



Meeting Notice

1111 Broadway, Suite 800, Oakland, CA 94607

• 510.208.7400

• www.AlamedaCTC.org

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Paratransit Advisory and Planning Committee

Monday, February 24, 2014, 1:00 p.m.

1111 Broadway, Suite 800

Oakland, CA 94607

Please note that the Monday, February 24, 2014 PAPCO meeting will be from 1:00 to 2:40 p.m. and the Joint PAPCO and ParaTAC meeting will be from 2:45 to 4:00 p.m. Please plan your transportation accordingly.

Mission Statement

The mission of the Alameda County Transportation Commission (Alameda CTC) is to plan, fund and deliver transportation programs and projects that expand access and improve mobility to foster a vibrant and livable Alameda County.

Public Comments

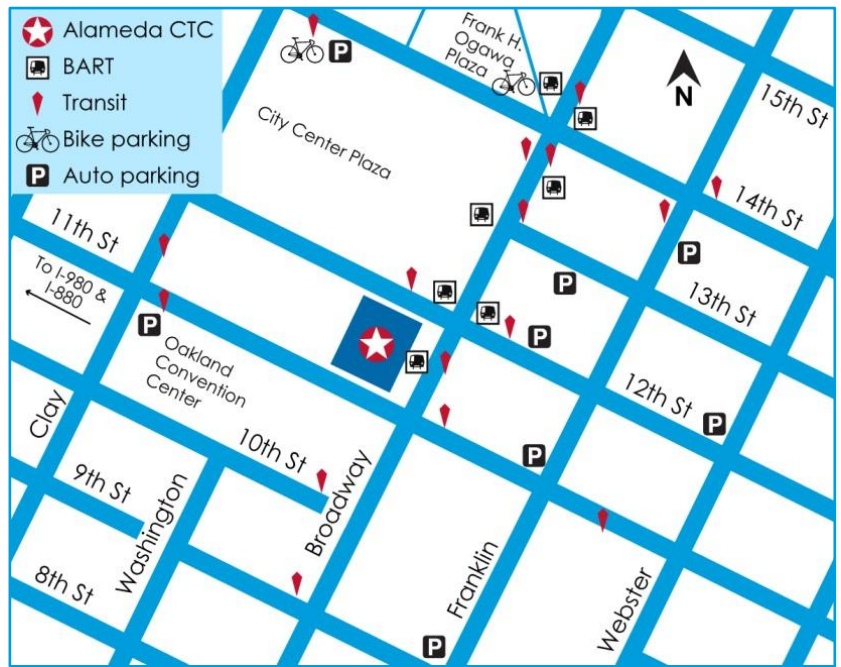
Public comments are limited to 3 minutes. Items not on the agenda are covered during the Public Comment section of the meeting, and items specific to an agenda item are covered during that agenda item discussion. If you wish to make a comment, fill out a speaker card, hand it to the clerk of the Commission, and wait until the chair calls your name. When you are summoned, come to the microphone and give your name and comment.

Location Map

★ Alameda CTC

1111 Broadway, Suite 800
Oakland, CA 94607

Alameda CTC is accessible by multiple transportation modes. The office is conveniently located near the 12th Street/City Center BART station and many AC Transit bus lines. Bicycle parking is available on the street and in



the BART station as well as in electronic lockers at 14th Street and Broadway near Frank Ogawa Plaza (requires purchase of key card from bikelink.org).

Garage parking is located beneath City Center, accessible via entrances on 14th Street between 1300 Clay Street and 505 14th Street buildings, or via 11th Street just past Clay Street. To plan your trip to Alameda CTC visit www.511.org.

Reminder

Please turn off your cell phones during the meeting. Please do not wear scented products so individuals with environmental sensitivities may attend the meeting.

Accessibility

Public meetings at Alameda CTC are wheelchair accessible under the Americans with Disabilities Act. Guide and assistance dogs are welcome. Call 510-893-3347 (Voice) or 510-834-6754 (TTD) five days in advance to request a sign-language interpreter.



Meeting Schedule

The Alameda CTC meeting calendar lists all public meetings and is available at www.AlamedaCTC.org/events/upcoming/now.

Paperless Policy

On March 28, 2013, the Alameda CTC Commission approved the implementation of paperless meeting packet distribution. Hard copies are available by request only. Agendas and all accompanying staff reports are available electronically on the Alameda CTC website at www.AlamedaCTC.org/events/month/now. Any other notice required or permitted to be given under these bylaws will follow the same policy. PAPCO members receive an exception to the paperless policy and will continue to receive notices via U.S. Postal Service in addition to electronic versions. Members can request to opt-out of paper notices.

Glossary of Terms

A glossary of terms that includes frequently used industry terms and acronyms is available on the Alameda CTC website at www.AlamedaCTC.org/app_pages/view/8081.

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Paratransit Advisory Planning Committee
Meeting Agenda
Monday, February 24, 2014, 1:00 p.m.

1111 Broadway, Suite 800, Oakland, CA 94607

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• www.AlamedaCTC.org

Chair: Sylvia Stadmire

Vice Chair: Will Scott

Staff Liaison: Matt Todd, Principal Transportation Engineer; John Hemiup, Senior Transportation Engineer

Public Meeting Coordinator:
Krystle Pasco

1:00 – 1:12 p.m.
Sylvia Stadmire

1. Welcome and Introductions

1:12 – 1:15 p.m.
Public

2. Public Comment

Page A/I

1:15 – 1:20 p.m.
Sylvia Stadmire

3. Review Prior Meeting Minutes

3.1. January 27, 2014 PAPCO Meeting Minutes

1 A

Recommendation: Approve the January 27, 2014 PAPCO meeting minutes.

1:20 – 1:30 p.m.
Staff

4. Convene Finance and Program Plan Review Subcommittees

4.1. Finance and Program Plan Review Subcommittees Information

11 I

The Committee will have the opportunity to volunteer for the Finance and Program Plan Review subcommittees.

1:30 – 1:50 p.m.
Staff

5. Gap Grant Cycle 5 Status Update

I

The Committee will receive a Gap Grant Cycle 5 status update.

1:50 – 2:10 p.m. **6. LAVTA Provider Change Update** |
Guest Speaker

The Committee will receive an update on LAVTA provider changes for FY13-14.

2:10 – 2:20 p.m. **7. Member Reports on PAPCO Mission, Roles, and Responsibilities Implementation**
PAPCO

7.1. PAPCO Calendar of Events 15 |

7.2. PAPCO Work Plan 17 |

7.3. PAPCO Appointments 21 |

2:20 – 2:30 p.m. **8. Committee Reports (Verbal)**

Sharon Powers **8.1.** East Bay Paratransit Service Review Advisory Committee (SRAC) |

Harriette Saunders **8.2.** Citizens Watchdog Committee (CWC) |

9. ADA Mandated Program and Policy Reports

9.1. December 18, 2013 WHEELS Accessibility Advisory Committee Meeting Minutes 23 |

9.2. January 14, 2014 WHEELS Accessibility Advisory Committee Meeting Minutes 27 |

9.3. February 11, 2014 Transit Access Report 29 |

2:30 – 2:40 p.m. **10. Information Items**

Naomi Armenta	10.1. Mobility Management – The Business Case for Mobility Management	31	I
Krystle Pasco	10.2. Outreach Update		I
Staff	10.3. Other Staff Updates		I
	11. Draft Agenda Items for March 24, 2014 PAPCO Meeting		I
	11.1. Hospital Discharge Transportation Service and Wheelchair Scooter Breakdown Transportation Service Program Update		
	11.2. BART Cars Presentation		
	11.3. Gap Grant Cycle 5 Program Report – Alzheimer's Services of the East Bay		
	11.4. 2014 Annual Mobility Workshop Update		
	11.5. Fiduciary Training and Finance Subcommittee Status Report		
2:40 p.m.	12. Adjournment		

Next Meeting: March 24, 2014

All items on the agenda are subject to action and/or change by the Commission.

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Paratransit Advisory and Planning
Committee Meeting Minutes
Monday, January 27, 2014, 1:00 p.m.

3.1

1111 Broadway, Suite 800, Oakland, CA 94607

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MEETING ATTENDEES

Attendance Key (A = Absent, P = Present)

Members:

P Sylvia Stadmire,
Chair

P Will Scott,
Vice-Chair

P Aydan Aysoy

A Larry Bunn

P Shawn Costello

P Herb Hastings

P Joyce
Jacobson

P Sandra
Johnson-Simon

P Jane Lewis
P Jonah Markowitz

P Rev. Carolyn Orr

P Suzanne Ortt

P Sharon Powers

A Vanessa Proee

P Carmen Rivera-
Hendrickson

P Michelle Rousey
A Harriette

Saunders

P Margaret Walker

P Esther Waltz

P Hale Zukas

Staff:

P John Hemiup, Senior Transportation Engineer

P Naomi Armenta, Paratransit Coordinator

P Krystle Pasco, Paratransit Coordination Team

P Christina Ramos, Alameda CTC Projects/Programs Team

P Cathleen Sullivan, Paratransit Coordination Team

Guests:

Shawn Fong, City of Fremont Paratransit; Paul Johnson, Center for Elders' Independence; Katherine Kelly, On Lok Lifeways; Jane Kramer, Paratransit Advocate; Tom Perez, Fremont Resident; Laurel Poeton, Alameda CTC; Laura Timothy, BART; Mark Weinstein, East Bay Paratransit

MEETING MINUTES

1. Welcome and Introductions

Sylvia Stadmire, PAPCO Chair, called the meeting to order at 1:10 p.m. The meeting began with introductions and a review of the meeting outcomes.

2. Public Comment

There were no public comments.

3. Approval of November 25, 2013 Meeting Minutes

Herb Hastings moved to approve the November 25, 2013 PAPCO Meeting minutes as written. Sandra Johnson Simon seconded the motion. The motion passed (13-0-0).

4. Recommendation on Capital and Matching Gap Grant Applications

Naomi Armenta reviewed the memo in the agenda packet that gives an overview of the Capital and Matching Gap Grant applications that were recently submitted. She noted that 1.43% of net Measure B revenues is designated as discretionary funds to fill gaps in paratransit services i.e. competitive grants. The Alameda CTC Commission approved the Paratransit Gap Grant Cycle 5 Program Guidelines at the January 2013 meeting. Per the Gap Grant Cycle 5 Program Guidelines, approx. \$2 million of Measure B paratransit discretionary funds were allocated to fund successful grant applications selected from a competitive call-for-projects. The Paratransit Gap Grant Cycle 5 Program Guidelines also allocated \$150,000 annually to Grant Matching funds to assist applicants acquiring non-Alameda CTC grants, Capital Purchasing funds to assist applicant in making a capital purchase, and Implementation Guidelines Assistance.

The Alameda CTC received an application for Capital Purchasing funds from BORP in the amount of \$19,373 to facilitate acquiring a large bus with accessibility modifications to accommodate up to six passengers in wheelchairs through the FTA 5310 program.

AC Transit also submitted an application for Grant Matching funds in the amount of \$50,000 to support its New Freedom application for Marketing Mobility Management through 211. The application describes the project as "Market and publicize the Alameda County 211 website and toll free service, which houses the most extensive and detailed database of paratransit information in Alameda County. Coordinate mobility management will be provided by 211 staff, including detailed and targeted transportation recommendations for seniors and the disabled."

Staff has reviewed both applications for eligibility and appropriateness for the funds requested, and recommends to PAPCO that they recommend approval to the Commission.

Questions and feedback from PAPCO members:

- Is 211 actually being used? Yes, the grant application has more information regarding usage but 211 does receive several thousand calls per year and AC Transit is looking to publicize 211 even more so.
- How many people do they have in the call center now? The call center currently has about 20 people, some of whom can take calls in various languages. However, there will be two individuals specifically trained and designated for this program. Alameda CTC staff has met with Eden I&R representatives to discuss staffing and other plans for this project.

Cathleen Sullivan added that this database will be directly linked from the Access Alameda website. So this project will continue to build on the one call, one click functionality that the services are already promoting through Access Alameda.

Michelle Rousey moved to approve the requests for Capital and Matching Gap Grant funds. Herb Hastings seconded the motion. The motion passed (15-0-0).

5. Alameda CTC Communications Focus Group

Laurel Poeton led a discussion regarding Alameda CTC's communication efforts around the Transportation Expenditure Plan (TEP) and its response within the senior and disabled community. Laurel handed out the last TEP flyer that focused primarily on specialized transportation, or paratransit, Measure B funding. She noted that Alameda CTC is looking to put Measure B, the transportation sales tax measure, back on the ballot in November 2014 and staff is seeking input and feedback from the agency's community advisory committees, which includes ParaTAC and PAPCO.

Laurel reviewed the comments that she received from the ParaTAC members at their last committee meeting:

- The font should be 14 point throughout the document.
- There should be an emphasis on the plan being a document that will be revisited in 30 years.
- Information should be less overwhelming and more simplified.
- Photos of community shuttles, other vehicles, travel training and other paratransit related activities from local programs should be used
- The flyer should be made available in Braille

Questions and feedback from PAPCO members:

- I would like to see more specific information on the projected increases. What programs are actually going to receive and benefit from the increases? Staff will work on updating the fact sheet to make that information more specific and clear.
- We should let people know what types of successes came from the last measure that was passed by voters in 2000. Also, identifying the elected officials that support the TEP is good information to have on the flyer.
- Visual identification of the local programs is important.
- The flyer should focus on what specific effects the measure will have on individuals and the cities that they live in.
- I would like to see how the money was spent in my city and not just with regards to accessibility but with local streets and roads and bicycle and pedestrian safety as well.
- There are disadvantages and advantages for going to the ballot in 2014 versus 2016. Why was it decided to go in 2014? The Alameda CTC Commission decided to put the measure on the ballot for 2014 because the measure is still fresh on voters' minds and the TEP will only be updated in certain areas i.e. with the inclusion of the 30-year sunset clause.

More information on the TEP is located on the Alameda CTC website.

6. 2013 Paratransit Outreach Summary Report

Krystle Pasco gave a summary report on the 2013 paratransit outreach efforts. She noted that the Paratransit Coordination Team focused on

three different types of outreach, which includes community events, interagency outreach as well as materials distribution. Krystle stated that the Paratransit Coordination Team attended 36 community events and presentations throughout Alameda County as well as established outreach potential to 25 community based agencies. She also stated that the team distributed materials to 22 senior centers, 23 senior housing complexes, 16 non-profit and community based organizations and various PAPCO and CAC members.

7. East Bay Paratransit Report

Laura Timothy and Mark Weinstein gave a report on East Bay Paratransit (EBP) and began with an update on the *Learn BART!* Project. Laura noted that the book is now available in various languages and includes information on the Clipper Card as well as language assistance. If PAPCO members are interested in distributing these materials, please contact Laura.

Mark Weinstein gave an overview of their operations and noted that data is now available for the first four months of the fiscal year. Mark noted that EBP provided 6,000 less rides this fiscal year than last year but overall ridership is starting to level off. Ridership is still at approximately 2,400 riders per day. He also noted that productivity did improve this fiscal year but on time performance has dropped to 90.4%. He also noted that the IVR system is currently on hold and they are working with the vendor to work out the remaining issues. Lastly, he noted that they are still working on making their entire fleet accessible. Currently, there are 30 sedans on the road that they will soon take away and replace with the accessible vehicles.

Laura gave an update on the East Bay Paratransit emergency plan. She noted that the vendor, Nusura, is very well versed on paratransit/accessible emergency planning for small agencies, cities and county agencies and they are looking forward to finalizing the plan. At the last SRAC meeting on January 8th, Nusura gave the committee an overview and engaged stakeholders for additional input. A Capabilities Workshop was held and resources and key players were identified. Lastly, Laura discussed the plan development process and emphasized the various training methods that will be

used to train key players and the additional efforts to educate the community on what is going on.

Questions and feedback from PAPCO members:

- How many vans are you going to have available and how many are new? There will be over 200 vans operating for EBP and there will be approximately 95 brand new vans. The rest of the vehicles vary in age but are still within their contractual limitations.
- Do you have any vehicles that are going to be phased out that can be donated? EBP contracts with three different companies that own these vehicles so it would be up to those companies on how they would like to dispose of those vehicles.

8. Gap Grant Cycle 5 Program Report – City of Fremont Tri-City Mobility Management and Travel Training Program

Shawn Fong gave a Gap Grant Cycle 5 program report on the City of Fremont Tri-City Mobility Management and Travel Training Program. She began with an overview of mobility management and the services provided including one-on-one individualized transportation planning assistance sessions provided. She then gave an overview of the travel training program and noted their Clipper Card education efforts as well as general travel training instruction methods. She noted that their staff conducted 6 Clipper Card educational workshops and distributed over 600 Senior Clipper Cards. They also conducted 5 large group travel training workshops and trained over 66 seniors and people with disabilities.

She also noted that City of Fremont staff led group recreational outings using public transit for their transit adventures program. They were able to provide five group outings for 85 participants. Destinations included the Legion of Honor, Exploratorium, UC Berkeley campus and Botanical Gardens and the Cantor Arts Center.

Questions and feedback from PAPCO members:

- You are doing great things with your program and I wanted to compliment your success.
- Is the satellite EBP office in Fremont open to Union City residents too? Union City residents are typically applying to the Union City

Paratransit program, which is done via mail. So if a Union City resident gets certified with Union City Paratransit then their eligibility automatically transfers to East Bay Paratransit for trips outside of Union City Paratransit's service area.

- Do you sell East Bay Paratransit tickets at the satellite office in Fremont? We are not currently selling EBP tickets but we are considering looking into that option.
- Do you follow up with trainees to see if and how their traveling has changed? Yes, staff conducts surveys with the travel training participants and we find that many trainees are using public transit; however, this trend is more evident for trainees taking local trips. Due to the suburban nature of the City of Fremont, it is a bit difficult for residents to travel using public transit from Fremont to destinations outside of the city.
- Do you have a quick guide for the online applications that you mentioned? Yes, we provide hands on online resource workshops at local senior centers that have computers available. CIL is also doing an Internet resources workshop that individuals who are interested can attend.
- After conducting the travel training surveys, how has travel changed? I do not have that information currently with me but I will forward the finalized survey results once we finish collecting the information.

9. Member Reports on PAPCO Mission, Roles, and Responsibilities Implementation

Carmen Rivera-Hendrickson noted that the LAVTA paratransit contract is currently up for negotiation. It has gone through the Board of Directors and is currently with the WHEELS Accessible Advisory Committee (WAAC) for input. MTM is going to be the new contractor and will start service in April.

Joyce Jacobson stated that due to a big community effort by City of Emeryville residents, two shuttle stops were reinstated temporarily. However, due to this effort they were able to eventually get the two shuttle stops reinstated permanently. Joyce is also now working on a taskforce to look for additional funds for the Emery-Go-Round shuttle.

Michelle Rousey attended the BART Accessibility Task Force (BATF) meeting and noted that the new BART car will be finalized soon. There will be a mock up available in March and individuals who have input or concerns should make them known as soon as possible. Unfortunately, there will be a pole placed near the wheelchair space and Michelle thinks this is a concern.

Shawn Costello also attended the WAAC meeting to provide input and select the new paratransit contractor.

Sylvia Stadmire attended the AC Transit Accessible Advisory Committee meeting. Also, she noted that Naomi Armenta received an award from the Minneta Transportation Institute for Outstanding Student of the Year.

Esther Waltz attended an event at the Ed Roberts Campus called The Plant Parent Health Expo.

Jonah Markowitz noted that there will be an open house for the Berkeley Dispute Resolution service on February 8th.

10. Committee Reports (Verbal)

10.1 East Bay Paratransit Service Review Advisory Committee (SRAC)

Naomi Armenta gave a quick update on the last SRAC meeting and noted that the major highlights were given during the East Bay Paratransit Report.

10.2 Citizens Watchdog Committee (CWC)

Sylvia Stadmire noted that Harriette Saunders is ill and is not able to give an update on the CWC. However, she noted that Cynthia Dorsey, former member of the Citizens Advisory Committee (CAC), is now a member of the Citizens Watchdog Committee (CWC). They are currently reviewing the Compliance Reports.

11. ADA Mandated Program and Policy Reports

PAPCO members were asked to review these items in their packets.

12. Information Items

12.1 Mobility Management – Travel Skills Webinar

Naomi Armenta gave an overview of the Travel Skills Webinar attachment in the agenda packet. She noted that staff hosted this webinar at the last Countywide Travel Training Working Group Meeting and thought that it would be a great resource for PAPCO members who are interested in knowing more about travel training.

12.2 Outreach Update

Krystle Pasco gave an update on the following outreach events:

- 2/5/14 – Fremont Unified School District Transition Information Night, Fremont Teen Center from 6:00 p.m. to 8:00 p.m.
- 3/20/14 – USOAC Annual Convention, St. Mary's Center from 10:00 a.m. to 2:00 p.m.

12.3 Other Staff Updates

John Hemiup noted that the Hospital Discharge Transportation Service contract with Washington Hospital is finally being executed. Service at Washington Hospital will be up and running soon. Also, the contractor that provides the Hospital Discharge Transportation Service and the Wheelchair Scooter Breakdown Transportation Service is up for RFP. This RFP will be released in the coming weeks and a new contractor will start service as soon as possible. Lastly, the contract for Alameda CTC's paratransit services is also up for RFP. More information will be provided soon.

13. Draft Agenda Items for February 24, 2014 Joint PAPCO and ParaTAC Meeting

- 13.1. Convene Finance and Program Plan Review Subcommittees
- 13.2. Gap Grant Cycle 5 Status Update
- 13.3. Joint PAPCO/ParaTAC Topic Discussion
- 13.4. 2014 Annual Mobility Workshop Brainstorm

14. Adjournment

The meeting adjourned at 3:30 p.m. The next PAPCO and Joint PAPCO and ParaTAC meeting is scheduled for February 24, 2014 at Alameda CTC's new offices located at 1111 Broadway, Suite 800, in Oakland.

Fiduciary Training and Finance Subcommittee Program Plan Review Subcommittees

At the PAPCO meeting on February 25, 2013, PAPCO members will be asked to volunteer to be appointed to the Fiduciary Training and Finance Subcommittee and/or the Program Plan Review Subcommittees. Below is background information to assist you in determining whether either of these is a subcommittee you are interested in volunteering for.

Background – Fiduciary Training and Finance

The thirteen paratransit providers in Alameda County have to submit two reports – their Base Program Plan (early March) and a Compliance Report/Year End Report (December). The Finance Subcommittee reviews these submitted reports and addresses a number of issues including fiduciary responsibilities, unspent fund balances, and notable trends in revenues and expenditures. The primary focus of the subcommittee will be to review staff summary reports and identify issues for correction or clarification during Program Plan Review.

Background – Program Plan Review

Program Plan Review is a primary PAPCO responsibility assigned by the ACTIA Board (now Alameda County Transportation Commission) and stated in the Bylaws Article III.C.1. as: *“Review of mandated and non-mandated services for cost effectiveness and adequacy of service levels and to make recommendations to the ACTIA Board regarding the approval of requests for funding.”* This year, PAPCO will be responsible for reviewing and recommending funding for Measure B funded paratransit programs totaling over \$10.2 million dollars. The Fiduciary Training and Finance Subcommittee is a part of the Program Plan Review process and appointed members will be expected to attend both subcommittees.

Subcommittee Selection and Process

All subcommittees have a minimum membership of 3 and a maximum of quorum (currently 11). The Chair will ask for volunteers and appoint members – who will be notified by staff. Any members not appointed can still attend the meetings as audience members and participate in the discussion, but cannot vote or receive per diem.

For Program Plan Review, PAPCO members should complete the Form to indicate which programs they'd be interested in being appointed to.

Each program will be scheduled for at least a 45-minute time slot on one of the review dates. During that slot, program managers will provide a 10 minute presentation of their program, followed by a brief staff report on programmatic issues, financials (including questions identified through the Finance Subcommittee), program compliance and dramatic changes to any operating statistics. Members will then have an opportunity to ask questions of each of the program managers before making a recommendation.

As part of the recommendation, members will have the opportunity to make comments or suggest ideas to the program managers regarding their programs. Once you make your comments or suggestions, members may simply send a program plan on to the Commission for approval without comment, or they may attach comments or questions that they believe should be pursued by staff. Final recommendations will go before the full PAPCO in April for final approval before going to the Commission.

Responsibilities

All PAPCO members that are appointed to these subcommittees will be responsible for carefully reviewing the somewhat extensive materials provided prior to the meeting(s) and coming prepared with comments and questions. PAPCO subcommittee members will be asked to consider recusals due to conflict of interest during the subcommittee meetings. Accessible materials can be arranged for any member by request.

Fiduciary Training and Finance Subcommittee Meeting Date

- TBD between March 18-28, date will be shared on February 24

Program Plan Review Subcommittee Meeting Dates

- TBD between April 1-11, dates will be shared on February 24

Per Diem

Since this is a standing subcommittee (as listed in the Bylaws), appointed PAPCO members will receive a per diem.

Program Plan Review Subcommittee Volunteer Preference Form

Meetings are two days, from 9:30am to approximately 3:30pm.

Member Name: _____

I would like to be appointed to both days, all day. ☐

Select by day:

I would like to be appointed to all day Day 1. ☐

I would like to be appointed to Day 1 morning. ☐

I would like to be appointed to Day 1 afternoon. ☐

I would like to be appointed to all day Day 2. ☐

I would like to be appointed to Day 2 morning. ☐

I would like to be appointed to Day 2 afternoon. ☐

Select by planning area:

I would like to be appointed to North County reviews. ☐

I would like to be appointed to Central County reviews. ☐

I would like to be appointed to East County reviews. ☐

I would like to be appointed to South County reviews. ☐

Select by program:

East Bay Paratransit ☐

LAVTA ☐

Union City Transit ☐

City of Alameda ☐

City of Albany ☐

City of Berkeley ☐

City of Emeryville ☐

City of Fremont ☐

City of Hayward ☐

City of Newark ☐

City of Oakland ☐

City of Pleasanton ☐

City of San Leandro ☐

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PAPCO Calendar of Events for February through March 2014

7.1

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• www.AlamedaCTC.org

Full Committee Meetings

- **Regular ParaTAC monthly meeting:**
Tuesday, February 11, 2014, 9:30 to 11:30 a.m., Alameda CTC
- **Regular PAPCO/Joint monthly meeting:**
Monday, February 24, 2014, 1 to 4 p.m., Alameda CTC
- **Regular PAPCO monthly meeting:**
Monday, March 24, 2014, 1 to 3:30 p.m., Alameda CTC

Subcommittee Meetings

- **Access Alameda Review Joint Subcommittee meeting 2:**
Wednesday, February 26, 2014, 1:30 to 3:30 p.m., Alameda CTC
- **Fiduciary Training and Finance Subcommittee meeting:**
TBD in March
- **Access Alameda Review Joint Subcommittee meeting 3:**
TBD in March

Outreach

Date	Event Name	Location	Time
2/5/14	Fremont Unified School District Transition Information Night	Fremont Teen Center, 39770 Paseo Padre Parkway, Fremont, CA 94538	6:00 p.m. – 8:00 p.m.
3/15/14	Developmental Disabilities Council's Transition Information Faire	College of Alameda, 555 Ralph Appezato Memorial Parkway, Alameda, CA 94501	9:30 a.m. – 3:00 p.m.

3/17/14	Transit Fair	Pleasanton Senior Center, 5353 Sunol Boulevard, Pleasanton, CA 94566	10:00 a.m. – 1:00 p.m.
3/20/14	USOAC Annual Convention	St. Mary's Center, 925 Brockhurst Street, Oakland, CA 94608	10:00 a.m. – 2:00 p.m.
3/22/14	Oakland Running Festival Expo	Oakland Marriott Hotel, 1001 Broadway, Oakland, CA 94607	9:00 a.m. – 5:00 p.m.

You will be notified of other events as they are scheduled. For more information about outreach events or to sign up to attend, please call Krystle Pasco at (510) 208-7467.



PAPCO Work Plan FY 13-14

1111 Broadway, Suite 800, Oakland, CA 94607 • 510.208.7400 • www.AlamedaCTC.org

PAPCO activities throughout the year will be guided by PAPCO Goals and Bylaws. The PAPCO Chair or Vice Chair will report to the Alameda CTC Board every month.

Topic: PAPCO Development and Outreach

Goal: Continue PAPCO's development as an informed and effective community advisory committee; accomplish outreach in a variety of ways in all areas of the County

Actions	Completed	In-Progress
All members to participate in at least one Outreach activity – write an article, speak at another meeting, visit Senior Centers, and/or attend an event		x
Provide input on updating Access Alameda booklet and AccessAlameda.org website		x
Assist in publicizing Alameda CTC special transportation program		x
Monitor PAPCO appointments and vacancies		x
Participate in rescheduled Annual Workshop for 2013	x	
Assist in planning Annual Workshop for 2014		x
Staff will continue to be available to help draft talking points or articles for members		x

Topic: Mobility Management			
Goal: Learn about and contribute to Alameda County's Mobility Management project			
Actions	Completed	In-Progress	
Provide input on Alameda County Mobility Management project		x	
Review materials regarding Mobility Management provided in meeting packet		x	

Topic: Program Policy Oversight			
Goal: Continue policy oversight over pass-through and grant programs			
Actions	Completed	In-Progress	
Receive Gap grant summary report in October	x		
Receive reports from Gap Cycle 5 recipients		x	
Participate in any discussions on amending Implementing Guidelines	x		
Participate in any discussions on funding formula	x		
Receive an annual update on the HDTs and WSBTS programs			

Topic: Fiduciary Oversight			
Goal: Continue fiduciary oversight over pass-through and grant funding			
Actions	Completed	In-Progress	
Review and make recommendations on requests for Gap Capital or Matching funds		x	
Participate in 5310 Call and scoring as necessary			
Hold a fiduciary training and finance subcommittee meeting in March			
Continue to evaluate pass-through and grant programs and expenditures		x	

Topic: Coordination with Local and Regional Partners			
Goal: Communicate with local and regional partners on planning efforts and policy discussions			
Actions	Completed	In-Progress	
Participate in joint discussion with ParaTAC at Joint meetings October February April	x		
Receive regular summaries of ADA-mandated paratransit advisory committees' minutes and Transit Access Reports		x	

Topic: Coordination with Local and Regional Partners			
Participate in other committees (e.g. SRAC, WAAC, AAC, City Commissions, etc.) and inform Chair and report to Committee as requested			x
Receive reports on MTC and Regional issues/events			
Staff will continue to forward opportunities for comments and participation via email			x

Topic: Customer Service			
Goal: Participate in driver training and serve as a resource to providers; and facilitate communication and resolution of consumer complaints			
Actions	Completed	In-Progress	
Continue to be available to assist in East Bay Paratransit Driver Training and related items			
Continue to be available to assist LA VTA with Driver Training and related items			
Ensure that taxi providers have access to resources such as pocket guides from Easter Seals Project ACTION			



Current PAPCO Appointments and Vacancies

7.3

1111 Broadway, Suite 800, Oakland, CA 94607

• 510.208.7400

• www.AlamedaCTC.org

Appointer

- AC Transit
- Alameda County
 - Supervisor Scott Haggerty, D-1
 - Supervisor Richard Valle, D-2
 - Supervisor Wilma Chan, D-3
 - Supervisor Nate Miley, D-4
 - Supervisor Keith Carson, D-5
- BART
- LAVTA
- City of Alameda
- City of Albany
- City of Berkeley
- City of Dublin
- City of Emeryville
- City of Fremont
- City of Hayward
- City of Livermore
- City of Newark
- City of Oakland
- City of Piedmont
- City of Pleasanton
- City of San Leandro
- City of Union City
- Union City Transit

Member

- Hale Zukas
- Herb Hastings
- Vacant
- Sylvia Stadmirer
- Sandra Johnson Simon
- Will Scott
- Michelle Rousey
- Esther Waltz
- Harriette Saunders
- Jonah Markowitz
- Aydan Aysoy
- Shawn Costello
- Joyce Jacobson
- Sharon Powers
- Vanessa Proee
- Jane Lewis
- Vacant
- Rev. Carolyn M. Orr
- Vacant
- Carmen Rivera-Hendrickson
- Margaret Walker
- Suzanne Ortt
- Larry Bunn

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LIVERMORE AMADOR VALLEY TRANSIT AUTHORITY
1362 Rutan Court, Suite 100
Livermore, CA 94551

WHEELS Accessible Advisory Committee

Meeting

DATE: Wednesday, December 18, 2013

PLACE: Diana Lauterbach Room LAVTA Offices
 1362 Rutan Court, Suite 100, Livermore, CA

TIME: 3:30 p.m.

MINUTES

1. Call to Order

The Chair Carmen Rivera-Hendrickson called the meeting to order at 3:30 pm.

Members Present:

Herb Hastings	Alameda County
Sue Tuite	Alameda County – Alternate
Connie Mack	City of Dublin
Shawn Costello	City of Dublin
Jane Lewis	City of Dublin – Alternate
Russ Riley	City of Livermore
Esther Waltz	City of Livermore
Nancy Barr	City of Livermore – Alternate
Carmen Rivera-Hendrickson	City of Pleasanton
Shirley Maltby	City of Pleasanton
Pam Deaton	Social Services
Jennifer Cullen	Social Services

Staff Present:

Paul Matsuoka	LAVTA
Rohan Kuruppu	LAVTA
Kadri Kulm	LAVTA
David Saunders	ALC

Members of the Public Present:

2. Citizens' Forum: An opportunity for members of the audience to comment on a subject not listed on the agenda (under state law, no action may be taken at this meeting)

None

3. Minutes of September 4th, 2013 Meeting of the Committee

Minutes Approved. (Hastings/Waltz)

4. PAPCO Representation

The committee unanimously forwarded their recommendation to the Board to re-elect Esther Waltz as LAVTA representative at the Paratransit Advisory and Planning Committee (PAPCO) for the Alameda CTC.

Approved. (Costello/Deaton)

5. Bus Stop Accessibility Improvements in Livermore

Staff gave a status report on Livermore bus stop ADA improvements. At the November Board meeting the Board awarded the construction contract to Ray's Electric. Since then Ray's has received the construction permits and will be able to begin construction soon.

6. Possible Bus Stop Accessibility Improvement Locations in the Dublin and Pleasanton Areas.

Staff briefed the committee on the Dublin and Pleasanton bus stop ADA accessibility improvements. Gannet Fleming, Inc. (GFI) has been contracted with LAVTA to provide engineering and design services. GFI coordinated with the City of Dublin and the City of Pleasanton staff to collect information for the design. GFI and LAVTA staff conducted field reviews and collected data at each location to identify potential constraints that could limit the proposed improvements. Sue Tuite provided staff with a list of Dublin and Pleasanton bus stops that need lighting.

7. Status Report on ADA Paratransit Operations Contractor Procurement Process

Staff gave a status report of the ADA Paratransit operations contractor procurement process. The proposals were due on October 15th and the panel of five conducted interviews with the top proposers on November 14th. The evaluations have been concluded and a notice was posted on LAVTA's website on December 18th on LAVTA's intent to award the contract to MTM. This item will be going to LAVTA Board on January 6th.

8. PAPCO Report

Esther Waltz gave a report on the latest PAPCO meeting.

9. Operational Issues – Suggestions for Changes

Members discussed operational issues with staff.

10. Adjourn

The meeting was adjourned at 4:35 pm.

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LIVERMORE AMADOR VALLEY TRANSIT AUTHORITY
1362 Rutan Court, Suite 100
Livermore, CA 94551

WHEELS Accessible Advisory Committee

Special Meeting

DATE: Tuesday, January 14, 2014

PLACE: Diana Lauterbach Room LAVTA Offices
 1362 Rutan Court, Suite 100, Livermore, CA

TIME: 3:33 p.m.

MINUTES

1. Call to Order

The Chair Carmen Rivera-Hendrickson called the meeting to order at 3:30 pm.

Members Present:

Herb Hastings	Alameda County
Sue Tuite	Alameda County – Alternate
Connie Mack	City of Dublin
Shawn Costello	City of Dublin
Jane Lewis	City of Dublin – Alternate
Russ Riley	City of Livermore
Esther Waltz	City of Livermore
Nancy Barr	City of Livermore – Alternate
Carmen Rivera-Hendrickson	City of Pleasanton
Shirley Maltby	City of Pleasanton
Claire Iglesias	City of Pleasanton – Alternate
Pam Deaton	Social Services
Jennifer Cullen	Social Services

Staff Present:

Paul Matsuoka	LAVTA
Kadri Kulm	LAVTA

Members of the Public Present:

Andrew Burke	MTM
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Pat McNiff	MTM
Mark Weinstein	Veolia
Rashida Kamara	Veolia
Janice Carter	Veolia
Sione Veikoso	Veolia

2. Citizens' Forum: An opportunity for members of the audience to comment on a subject not listed on the agenda (under state law, no action may be taken at this meeting)

Mark Weinstein of Veolia introduced himself and told the committee that even though their proposal had 3.16 full time employees (FTEs) dedicated to LAVTA contract versus the staff's recommended proposer's 6 FTEs, they do have a staff of over 80 people in their Oakland office who would be there to assist as well. He also offered everyone a chance to tour their call center in Oakland.

3. Paratransit Operations and Maintenance Contract – Staff Briefing

Staff briefed the committee on recommending MTM for LAVTA's Paratransit Operations and Maintenance Contract, and the rationale behind it.

4. Discussion with Medical Transportation Management, Inc. MTM

There was a questions and answers session between the WAAC members and MTM's Andrew Burke and Pat MacNiff. WAAC members also asked questions from Mark Weinstein of Veolia on their proposal.

WAAC voted unanimously to support the staff's recommendation to award the paratransit contract to MTM.

Approved. (Hastings/Barr)

5. Adjourn

The meeting was adjourned at 5:05pm.

ATTACHMENT 7
Transit Correspondence

Policies on Strollers in Denver Challenged as Too Permissive

According to the Colorado Cross-Disability Coalition (CCDC), the Regional Transportation District (RTD) in Denver, CO is giving too much ground to strollers, at the expense of riders who use mobility devices. The CCDC filed a lawsuit against RTC; the agency has been trying to foster an atmosphere of coexistence between passengers who bring strollers on board and passengers who use wheelchairs on RTD buses and trains. RTD launched a campaign telling riders to be prepared to collapse strollers to make way for persons with disabilities who need wheelchair spaces. The CCDC reports that RTD has implemented policies in 2013 that "encourage" violation of disability rights by transit operators. The lawsuit indicated that RTD goes too far in accommodating strollers and other large items to begin with, including a written policy that states that a person bringing a stroller on board "may" be required to collapse it. CCDC states that RTD advised operators that "passengers with packages, oversized baggage, large items, or strollers may use the priority seating area if available." In RTD's latest policy change, bus operators are required to remind customers with large items that they "may need to move" if the securement area is needed for a customer with a mobility device. CCDC contends that operators do not do so.

Denver Agency Asks U.S. Court To Dismiss Injunction Demand

RTD is asking a federal judge to dismiss a demand for a court order to improve wheelchair access to buses. RTD tells the court that the agency was already working with the CCDC on a "campaign" aimed at freeing up the securement spaces. RTD contends that by filing the lawsuit, CCDC "cut short efforts to resolve the very situation about which it complains." In its dismissal motion, RTD contends an injunction is not warranted because "RTD policy complies with federal regulations" and RTD "is actively working towards a resolution." RTD indicates it was collaborating with CCDC to implement a campaign comprised of coordinated rollout of a clarified policy, refresher training for bus operators, and a public awareness message. RTC also stated that the agency has implemented a button on the radio in each bus that allows the operator to send a high priority pre-programmed data message to dispatch, which must be pressed in the event that a disabled passenger is unable to board and await further instructions from dispatch.

Dismissal of Lawsuit Opposed By Wheelchair Users in Denver

CCDC is insisting that RTD complies with bus accessibility rules only "on paper." CCDC is asking the Denver federal court to deny RTD's request to dismiss a lawsuit. CCDC's lawsuit seeks an injunction to ensure access by wheelchair users to securement spaces on RTD buses. CCDC contends the spaces are frequently blocked by nondisabled riders with strollers or other objects, despite federal regulations that include requiring bus operators to ask them to move. In its response to the dismissal request, CCDC states that RTD has made repeated attempts at setting forth policies that look like these regulations on paper, but they do not achieve the result required by the ADA in practice.

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The Business Case for Mobility Management

By:

Jon Burkhardt and Jim McLary

INTRODUCTION

What is this thing called mobility management? It's a strategic approach to managing a coordinated community-wide transportation network with multiple operating partners.

What are its benefits from a business perspective? It can help transit systems reduce their operating expenses and it can offer more mobility to a community's residents.

This article (the first in a series) provides an overview of mobility management and its benefits.

MOBILITY MANAGEMENT: WHAT IS IT?

Mobility Management is a customer-driven, market-based approach to transportation services. It focuses on

- Individual travel needs, not moving the masses.
- Offering a full range of travel options to the single-occupant auto, not just the mass transit mode.
- Innovation, changing usual business patterns.
- Cultivating partnerships and multi-agency activities.
- Offering a single point of customer access to multiple travel modes.

Mobility management includes (1) all activities involved with identifying customer travel needs and coordinating a variety of service providers to address those needs — and doing so in a manner that is effective for the customer and efficient for the taxpayer. It also involves (2) efforts to improve the performance of public transportation in conjunction with the management of community-wide transportation resources, thus including traffic management strategies and the coordination of public transportation with infrastructure development and land use policies.

The basic mobility management functions include

- Providing information: referring travelers to available trip providers
- Making trip connections: brokering trips for customers among the available providers
- Transportation planning: ensuring rational land use and transportation relationships; ensuring the availability of need transportation services.

The detailed, comprehensive package of mobility management activities can be described as service development and system management activities. **Service development activities** include

- A planning approach that can be described as customer-based and market oriented because it focuses on the needs of individuals, specific consumer groups, employers, human service agencies, and neighborhoods.
- Development and implementation of “One-Stop” travel information and trip planning systems that focus on the trip needs of individual customers.
- Travel training for individuals, case workers, employers, and potential users of all available transportation services.
- Coordination of public transportation, human services transportation, and privately provided transportation services.
- Establishment and implementation of transportation brokerage systems coordinating transportation service providers to efficiently meet the needs of consumers in a harmonized service network.

System management activities include

- Working with employers to develop and implement demand-management strategies, employer pass programs, and transportation management organizations (TMAs).
- Promotion of ITS and other technology applications to improve system management.
- Promotion of traffic management strategies that improve the performance of public transportation service (such as a Traffic Management Liaison).
- Improving the delivery of public transportation services by changing regulations or overcoming institutional restrictions on service delivery (which may require the services of an Institutional Change Advocate).
- Promoting land use policies which are compatible with the effective and efficient delivery of public transportation service.
- Working to ensure that infrastructure improvements (highway and other major infrastructure improvements) accommodate the needs of a variety of public transportation services and their customers.

THE ECONOMIC BENEFITS OF MOBILITY MANAGEMENT

Mobility management offers substantial cost savings and increased service effectiveness. The economic benefits of mobility management are quite similar to those offered by coordinating transportation services:¹ By working for greater efficiency in the use of transportation resources, mobility management can **lower the costs of providing services**. Most communities apply such cost savings to increase the numbers of trips served, thus satisfying a

¹ For example, see Burkhardt, J., Levi, S., (2005). *Seniors benefit from transportation partnerships: Case studies from the aging network*. (Prepared for the Administration on Aging, U.S. Department of Health and Human Services.) Rockville, MD: WESTAT.

greater proportion of the latent demand of public transportation services and **increasing overall service effectiveness**. The combination of increased efficiency and increased effectiveness can create great improvements in unit costs, such as costs per trip, per mile, or per hour. Transit agencies in the Denver, Detroit, and Portland (Oregon) regions are now realizing savings of about \$2 million or more per year by applying mobility management strategies tailored to the unique needs and resources of their communities.

Denver, Colorado: RTD

The Denver Regional Transportation District (RTD) is the public transportation provider for 40 cities and towns in all or portions of 8 counties around Denver. The service area population is more than 2.5 million persons located in 2,327 square miles.² RTD's operations include fixed bus routes, express buses, light rail, shuttles, ADA paratransit services, call-n-Rides, Senior Ride, vanpools, free shuttle services on the downtown mall, and other services.³ More than 86 million riders used RTD's services in 2005; the 2006 operating budget is \$393 million and average weekday boardings are now 290,000.

Key mobility management programs include RTD's vanpool program, the user-side taxi subsidy program, call-n-Ride, Bike-n-Ride, and guaranteed ride home. Other components include bus passes distributed by employers and RTD support of local transportation management organizations. Mobility management programs under development include additional taxi services, car sharing, feeder bus services to light rail, and transit oriented land use developments.⁴ RTD is attempting to create services that are "closer to the customer" and more cost-effective than typical services. RTD is now more interested in funding and managing certain services than providing them.

- **The Vanpool Program** has grown from 11 vehicles in 2001 to 134 in 2007. Per passenger subsidies on the vanpool program are \$1.19 per rider versus the \$3.20 average subsidy for all of RTD's riders (2005 figures). There were approximately 343,300 rides taken on the vanpool program in 2006 at a cost of about \$700,000. Using the 2005 cost numbers, we estimate that the 2006 savings generated by the vanpool program were \$690,234 (343,400 x \$3.20 vs. 343,400 x \$1.19).
- **The User-Side Subsidy Taxi Program** is designed as an alternative to ADA paratransit services, which in 2005 cost RTD \$36.77 per trip in subsidy. Under this program, the rider pays the first \$2.00, the RTD pays the next \$7.00, and the rider pays any fare over \$9.00. In 2005, approximately 49,800 rides were made as part of this program at a cost to RTD of \$348,600. If these rides had been taken on RTD's Access-a-ride service, the cost to RTD would have been \$1,831,146. Thus, this program saved RTD \$1,482,546 in 2005. Greater savings are expected to be recorded in future years.

² *Regional Transportation District Denver Colorado: Audited Financial Statements Fiscal Year Ended December 31, 2004 and 2003*, RTD Administration Department, Denver. May 2005. Accessed at <http://www.rtd-denver.com/>

³ See http://www.rtd-denver.com/Projects/Fact_Sheets/RTD_Facts.pdf

⁴ Bryne, J., Messa, C., Simpson, D., Snapp, K. *Mobility Management: A Toolkit for Creating an Organizational Culture and Management Structure Conducive to Mobility Management*. APTA, July 2005.

These two of RTD's several mobility management programs are saving RTD over \$2 million per year while providing access to increased numbers of persons. Other mobility management programs (such as ADA-eligible passengers using the general public paratransit program and the Front Range Express intercity bus service from Colorado Springs to Denver) add even more savings. These new services have been enthusiastically embraced by the public in the Denver region. A recent tax referendum focusing on new rail and highway services generated a 66 percent approval rating at the ballot box.

Detroit, Michigan: Suburban Mobility Authority for Regional Transportation (SMART)⁵

A fiscal crisis in the early 1990s led SMART to reassess its agency mission, customer base, and services. Spurred by a \$20 million deficit and an impending local property tax referendum, SMART redesigned its services to

- Provide links to job growth areas,
- Save money wherever possible, and
- Create links to every city, township, and village in their voting area.

SMART now uses more than 600 buses and provides 11 million rides per year, an all-time high, and is setting records in every sector of their business. The system has also become a model for other transit systems looking to make big changes.

Through SMART's Community Partnership Program, SMART decentralized that which could be provided most effectively by the communities and centralized what SMART could do best. This helped improve service at the local level without spending more money. SMART now has partnerships with 73 local communities providing buses and technical assistance where needed. Over 246 small buses are operated by community partners. The program allows each community to develop transit that fits the needs of their residents and businesses. SMART offers functions such as community forums, coordinated dispatching, preventative maintenance, joint capital purchases, and travel training to their community partners, who can partake of these services or not, as they wish. Each program is different in each city.

SMART has capitalized on the determination of its riders and partners to fund vehicles, provide special services to riders, and create services that are uniquely tailored to local travel needs. They look to their local partners to create new ideas and then generate the support needed to get these ideas implemented.

In 2002, the cost of the Community Partnership Program was \$7 million. Without this program, the services operated by SMART would have cost an additional \$2.7 million, for a total

⁵ Information on SMART comes from a presentation by Dan Dirks to the Community Transportation Association of America's 2006 EXPO in Orlando, Florida.

cost of \$9.7 million.⁶ Figures for later years are not available at this time but are expected to show even greater savings.

Portland, Oregon: Ride Connection

In Portland, Ride Connection operates under contract to Tri-Met, the local public transit authority, as an area-wide mobility manager for persons not well-served by regular public transit operations. Ride Connection is a nonprofit community organization that coordinates community agencies that provide rides for persons with disabilities and senior citizens without alternative transportation. Their service area includes 1.5 million persons in 3,000 square miles in three counties in Oregon and part of one county in Washington. They describe their mission as “linking accessible, responsive transportation with community need.” Operating in close collaboration with Tri-Met, Ride Connection has helped Tri-Met trim its ADA paratransit costs.

Ride Connection currently has 401 volunteers and 268 paid drivers. Ride Connection has consolidated administrative functions (such as driver training, compliance, and maintenance), but actual trips are brokered by Ride Connection and are delivered by their collaborative partners. This division of labor helps maintain high-quality, personal services that are tailored to the unique needs of each individual community. Also, they can get funding not available to a public agency like Tri-Met (from foundations, corporations, individuals, others). Their volunteers provide trips that would be nearly impossible for a public transportation agency to provide. Ride Connection and Tri-Met also cooperatively provide a travel training program to enhance the mobility of persons with special travel needs.

In 2000-2001, trips made through the Ride Connection brokerage cost \$9.73 per trip versus \$19.14 on Tri-Met’s LIFT program for ADA eligible riders. The probable cost savings to Tri-Met in that year were nearly \$2 million: actual costs were \$911,868 versus a probable cost of \$2,884,819.⁷

WHAT’S NEEDED FOR MOBILITY MANAGEMENT: CHANGING PERSPECTIVES, CHANGING STRATEGIES

Mobility management represents a new strategic approach for the transit industry, and it requires changing some long-established patterns and practices. Mobility management

- Replaces the classic approach of operating services that can move large numbers of persons with a focus on the individual trip needs of specific customers.
- Replaces the strategy of managing owned assets with strategic partnerships and alliances among multiple transportation providers.

⁶ Burkhardt, J., Koffman, D., Murray, G. (2003). *Economic Benefits of Coordinating Human Service Transportation and Transit Services, TCRP Report 91*. (Prepared for the Transit Cooperative Research Program, Transportation Research Board, The National Academies.) Rockville, MD: WESTAT.

⁷ Ibid.

- Emphasizes multi-modal rather than single-mode solutions.
- Requires focusing on a coordinated community-wide transportation service network of existing and potential trip providers.
- Emphasizes the need to provide services that are easily understood as beneficial by the general public: “a sellable product.”
- Emphasizes changing traditional business practices.

Mobility management requires that someone (some organization) take responsibility for managing a coordinated community-wide transportation service network comprised of the operations and infrastructures of multiple trip providers. The management component of this process entails focusing on and making visible improvements to the effectiveness, efficiency, and quality of the travel services being delivered. From a transit agency perspective, Mobility Management can achieve the more efficient use of existing resources in order to meet individual needs, as is called for in the research describing the need for a “new paradigm” for public transportation,⁸ a new approach to delivering transportation services.

The call for a new paradigm for transit is based on changing demographics and the emerging role of transportation in smart growth and environmental management activities. These forces will require transit systems to re-invent their service delivery model. The call for a redefined role for transit agencies is not new. APTA itself has published many articles and papers on “the new paradigm.” Many professionals have identified the need for a new transit image:

“Increasing access to public transportation is clearly the best way to create a stable, healthy and strong America.”⁹

“Public transit must develop a vision of its role in serving existing and potential markets and ensure that transit benefits the entire community”¹⁰

“Planning transportationsolely around the work place or around median or average behavior obscures the real needs of Americans.”¹¹

“The vision for America's transportation future must portray a nation where people have freedom to make transportation choices and where travel options are prominent.”¹²

Many human service agencies started their own transportation systems because the transit agencies were either unwilling or incapable of providing the service that the human service agency clients needed; many of these agencies now would gladly give up their transportation

⁸ Transit Cooperative Research Project report #97

⁹ William W. Millar, President, American Public Transportation Association Before The National Surface Transportation Policy And Revenue Study Commission Improving The Performance Of Our Transportation System March 19, 2007

¹⁰ TCRP Report #28, Transit Markets of the Future: The Challenge of Change, Washington, DC 1998

¹¹ “Putting People First,” Progress, vol. IV, no. 7, Surface Transportation Policy Project, Sept. 1994, p. 1

¹² William W. Millar, President, American Public Transportation Association before the National Surface Transportation Policy And Revenue Study Commission on Improving The Performance of Our Transportation System, March 19, 2007.

systems if they could get the service they need. But many transit agencies see their role as “providing mass transportation” and therefore have a difficult time adjusting their organizations and business models. A recent interview with FTA Administrator, James Simpson delivers this message very succinctly:

“I believe that one of the most important things we as industry leaders must do is to ask ourselves: “What business are we in?” For example, private passenger railroads like the Pennsylvania and New York Central, among the most powerful business a century ago, are now extinct. Why? Because they failed to adapt. They had what I call “marketing myopia.” They viewed themselves as being in the railroad business instead of the people business. Don’t think mode...think people!”¹³

“What business are we in?Don’t think mode....think people.”
James Simpson, FTA Administrator, 2007

The TCRP new paradigms report¹⁴ suggests some new models and new priorities. The three-tiered model embodies several basic principles:

- (Re) establishment of the **quality of the customer’s experience** as a central, strategic focus for the organization;
- Separation of **strategic responsibilities** focused on the quality of the customer’s experience from responsibility and accountability for the actual **production of goods and services**; and a
- **Systems of performance measurement** that bring into balance the quality of the customer’s experience (the emerging strategic goal) and the efficiency with which resources are used (the production goal);

The new transit paradigm also has a reliance on expanded **partnerships and alliances** with both public and private organizations and service providers (for-profit and not-for-profit). This is to ensure responsiveness to shifting customer needs and cost effectiveness in meeting them. Actions would also include an introduction of **state-of-the-art information technologies** that can link the mobility management organization to both its partners and its individual customers in real time.

¹³ Community Transportation, Fall 2006, Washington DC2005, page 24

¹⁴ TCRP Report # 97, Transportation research Board, 2003, Washington, DC, Robert Stanley, Cambridge Systematics

WHY SHOULD I DO THIS THING CALLED MOBILITY MANAGEMENT?

Why should transit systems practice Mobility Management? *First, it makes good business sense.* As shown by the examples above, transit operators can both reduce their operating costs and expand the services that they provide.

Second, SAFETEA-LU provides incentives for transit systems through the 5316 JARC and 5317 New Freedom programs. SAFETEA-LU makes mobility management a capital project and thus eligible for 80% funding. Not only is Mobility Management an 80/20 program, other non-DOT federal money can be used as local match.

Third, as transit managers expand their range of services, either through operations or partnerships, their constituency grows. If your constituency grows, your support base grows. As the support base grows, the funding follows.

Fourth, it is our job. The job of a transit system is to move people, and if we don't rise to the challenge of helping all travelers, someone else will. This may involve changing some perspectives and practices — not necessarily an easy thing to do — but not meeting changing circumstances would harm our industry.

Finally, it is the right thing to do. As stated earlier, many human service agencies started transportation companies because no one else would provide the service they needed. Over \$4.0 billion is spent annually on Human Service transportation. If this human service transportation was coordinated with the public systems, the savings could be well over \$1.0 billion annually. This money would be available to provide trips for the unmet needs which we hear about daily.