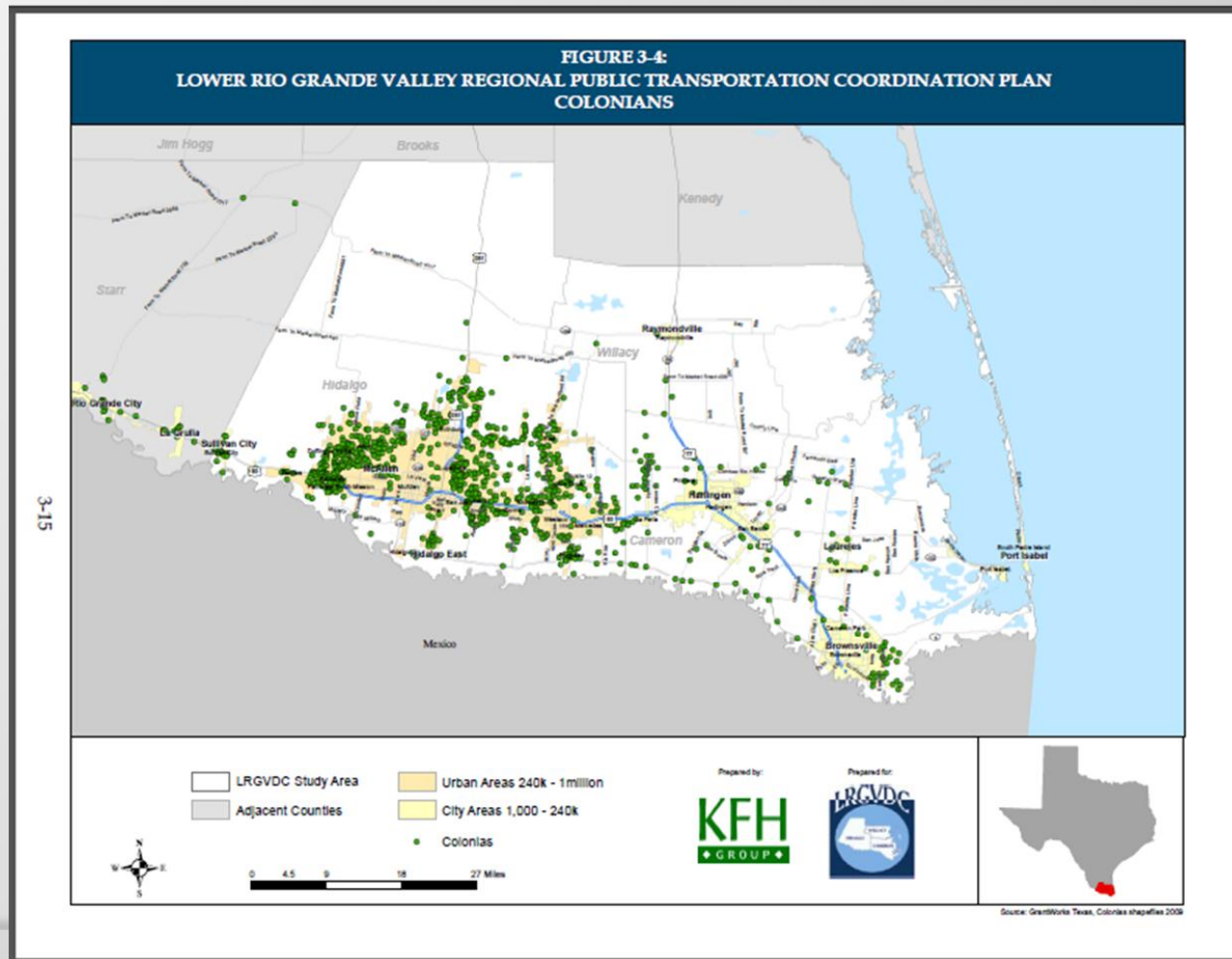


Review of Needs

Regional Connectivity



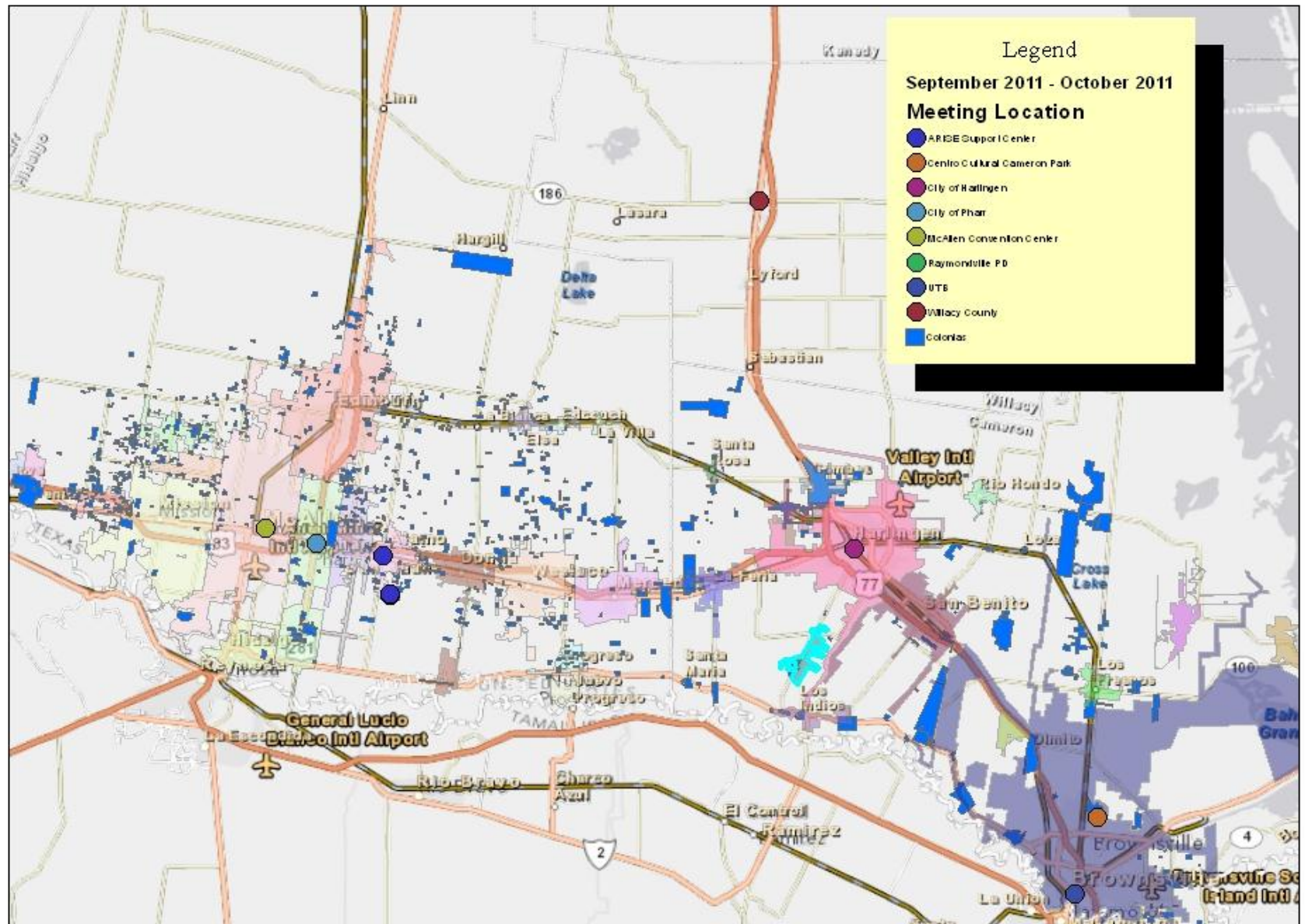
- 🟢 Service to Colonias – 1,378 colonias in LRGV



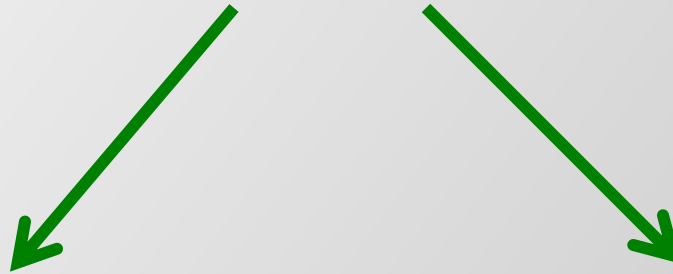
Regional Plan Outreach

- ◎ Eight (8) meetings across the RGV
 - University of Texas at Brownsville
 - McAllen Convention Center
 - City of Pharr Commission Chambers
 - ARISE Advocacy Center Colonia - Alamo, TX
 - Centro Cultural de Cameron Park - Brownsville, TX
 - Raymondville PD - Raymondville, TX
 - Willacy County Commissioner's Court
 - City of Harlingen Town Hall
- September 2011 – October 2011

REGIONAL PLAN PUBLIC MEETINGS



Outreach



Client Comfort

Client Empowerment

Client Comfort

- Colonia residents chose meeting time and place



Source: Jazmin Francis Photography



Source: Jazmin Francis Photography

- Good dialogue about transportation needs in their respective neighborhood

Client Empowerment

- ① Increase in petitions of service, service requests, phone calls, and emails



Project Spotlight – Travel Training

- ① Educational program to teach individuals in targeted low-income neighborhoods about public transportation
- ① Two-fold Curriculum
- ① Assessment
- ① Outcomes
- ① Process

Project Spotlight – Travel Training

- ⦿ One (1) coordinator and two (2) trainers lead the program
- ⦿ Valley Metro trains the coordinator and trainers
 - ⦿ Curriculum
- ⦿ A.) two (2) sessions of classroom training
- ⦿ B.) one (1) session on-the-field
- ⦿ Classes of 8-10 promotoras per trainer, targeting at least 320 people = 960 sessions or 1,920 hours.
- ⦿ Promotoras are expected to train fifteen (15) new contacts throughout a forty-eight (48) week period

Project Spotlight – Travel Training

⦿ Assessment

- ⦿ Pre and post tests given to each trainee about topics covered in the course
- ⦿ Two bus tickets provided to each trainee to measure whether trained passengers used the service

Project Spotlight – Travel Training

● Outcomes

Outcome	Measure	Target Goal	Time Period
Train Passengers	Completed course w/certificate	320 – 400	November 1, 2011 – August 31, 2012
Train Passengers	Quick sessions intake form	5,760	November 1, 2011 – August 31, 2012
Increase client awareness/knowledge	Assessment	Increase of at least 50%	During each training session
Increase client mobility	Transit vouchers	256 – 320 trips	November 1, 2011 – August 31, 2012
Increase likelihood of using bus service	Follow-up surveys	3.8 overall score	November 1, 2011 – August 31, 2012

Project Spotlight – Travel Training

◎ Process

Receive Notification of Grant Award from MPO
FTA Award Notification
Public Involvement Period – Notification, Recruitment, Workshops
Finalize Workplan
Finalize MOU with Migrant Health Promotion
Staff Recruitment & Training
Teaching Materials & Supplies Acquisition
Brochures, Maps, Tickets Printing
Client Training
Monthly Reporting
Quarterly Reporting
Final Reporting
Grant Close-Out

Contact Information



- **Tom Logan**

Director

tlogan@lrgvdctransit.org

- **Rodney Gomez**

Program Administrator - Planning

rgomez@lrgvdctransit.org

- **Luis Guajardo**

Planner (Presenter)

lguajardo@lrgvdctransit.org



Telephone #: 956.969.5761



Breakout L: Presenter 2

Presenter: Kristy Range

Organization: NDMJ Transportation

Presentation Name: Engaging the Customer

SMITH COUNTY PASSENGER ADVISORY COMMITTEE (SCPAC)



SCPAC What is it?



The Smith County Passenger Advisory Committee is a quasi Board of Directors with full authority to advise and guide the Service Provider.

Why have a SCPAC?



**Stakeholder input is the
CORNERSTONE
of regional coordination
efforts**

What prompted this project?

Stakeholder input



Passengers' desire to be actively involved

=

**NDMJ making this concept an integral part of
its transportation program**

What is SCPAC About?

Empowering Passengers

It assists NDMJ in the

DESIGN

DEVELOPMENT

DELIVERY

of
Public Transportation
Services

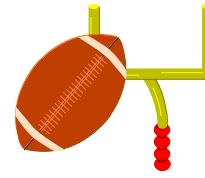
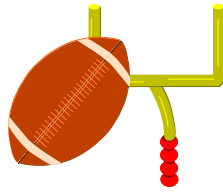


Who are the Key Stakeholders or Champions who support SCPAC?



Passengers
Community Leaders
Employers
Counselors
Educators





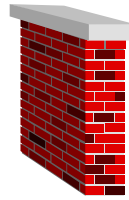
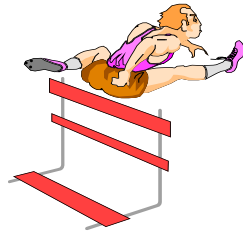
GOALS & OBJECTIVES OF SCPAC IS

TO:

**Improve services by helping
everyone have a
greater understanding of service
level expectations**

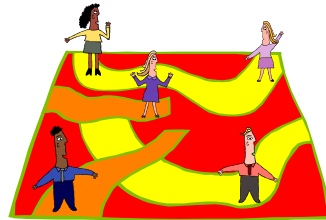
SCPAC HELPS BUILD TRUST!

**It is the Resolution that overcomes
Perceived Obstacles**



**Active participation and involvement by both
the passengers and service provider
immediately resolves any perceived barriers**

How do we know SCPAC is successful?



The best evaluation is service comparisons and passenger feedback.

**A highly recommended roadmap is the
“Triple P concept”
Passenger + Provider = Partnership.**



Breakout L: Presenter 3

Presenter: Joanne Mundy

Organization: Texas Department of State Health Services

Presentation Name: Engaging the Customer

Language Services: HHS Contractors

Accessibility in Communication

**State & local government services
must be accessible to:**

- **people with limited English
proficiency (Title VI of the Civil
Rights Act)**
- **people with disabilities (ADA)**

Language Services

- Some people with disabilities and people who cannot speak, read, write, or understand English cannot participate in HHS programs because they cannot understand what is being communicated.
- Language access and effective communication are critical to the quality of care and services.

Language services address these needs:

- Limited English proficiency (LEP)
- Sensory impairment.
 - Visual impairments.
 - Hearing loss.
- Speech impairments.

Title VI of the Civil Rights Act of 1964

- No person shall on the ground of race, color or national origin, be discriminated against under any program or activity receiving Federal financial assistance.
- Different treatment based on a person's inability to speak or understand English is **national origin discrimination.**

Americans with Disabilities Act of 1990 (ADA)

- Discrimination against people with disabilities is prohibited.
- Governments & their contractors must provide effective communication for people with disabilities.
- Programs and services must be accessible to people with disabilities.

Assistance Available

- Assistance must be free of charge to the person
- HHS contractors may never require a client to bring own interpreter

Make sure clients get the language services they need.

1. Notify applicants and clients about language services.
2. Identify when a client needs language services.
3. Offer the necessary language services.

Basic types of language services

- Interpreting (spoken language)
- Translation (written language)
- Auxiliary aids and services

Use the most appropriate language services.

When determining what language services are right, know your options. It often depends on the situation.

- It is not necessary to have an interpreter present for every encounter when over-the-phone interpretation might work just as well.
- If a person has trouble reading a document, a staff member may be able to read or translate the document out loud.

Note: Quality and accuracy are always critical.

Spoken language interpreting

Contractors may choose among different types of language interpreting.

- Bilingual staff
- Over-the-phone interpreters
- In-person interpreters
- Volunteers

Bilingual staff

Contractors may use bilingual staff to communicate with or interpret for LEP persons.

Supervisors must make sure the staff members are competent.

Note: Bilingual staff who are not fully competent may serve in emergency situations.

Over-the-phone interpreting

Over-the-phone interpreters offer prompt interpreting services in many different languages and situations.

The services are available 24 hours a day, 7 days a week, 365 days a year.

Aids and services for people who are deaf or hard of hearing

- Sign language interpreters
- Exchange of written notes.
- Text messaging.
- Assistive listening headsets.
- Video text displays.
- Telecommunication devices (TTY).

Aids and services for people with vision impairments

- Qualified readers (to read out loud).
- Braille material.
- Large print materials.
- Materials in electronic format.
- Taped texts and audio recordings.

Identify languages to translate.

HHS contractors should determine which languages to translate based on the needs of the population they serve.

The basic information the client needs –

- Contact information
- Pick-up time
- Special instructions

Resources

- US HHS Healthcare Language Services Implementation Guide.

Specific for health care, but site contains valuable information for planning & implementation for human services generally.

<https://hclsig.thinkculturalhealth.org/user/home.rails>

- National Health Law Program
<http://www.healthlaw.org/index.cfm>

Resources

- Federal Government resources for limited English <http://www.lep.gov/>
- ***I Speak*** cards
<http://www.lep.gov/ISpeakCards2004.pdf>

Resources

- http://hhscx.hhsc.state.tx.us/OEC/OEC_messages.html
- The U.S. Department of Health & Human Services' LEP website
<http://www.hhs.gov/ocr/civilrights/resources/specialtopics/lep/index.html>
- These are the languages spoken at home in Texas in 2009 , ranked from highest to lowest percentage (source: Migration Policy Institute
<http://www.migrationinformation.org/datahub/state2.cfm?ID=tx#3>

Resources

- Paula Traffas, Texas HHSC Civil Rights Office, 512-438-2944,
paula.traffas@hhsc.state.tx.us
- <http://www.dshs.state.tx.us/qmb/contractor.shtm> Surveys/Survey Information section
- Medical Transportation cards and brochures:
<https://secure.thstepsproducts.com/default.asp>

Resources-Hearing Impaired

- Emma Webb, manager member, Visual Communication Services 877-404-7713
text 281-236-8943
emmawebb@vcsoncall.com Houston office
- Kristi Kallina, regional manager, Visual Communication Services 877-404-7713
- Maria Dunnam, Texas Advanced/National Advanced Deaf/HI Interpreter, Dunnam Interpreting Services, Big Spring 432-270-5116
with text silverladyterp@yahoo.com

Suggestions

- Don't make it harder than it has to be.
- Have a computer to do audio and visual communication in real time.
Contact licensing/licensed services for translations and interpretations.
- Contact Region 19 Education Service Center, El Paso, IT Department about headphones used to do real time translations during meetings. 915-780-5092

4/18/12 Presentation

Joanne Mundy, LBSW

Social Work Services Coordinator

Dept of State Health Services

2301 N Big Spring, Midland TX 79705

desk 432-571-4151 cell 432-230-4667

joanne.mundy@dshs.state.tx.us

jomundyofdshs@yahoo.com